

**CASE STUDY  
ON  
SCHOOL LEADERSHIP  
UNDER  
MEGHALAYA SCHOOL LEADERSHIP ACADEMY (MSLA)**  
**A Continuous Professional Development Program for Principals and Heads of Schools**

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**GOVERNMENT GIRL'S HIGHER SECONDARY SCHOOL,  
JAIL ROAD, SHILLONG, EAST KHASI HILL DISTRICT, MEGHALAYA.**

**DIRECTORATE OF EDUCATIONAL RESEARCH AND TRAINING,  
MEGHALAYA**

**2023**

## **Key Performance Indicator (KPI)**

The National Centre for School Leadership at NIEPA has designed key process indicators (KPIs) for School Leadership Academies. The case study fall under **Component 1** – Content and Material Development and **KPI – 1**.

## 1. About the School

Government Girls' Higher Secondary School, located on Jail Road in Shillong, is one of the oldest educational institutions in the region, established in 1886, just six years after the founding of the Shillong Government Boys Higher Secondary School. Situated in an urban area, the school is under the management of the Department of Education, Government of Meghalaya. This English Medium School offers education from the primary level to higher secondary and is affiliated with the State Board, specifically the Meghalaya Board of School Education, for both secondary and higher secondary levels. The school provides essential facilities such as classrooms and a few laboratories. Heading the institution is Smt. C. Shallam, a highly qualified academician holding a Master's degree in Arts (M.A.) and professional credentials in Bachelor of Education (B. Ed.). She can be contacted via email at [govtgirlsshillong@gmail.com](mailto:govtgirlsshillong@gmail.com). The school boasts a dedicated faculty consisting of 31 teachers, including 5 trained male teachers, 25 trained female teachers, and 1 untrained female teacher. The student body encompasses a wide age range, from kindergarten to XII, with a total enrollment of 1023 students across various academic streams.



## 2. Location of the School

Government Girls' Higher Secondary School, situated at Jail Road, Municipal Area, Shillong, East Khasi Hills 793 001, is a comprehensive educational institution offering primary, upper primary, secondary, and higher secondary education exclusively for girls. Nestled in the bustling heart of the city, it enjoys proximity to popular landmarks such as Police Bazar/Khyndailad and is just a stone's throw away from the prestigious five-star hotel, Courtyard by Marriott.



### 3. About Meghalaya

Shillong, the capital of Meghalaya and the administrative hub of the East Khasi Hills District in North-Eastern India, is often referred to as the "Scotland of the East." This charming city is renowned for its tourism attractions, including Umiam Lake, Shillong Golf Course, Wards Lake, Ka Phan Nonglait Park, Shillong Peak, State Museum, Don Bosco Museum, and numerous others. Beyond the city, the region boasts captivating tourist destinations like Sohra, located 50 kilometers away, celebrated worldwide for its breathtaking landscapes. During the monsoon season, when rainfall reaches its zenith at these higher altitudes, hundreds of thousands of visitors from across India, and thousands from abroad, flock to this remarkable place to experience its natural beauty.



#### **4. Leading Innovations**

The school maintains an average class size with one teacher for every 24 pupils, resulting in a Pupil Teacher Ratio (PTR) of 1:24. While lacking a library facility, the school leverages Information and Communication Technology (ICT) to invigorate teaching and learning, making the acquisition of knowledge engaging. Extracurricular opportunities, such as the Mathematics Club and participation in various competitions like Tobacco Free Education Institute (ToFEI), are offered. English serves as the primary medium of instruction. Teachers benefit from various professional development avenues and collaborate, sharing insights from diverse training experiences, either through verbal exchanges or Professional Learning Community (PLC) meetings. An active Parent Teacher Association (PTA) enhances parent involvement, with teachers also reaching out individually when necessary to discuss students' progress. When students require additional academic support, remedial teaching and classes are provided as needed. Remarkably, the school maintains an impressively low dropout rate, except for those who left for their village to join in another school.



