

MODULE 6

Role of School Leader in School Administration With special reference to Schools in Goa.



Government of Goa

STATE COUNCIL OF EDUCATIONAL RESEARCH & TRAINING

Porvorim-Goa 403521

Email: scertgoa@gmail.com Website: scert.goa.gov.in Phone: 0832-241 7276

IN COLLABORATION WITH



**National Institute of Educational Planning
and Administration** (Deemed to be University)
National Centre for School Leadership

Role of School Leader in School Administration with special reference to Schools in Goa

Prepared by: Shrikrishna Naik, Headmaster, 2nd lieutenant Jayendra Rane Govt. High School, Bicholim

INTRODUCTION TO SCHOOL ADMINISTRATION:

In general education is a purposeful activity directed at achieving certain aims, such as transmitting knowledge or fostering skills and character traits. The purpose also includes development of understanding, rationality, kindness and honesty. Today education also includes encompassing new ideas such as skills needed for modern society, empathy and complex vocational skills.

Eresimadu (1996) holds that School administration is the implementation and facilitation of the programmes and management of the school resources for the achievement of school objectives. School administration is the branch of pedagogy that studies the means and methods of administering schools, reveals the distinctive feature in the system of school management, and analyzes the specific problems involved in organizing such a system.

Educational management refers to the administration of the education system in which a group combines human and material resources to supervise, plan, strategise and implement structures to execute an education system. Prosperous schools are built upon the shoulders of good decision-makers and strong teachers. That is why a good administrator is an essential part of any educational organization. Administrator is the one who runs the school, supports school staff, and is not afraid to take forward steps for the stability and continuation of the school's future. School administrator is one of the pillars for keeping the school in progress; administrator is expected to consistently encourage students to do their best and inspire progress and growth within any student.

The Headmaster of a school is a staff member having the highest responsibility for the management of the school. A headmaster is also known as the head teacher, principal, Head of School, School Administrator or School Director depending on the type of school management system. Head of School can be considered the managing supervisor of the school and provide leadership and vision to all the stakeholders. Head of the School is responsible for providing a safe and peaceful environment for the mission of educating and learning at the highest level. They are responsible for guiding the day-to-day school activities and overseeing all the business and administration taking place within the school.

As an administrator he/she looks after the instructional work of the school including framing of curriculum, preparation and distribution of syllabi, work distribution among the staff, allotment of co-curricular duties, construction of the time schedule and the annual school calendar. He/she plays a major role in planning the school activities, School organisation, and effective teaching, and school supervision, appropriate guidance for decision making, maintaining good relations and looking after general administration.

