

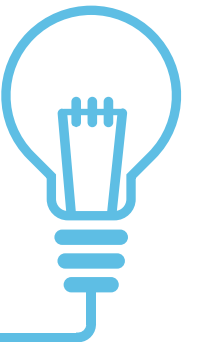


# **A Collective Effort Towards Ensuring Quality Education**

**Central Board of Secondary Education**



**What does CBSE  
envision?**



To create a school system that provides the ***most joyful, creative, exploratory & vibrant school experience*** & environment for its learners & the ***most satisfactory experience*** for its teachers

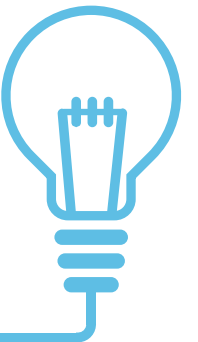


To make its schools future-ready by ensuring ***quality education***, adoption of ***innovative pedagogies, experiential & active learning*** with a focus on skills, art & sports, capacity building of teachers & holistic development of the child





**What role schools can  
play to achieve these  
aims?**





Several ***best and innovative practices*** already exist within the affiliated schools of CBSE

Schools can **learn from each other** and augment their self-improvement

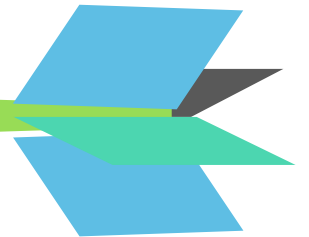
Schools can excel by ***partner each other*** and ***helping each other***

# Initiatives by CBSE



Taken up several initiatives to impact positively on the quality of education

One such measure is the creation of  
***Hubs of Learning***



# Session Objectives

At the end of the session, the participants are expected to:

**01**

be cognizant of the overall rationale and aims of the hub of learning

**02**

endorse guidelines on school-to-school partnership under hub of learning as mandated by CBSE

**03**

recognize their role as a Lead collaborator school

**04**

identify areas of collaboration among school and various activities to be conducted under hub of learning



# Session Objectives

At the end of the session, the participants are expected to:

**05**

prepare themselves to participate in this community of practices

**06**

brainstorm on priority improvement areas, planning engagements, strategizing activities, prioritizing processes and monitoring progress for their hub

**07**

provide feedback on various issues related to Hubs of Learning




## Hubs of Learning


Clusters of 4-5 neighbourhood schools each, for the purpose of collaborative growth, promotion of self improvement and enhancement of quality of education

# Rationale, Need, Aims & Purpose

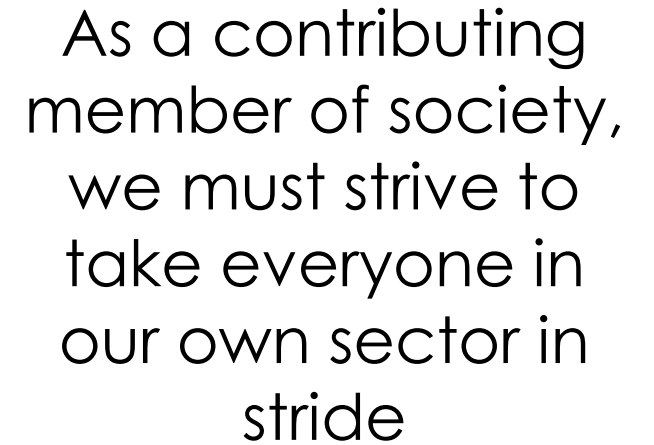




Glaring inequalities  
in our schools



Need to reverse this  
trend to attain  
equitable and  
inclusive growth for  
all of our students



As a contributing  
member of society,  
we must strive to  
take everyone in  
our own sector in  
stride

# Kothari Commission (1964-66)

Proposed the **formation of school complexes** as an innovation in school education to:

- facilitate sharing and exchanging of resources and experiences;
- alleviate the isolation of schools;
- promote handholding by pooling and sharing Instructional Works, material facilities like OHP, ICT, library, a good laboratory, Tinkering lab etc.;
- ensuing co-operative efforts for improvement;
- organizing in-service training jointly

# National Policy on Education- 1986

“

*School complexes will be promoted on a flexible pattern so as to serve as networks of institutions and synergic alliances to encourage professionalism among teachers, to ensure observance of norms of conduct and to enable the sharing of experiences and facilities. It is expected that a developed system of school complexes will take over much of the inspection functions in due course.*

”

## Acharya Ramamurti Committee 1990

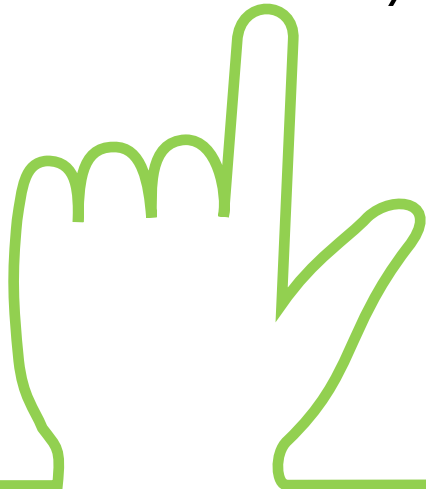
“ On a pilot basis, at least one Educational Complex may be established in every district during the Eighth Five Year Plan so as to develop a functional model. ”