#### **5. School Mission and Vision**

The school has a designated focus, mission, and vision. The mission is to develop students with active and creative minds, a sense of understanding and compassion for others, and the courage to act on their beliefs and the vision to strive towards character building of students, quality education and equip students academically and proficiently.



## 6. Transforming Teaching Learning Process

The school firmly believes that the implementation of Learning Outcomes will significantly contribute to students' academic growth and personal development. To facilitate the achievement of these LOs, the school employs diverse teaching methods and approaches, such as discussions, activities, project work, practical exercises, and smart classes. The incorporation of Learning Outcomes (LOs) is expected to foster critical thinking, creativity, problem-solving skills, improved attention, concentration, imagination, creativity, and holistic development among students. In cases where students encounter difficulties in meeting these LOs, the school has plans to closely monitor and adjust teaching strategies, including offering extra and remedial classes. While the initial implementation of LOs has shown a slight change in students' performance, it is anticipated that the impact will be more pronounced as all teachers fully integrate LOs into their teaching methodologies.



As part of the School Improvement strategy, the school has constituted the Professional Learning Communities (PLCs), which convene regularly to address various academic matters which include team building through the PLCs, distributive leadership for various activities like preparing of Unit and Lesson Plans using the Learning Outcomes, addressing academically weak students, reforms in assessment, and so on.



## **7. Academic Calendar**

The school prepares the academic calendar annually. This reflects the demonstration of its commitment to maintaining a consistent and effective educational approach throughout the entire year. This dedication is instrumental in meeting the timeline in a structured and planned manner.

## **8. Extra efforts put in by the School**

In addition to textbooks, the school uses other various resources, including YouTube links, videos, PowerPoint presentations (PPTs) with voiceovers, and self-prepared videos and audios for delivery of the teaching learning process.

## **9. Challenges for the School**

The school and teachers encounter several challenges such as, limited smart class facilities, leading to scheduling issues when multiple teachers want to use the same room simultaneously. Some teachers lack ICT training. Certain teachers find it challenging to write and use Learning Outcomes (LOs) for their lesson plans. Moreover, there is a need for improved teaching-learning materials. The approach that we intend to adopt in order to address these challenges;

request the provision of projectors in all classrooms to alleviate the smart class facility constraints. Advocate for simple ICT training opportunities for teachers. Consider conducting special training sessions for teachers who struggle with incorporating LOs into their lesson plans and potentially establish a system to review their lesson plans after completion.

## **10. Conclusion**

Thus we observed that the school has effectively implemented Learning Outcomes, Professional Learning Communities, and other initiatives. It is our expectation that the school's commitment to the leadership program will contribute significantly to its transformation. Moreover, the program has inspired teachers to strive for improved performance, ultimately fostering a brighter future for the students.



## ANNEXURE 1

**PLC - N(0)-1 - 2020**

PLC Norms Agreement

*Shillong (PLC Additional English)*

We, the G.G. H.S.S. PLC members, agree to the following collaborative norms at all of our meetings for the year 2020-2021.

In order to make our PLC meetings positive and productive experiences for all members, we make the following commitments to each other:

1. *To gain new ideas for ways to reach students more effectively.*
2. *To locate students' achievement trends among class levels.*
3. *To create a healthy environment among teachers and students.*

| S.No. | Name                | Signature          |
|-------|---------------------|--------------------|
| 1     | LARIE V. PAKYNTAIN  | <i>[Signature]</i> |
| 2     | JENNYFER LALOO      | <i>[Signature]</i> |
| 3     | IBADAMON KHARKONGOR | <i>[Signature]</i> |
| 4     | RITA LYNGDOH        | <i>[Signature]</i> |
| 5     | SUPRINA             | <i>[Signature]</i> |
| 6     | THEISUK LYNGDOH     | <i>[Signature]</i> |
| 7     | LAMONA MANLONG      | <i>[Signature]</i> |
| 8     | IBADONDOOR RYNTAH   | <i>[Signature]</i> |
| 9     |                     |                    |
| 10    |                     |                    |