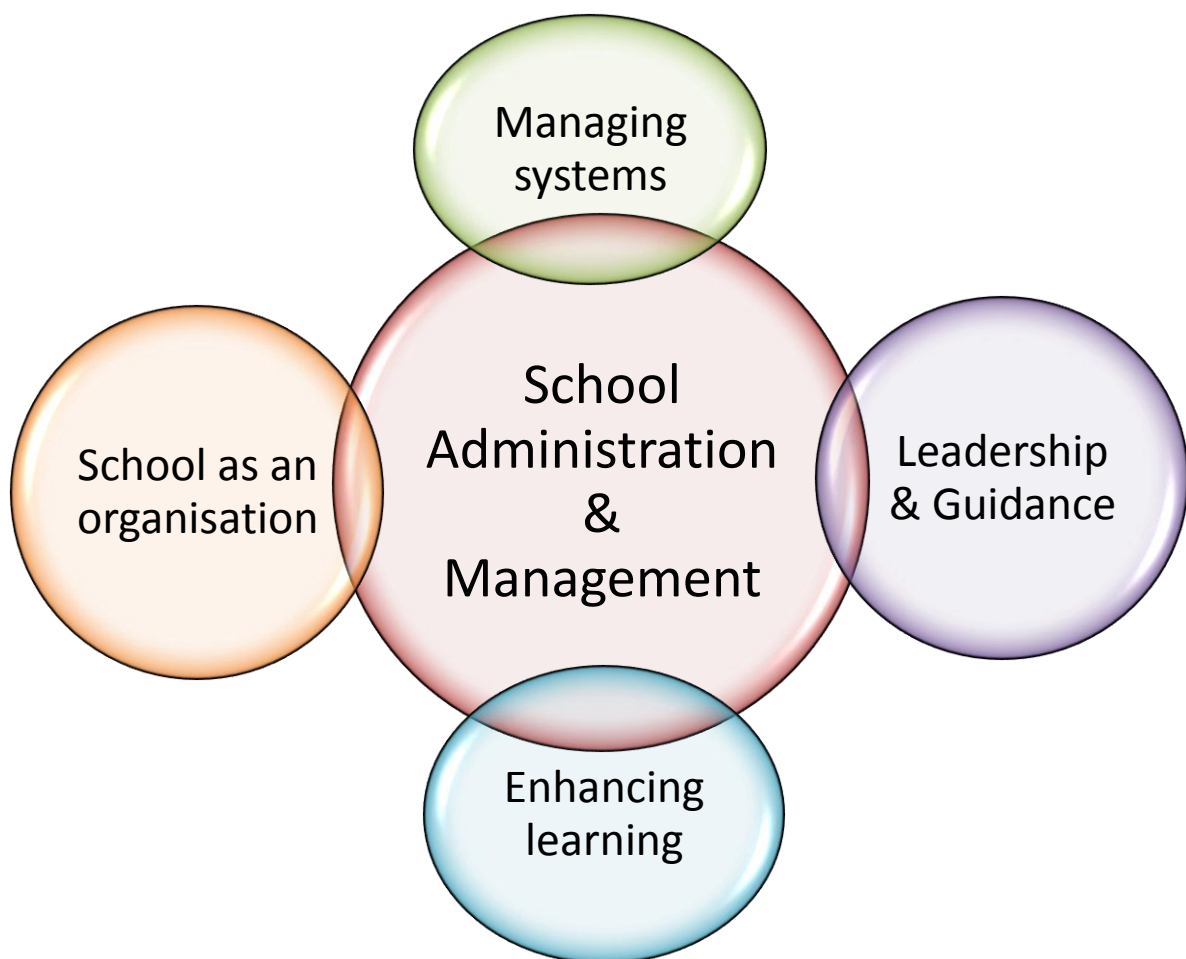
LEARNING OBJECTIVES:

- Understand the concept of School Management
- Effectively engaging in School Administration to improve student learning
- Effectively engaging in School Administration to improve community engagement

UNDERSTANDING THE CONCEPT OF SCHOOL MANAGEMENT

According to NOUN (2006) school administration is a social process concerned with identifying, maintaining, stimulating, controlling and unifying, formally and informally organized human and material resources within an interpreted system. Okendu (2012) in his own view defines school administration as the concept involving all the processes through which resources are mobilized in educational institutions to

accomplish the goals of education. It is a process of mobilizing school resources towards achievement of desirable educational goals. School administration is an activity process that requires expertise and training in educational principles and practices in ensuring proper management of schools general activities for achieving result in education. As Tony Bush (1986) cites “School management, as a body of educational doctrine, comprises a number of principles and precepts relating primarily to the technique of classroom procedure and derived largely from the practice of successful teachers.” Paul Monroe (1913) opines “Management implies an orderly way of thinking. It describes in operational terms what is to be done, how it is to be done and how we know when we have done it.” Management is not an arcane mystique. It is a method of operation. Good management should result in an orderly integration of education and society (Shelly Umana, 1972).



PRINCIPLES OF SCHOOL ADMINISTRATION

There are a number of principles that need to be kept in mind while discharging the duties of an administrator in a school setting. NOUN (2004) affirmed that School administration is guided by certain principles, some of which are stated below.

1. School administration must strive to create a community of learners who are physically and mentally healthy efficient and responsive and whose behaviours are acceptable to the society.
2. The school must be administered in such a way that both teaching and non- teaching staff functions as a team.
3. Each individual in the school should be assisted to develop his or her own talent and to contribute maximally to the progress of the school.