**GOVERNMENT GIRLS' HIGHER SECONDARY SCHOOL, SHILLONG.**

**PLC NORMS**

1. BEGIN AND END OUR MEETINGS ON TIME AND STAY FULLY ENGAGED DURING EACH MEETING.
2. MAINTAIN A POSITIVE ATTITUDE AT TEAM MEETINGS.
3. RESPECT EACH OTHER.
4. CONTRIBUTE EQUALLY TO THE WORK LOAD.
5. MAKE DECISIONS ON THE BASIS OF CONSENSUS.
6. SUPPORT EACH OTHERS EFFORT TO IMPROVE STUDENT LEARNING.
7. CONTRIBUTE POSITIVELY IN EVERY DISCUSSION.
8. SUPPORT COLLEAGUES FOR BETTER IMPROVEMENT IN EVERY WORK.

G. G. H. S. School - PLC Meeting (Additional English)

(Date: 12<sup>th</sup> June 20 )

Materials to bring to meeting: 1. List of students from each class with internet access.  
2. List of students from each class without internet access.

PLC Members Present: 1. I. RYNSAH - 4. J. F. LALCO - 8. SUPRIYA DEB -  
2. D. V. PAKYNTIN - 5. T. LYNGDOH -  
3. L. MAWLONG - 6. R. LYNGDOH -  
7. I. KHARKONGOR -