ROLES OF AN EDUCATIONAL/SCHOOL ADMINISTRATOR

1. Planning of Academic and Non Academic Activities

2. Directing School Activities and executing educational policies

3. Co-ordinating administrative and supervisory activities

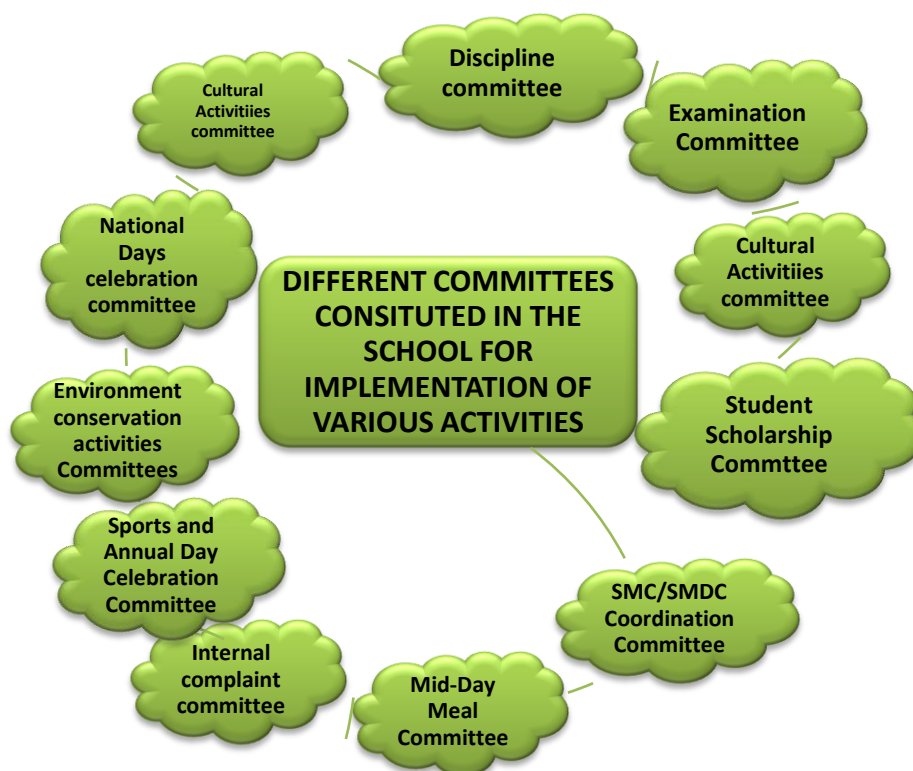
4. Evaluating the teaching personnel and school programs

5. Keep records, analysing and deciding interventions accordingly

1. Planning of Academic and Non-Academic Activities

By planning it is meant to pre-determine who will do which task at what place and how. The administrator has to take due steps for the successful execution of the functions of the school from time to time. Planning means ensuring that the tasks which have to be completed are fulfilling

the objectives. For example, the school schedule is prepared well in advance with the help of the teaching staff, preferably at the end of the on-going academic year. This is done in advance as the allotment of subjects, allotment of class teacher ship; class schedule etc. is to be completed. The teachers are further guided to annual lesson plan and unit plans and submit the same on the first day of new academic year. The school head has to ensure that the school actually begins on the first day of the new academic year. Planning activities and events in the school with the support and assistance of the teachers, the students, the parents and management of the School is the role of the school administrator. During the first week of the new academic year, meetings are to be convened with the team members and various school committees are formed headed by a Nodal teacher to plan and implement the various school activities that are entrusted by the State Govt. Following are some of the committees that may be constituted and displayed on the Notice Board.



2. Directing School Activities and Executing Educational Policies:

The school head is required to have the knowledge of the various activities that need to be executed in the academic years. By directing it is

meant to set the pathway of actions to be completed to achieve the goal. In the academic year 2022-2023 onwards NEP 2020 is being implemented in Goa phase wise. It thus becomes mandatory for the Head of school

3. Co-ordinating administrative and supervisory activities:

Educational supervision is defined as the process of providing facilities to students and teachers so that students can become better learners. Supervision is no longer considered as a process of fault finding, rather it is processes of encouragements to progress with enhanced knowledge and resources. Educational supervision is defined as a process of providing facilities and to train teachers in order to make children better learner. Supervision can be defined as a 'superior' 'vision' that is a vision with a mission.

4. Evaluating the teaching personnel and school programs:

Ojo(1999)posits that school administration involves managing, administering the curriculum and teaching, pastoral care, discipline, assessment, evaluation and examination, resource allocation, costing and forward planning, staff appraisal, relationship with community, use of the practice necessary for the surviving the policies of the organization such as decision making, negotiation, bargaining, communication, conflict handling, running meeting and so on. Headmaster is to issue necessary orders and get their compliance.

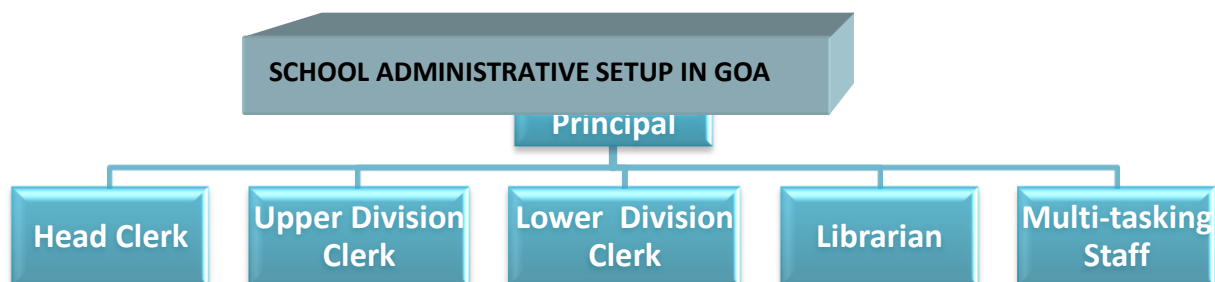
5. Keep records, analysing and deciding interventions accordingly:

Academic performance records such as grades and report cards, non academic assessment reports if any are maintained, can be analysed over a period of time which provides an insight about the student progress and helps parents and teachers make important decisions regarding students learning needs. Attendance records help teachers and school staff maintains accountability for students safety.

GENERAL ADMINISTRATIVE SETUP

The Headmaster is responsible for all that is being done in or by the school. Head master must see that the teachers and the other administrative staff attend their duties punctually and regularly. School

administration is the most important function of the School Head. Administrators can find many rewarding ways to develop their professional skills in a variety of different work environments as they gain experience. Division of work is the most important task for effective school administration.



Work Allotted to Head Clerk

1. Drafting of letters.
2. Overall supervision of office.
3. Maintaining Service book
4. Earned leave record.
4. Settlement of Pension cases.
5. Supervision of Internal and Govt. Audit.
6. Supervision of Financial Matters
7. Writing bio data for confidential report
8. Stock verification
9. Guiding the staff members in filling up the L.T.C Reimbursement , Tuition fees Reimbursement, Medical Reimbursement
10. Preparation of Annual School calendar
11. Filling up of inspection report.
12. Writing the Dead Stock Register, Stationery Register, Consumable Register.
13. Distribution of daily correspondence.
14. Preparation of G.P.F records, withdrawal and advance G.P.F ledger book and final payments.
16. Opening and checking School email.
17. Visits to websites of Goa Board, DOA, DOE, SCERT, RMSA, GSS, Vidhyanjali, Inspire Award, Eat Right India.
18. Preparation of Annual Statement of Accounts & its Audit.

19. Repair & Maintenance (Establishment)
20. To maintain service book and personal file of the staff.
21. Scrutiny of entries of Service Book, leave account of staff
22. Preparation of duty roster of Peons (MTS)
23. Pay Bill Register, Cash Book and relevant registers related to Cash Section.
24. Processing the cases of motor cycle advance, MCA etc.
25. Maintenance of Permanent Advance.
26. Monthly Expenditure Statement GRF 9.
27. Remittance of LIC Premium & Loan instalment of Staff.
28. Pay Bill Register.
29. Operation of Bal Rath & Accounts.
30. Maintenance of PTA Accounts.
31. Disciplinary cases, Preparation of Charge sheet/ Memorandums.
32. Matters related to Legislative Assembly Questions (LAQ).
33. Matters Related to RTI Act and proactive disclosure.
32. Submission of yearly Audited statements to DOE by 30th September .
33. Compliance with Disaster Management
34. Canara Bank Transactions & preparation of PPA.
35. Any other work as per Headmaster directives.

Work Allotted to Upper Division Clerk

1. Drafting letters.
2. Typing work and typing question papers.
3. Writing of Leaving Certificates
4. Calculation of income tax, issue of Form No. 16
5. Filling T.D.S Returns (Quarterly)
6. Internal and Govt. Audit.
7. Goa Board related Work..... Uploading SSC forms, entering the Internal Assessment Marks, grades...
8. Monthly salary Bills....epaggar.
9. PA Bill, LBT Bills, Sweeper Bill, FVC Bill.
10. Bonus, supplementary claim, revision of pay scale, senior scale salary.
11. Increment certificate, medical bill, Reimbursement of tuition fee, LTC
12. Pay fixation, . D.A arrears bills,
14. Issue of Increment slips and entry in service Book.
15. Preparation of appointment letter, promotion letter etc.