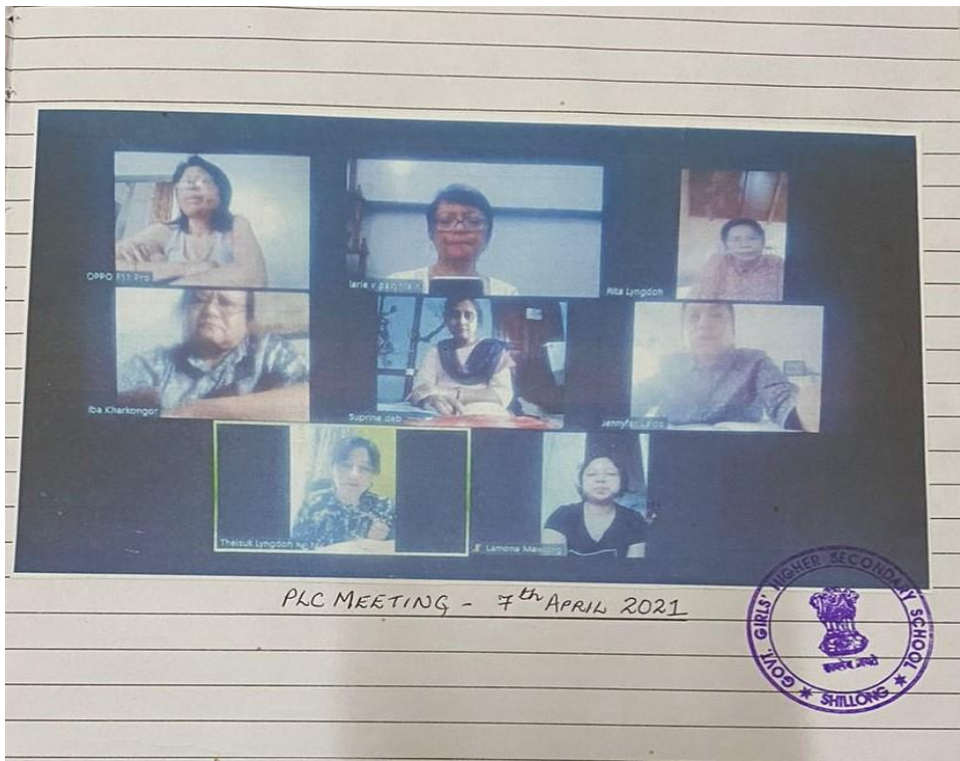
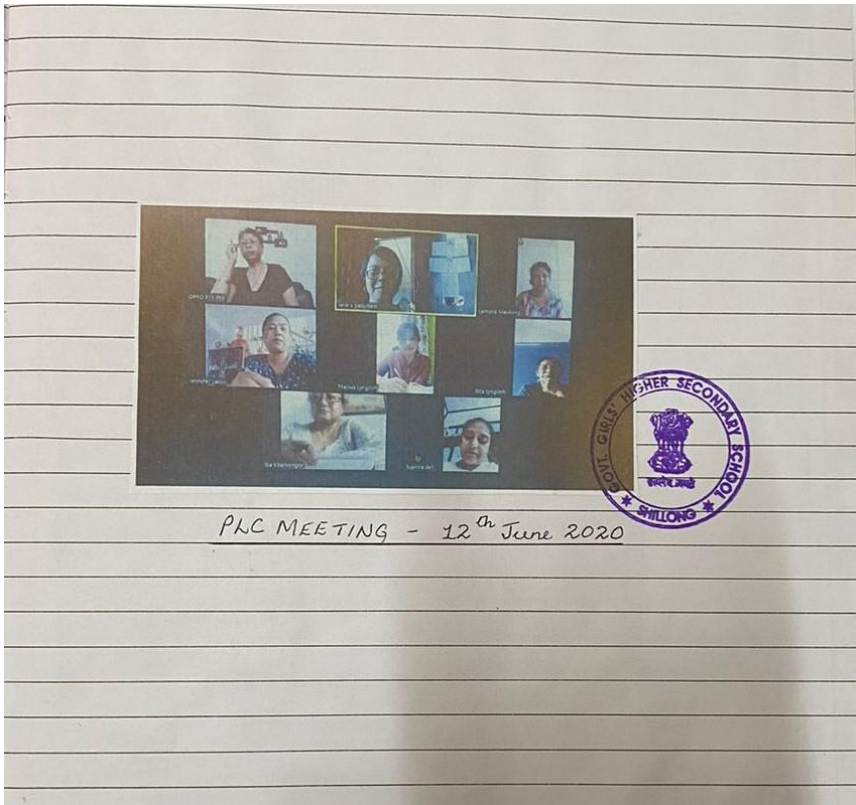
Targets/Outcomes: 1. Create materials that can be watched or read on Smart Phones  
2. Students' understanding of a chapter will be enhanced through the use of  
3. resourceful books, videos, audios (self-prepared)

| Topic for Discussion/Agenda                    | Who                 | Estimated Time | Minutes  |
|--|---------------------|----------------|--|
| 1. Contact and connection with students        | Mrs D. V. Pakyntein | 15 mins        | Lists were reviewed and teachers discussed on how to set up virtual contacts with students through a platform once a week and whatsapp group ability.<br>- Teachers agreed that a 'Simple hello' with those without internet access, through a phone call, will make them feel connected.  |
| 2. Response of the students to online classes. | Entire group        | 20 mins        | - Discussed on the mixed responses of the students with special attention to those without internet connection.<br>- Teachers agreed to find out way and means to help students become aware of what is going on in their group.<br>Parents' involvement was the best solution. Calling the teachers concerned was the next to clear their doubts.       |
| 3. Helping students to stay connected          | Entire group        | 25 mins        | - Discussed the different strategies, focusing on how to make the students stay connected with their group.<br>- Teachers agreed to provide resourceful materials or self-prepared audios, videos through the whatsapp group. And to include parents to collect the notes, explanation, questions & answers prepared by teachers from the school office. |

Signature of Chairperson and/or Convenor

Meeting Norms:

1. Start/End on Time
2. Student/student learning centred issues
3. Meetings based on specific curricular issues
4. Any other (Specify) Nil





PLC MEETING - 7<sup>th</sup> October '21



PLC Meeting - 9<sup>th</sup> March 2022.