16. Preparation of list of scholarship, prizes winner scholarship certificates of sports and gathering and prizes distribution.
17. Writing of post based roster and verification.
18. Visits to websites of GB, DOE, SCERT, RMSA, SSA, DOA
19. Maintaining the Accounts of Management.
20. Maintain account of M.G, term Fees and pupils fund.
21. Writing the cheque and depositing the cheque/Cash.
22. Maintaining the record including cheque books, cheque register, cash book, Ledger Book and supplementary register.
23. School Complex Activities & Account.
24. SSA, SMC, SMDC Register & Accounts.
24. NCC / Scout & Guide/NSS Register & Accounts.
25. Processing of E.L. /ML / CCL Application including issue of order and relevant entries in the concerned register.
26. Librarian & Watchmen Accounts.
27. Any other work as per Headmaster directives.

Work allotted to Lower Division Clerk

1. Typing work and Drafting letters.
2. Typing work and typing question papers.
3. Writing the Salary Register.
4. Update and entry in School General Register.
5. Entering the date of birth and GRN in students attendance register.
6. Maintaining Outward Register.
7. Maintaining Inward Register.
8. Writing the receipts of term fees and posting the same in the student list.
9. Issue of Bonafide Certificate, Attendance Certificate.
10. PM Poshan (MDM) related work.
11. Postage Stamp Account Register.
12. Maintenance of Dead Stock & Consumable Stock Register.
13. Guiding the students for filling all types of scholarship and distribution of scholarship.
14. Writing the teacher / staff attendance and entering the C.L
15. Admission of students.
16. Quarterly Return of Disaster Management.
17. Preparation of seniority list of staff every year in the month of July.

18. Final payment of G.P.F.
19. LBT Attendance & Monthly Bill Claims.
20. Report on Remedial Classes.
21. Election data Submission.
22. Student Adhar details Submission.
23. Inspire Award Submission.
24. Vidhya Samiksha Kendra Submission.
25. SSIP Submission.
26. Any other work as per Headmaster directives.

Work allotted to Multi-Tasking Staff

1. Physical Maintenance of records of the Section.
2. General cleanliness & upkeep of the Section/Unit.
3. Carrying of files & other papers within the building.
4. Photocopying, sending of Fax etc.
5. Assisting in routine office work including on computer work.
6. Delivery of dak (outside the building).
7. Watch and ward duties.
8. Opening & closing rooms.
9. Cleaning of rooms.
10. Dusting of furniture.
11. Cleaning of building, fixtures etc.
12. Driving of vehicles, if in possession of valid driving license.
13. Upkeep of parks, lawns, potted plants etc.
14. Maintenance and upkeep of HM/Principal office.
15. To attend the call-bell of the Principal/office.
16. To ring the bell of the School at the prescribed times.
17. To circulate the orders/letters amongst the staff.
18. To attend to telephone calls, operating of fax machine & Xerox machine.
19. To handle fire fighting equipment's.
20. To assist in maintaining file/records/ retrieval documents pertaining to TA/LTC/ Medical / Leave application monthly return forms/Pay bill etc.
21. To assist in local purchase.
22. To operate water pump/ electrical equipment, water cooler etc.
23. To assist in maintaining Diary/dispatch of letter.

24. To attend post office work.
25. To check all light point in class rooms to be off and
26. To see Water tapes in toilet and drinking water point after school hours.
27. Other Electrical / Plumbing work in the Section/Unit.
28. To maintain mobile no. and local address of the staff members.
29. To attend Bank work.
30. Any other work assigned by HM/ Principal / HC/ UDC / LDC from time to time.

SUGGESTED TASK: Read relevant articles and books on educational administration and management for better understanding of the concept as a leader.

CONCLUSION:

In this module we have attempted to understand the concept of school administration and management. In whole the concept is very diverse. The learner needs to simultaneously read through the suggested reading material and gain more clarity on these concepts. There are certain principles mentioned that are to be considered while administering in the school environment. The module also covered the various functions that a School Head needs to assign and monitor his/her team with special reference to Goa education system, so that teaching and learning takes place effectively.

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Chabra, S. and Tiwari, Gyanchandranath. (2016). Administration and Management of Education, Tripura University: Vikas Publishing House. Noida New Delhi.

Structured and formatted by

Dr. Jacintha Mascarenhas,
Junior Consultant
School Leadership Academy, SCERT, Goa