## ANNEXURE 2

### ACADEMIC CALENDAR 2022 - 23

| Sl.No | ACTIVITY  | DATE(S)   |
|-------|---|---|
| 1     | Reopening of School   | 7th March, 2022   |
| 2     | MBOSE HSSLC (Practical)   | 14th March - 23rd March, 2022                                       |
| 3     | MBOSE SSLC/HSSLC (Theory)                                       | 24th March - 14th April, 2022                                       |
| 4     | Co-Curricular activities  | 1st Week of May (Date to be notified)                               |
| 5     | 1st Unit Test (KG - X)  | 20th May - 31st May, 2022   |
| 6     | 1st PLC Meeting   | 3rd June - 10th June, 2022  |
| 7     | HALF YEARLY EXAMINATION<br>* MINOR SUBJECTS<br>* MAJOR SUBJECTS | * 27th June - 1st July, 2022<br>* 4th July - 12th July, 2022        |
| 8     | Reopening After Summer Break                                    | 27th July, 2022   |
| 9     | Co-Curricular activities  | Last week July (date to be notified later)                          |
| 10    | Report Card Day   | 5th Aug, 2022   |
| 11    | 2nd PLC Meeting   | 12th Aug - 18th Aug, 2022   |
| 12    | Co-Curricular activities  | Last week of Aug (date to be notified later)                        |
| 13    | 2nd Unit Test (KG - III)  | 22nd Aug - 30th Aug, 2022   |
| 14    | 3rd Unit Test (KG - III)<br>2nd Unit Test (IV - X)              | 16th Sep - 23rd sep, 2022   |
| 15    | 3rd PLC Meeting   | 13th Oct - 20th Oct, 2022   |
| 16    | Co-curricular Activities  | Last week of Sept (date to be notified later)                       |
| 17    | Selection Test Class X  | 17th Oct - 25th Oct, 2022 (Tentatively)                             |
| 18    | Co-Curricular activities  | Last week of Oct (date to be notified later)                        |
| 19    | Result Class X  | To be notified later  |
| 20    | Annual Exam (KG)  | 3rd Nov - 10th Nov, 2022  |
| 21    | Children's Day  | 14th Nov, 2022 (prize distribution of all co-curricular activities) |
| 22    | Annual Exam (I - III)   | 21st Nov - 30th Nov, 2022   |
| 23    | Report Card Day (KG)  | 30th Nov, 2022  |
| 24    | Annual Examination (IV - X)<br>Pre Promotion (Class XI)         | To be notified later 17-30 Nov/22                                   |
| 25    | Report Card Day (IV - IX) + XI                                  | To be notified later  |
| 26    | 4th PLC Meeting   | 9th Dec - 16th Dec, 2022  |
| 27    | Pre-Board Examination Class X + XII                             | To be notified later  |
| 28    | Promotion Examination Class XI                                  | To be notified later  |



Sd/-  
i/c Principal  
Govt. Girls' Higher Secondary School,  
Shillong

### ANNEXURE 3

#### **List of Contributors, DERT**

| <b>SI No</b> | <b>Name of Facilitator</b> | <b>Designation</b>                              |
|--------------|----------------------------|---|
| 1.           | Dr. David M. Nongrum       | SRG Member (Associate Professor, DERT), MSLA    |
| 2.           | Dr. Baladiangti Nongbri    | SRG Member (Associate Professor, DERT), MSLA    |
| 3.           | Dr. Careleen Y Kharmalki   | Nodal Officer (Assistant Professor, DERT). MSLA |
| 4.           | Dr. Fitzgerald Hujon       | Junior Consultant, MSLA                         |
| 5.           | Miss Bethsheba J. Rapphap  | Office Assistant, MSLA                          |