## Janardhana Reddy Committee 1991

“ School complexes will be promoted as a network of institutions on a flexible pattern to provide synergic alliances to encourage professionalism among teachers, to ensure observance of norms and conduct and to enable the sharing of experiences and facilities. The school complex will serve as the lowest viable unit of area of planning and will form a cluster of 8-10 institutions in which different institutions can reinforce each other by exchanging resources, personnel, materials, teaching aids etc. and using them on a sharing basis. ”

# Mandate of CBSE

Clause 9(xvi) of the Powers and Functions of CBSE stipulates that one of the functions of CBSE is *'to do all such or other things as may be necessary in order to further the objects of the Board as a body constituted for regulating and maintaining the standard of secondary education.'*



# Action Taken

CBSE issued ***Circular No. Aff. 12 dated March 9, 2019*** where schools have been directed to enter into a ***local partnership with neighbouring schools*** to work together for the improvement of educational standards for all the schools.







**Need of collaboration  
through hubs?**



To create an ecosystem for the schools to take up effective all round self improvement

01

02

To allow not only sharing of best practices, but also the possibility of adaptation or even replication of these practices

To enable all schools in a group to be *givers* as well as *receivers* of support, fresh ideas, resources, opportunities for student & teacher learning

03



# Need for Hubs of Learning

**01** Develop self directed students aware of their potential

**02** Create educational leadership that collaborates at all levels

**03** Develop learning outcomes

**04** Encourage professional development among teachers

**05** Bring together expertise for improvement of all stakeholders

**06** Promote Experiential and joyful learning

**07** Mobilize teachers, parents, students & other community partners

**08** Create inquiry based learning with sharing of data and research

**09** Embed practices into school communities for accelerating improvement

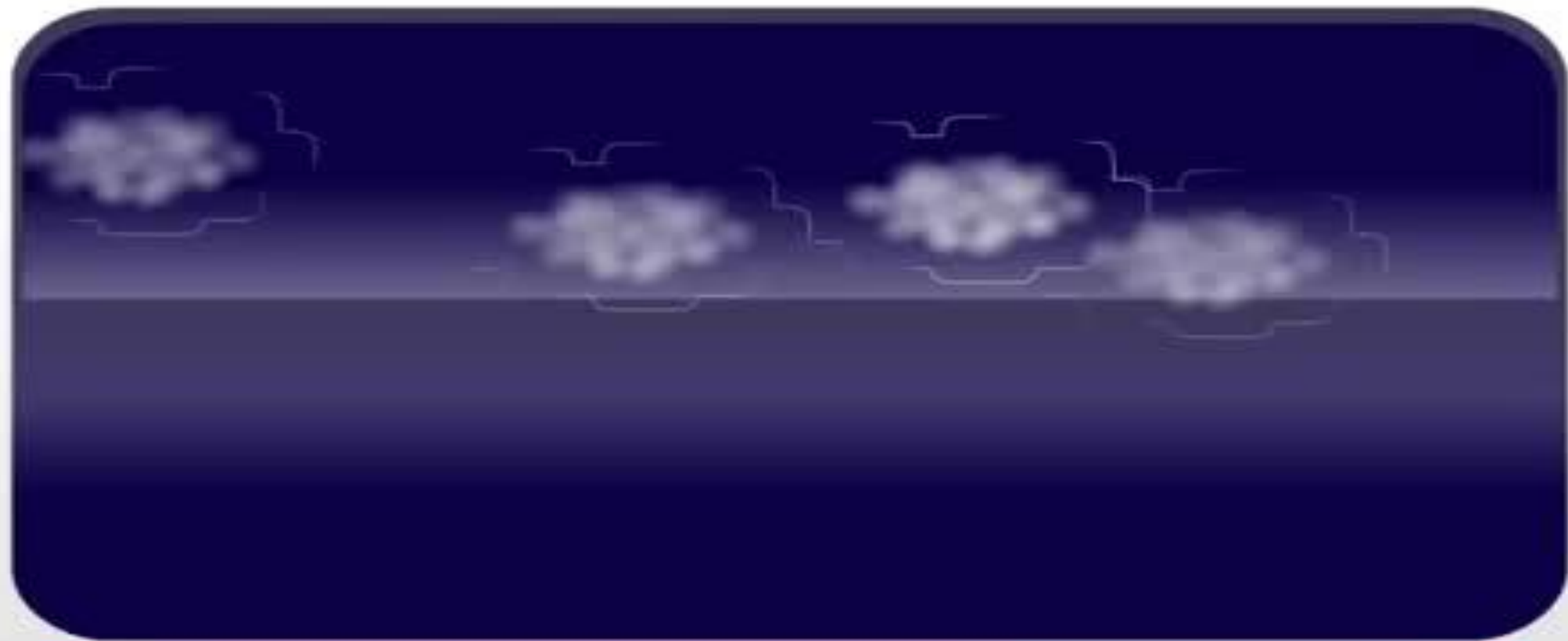
To create a culture of support and healthy interdependence across different areas of teaching learning

To enable sharing of resources: manpower, infrastructure, teaching-learning material, etc.

To provide an opportunity to share a repertoire of ideas, instructional and assessment strategies

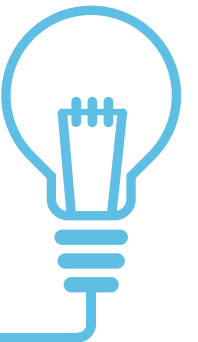
To promote solidarity by facilitating joint conduct of various student/staff activities culminating in an enriched school life



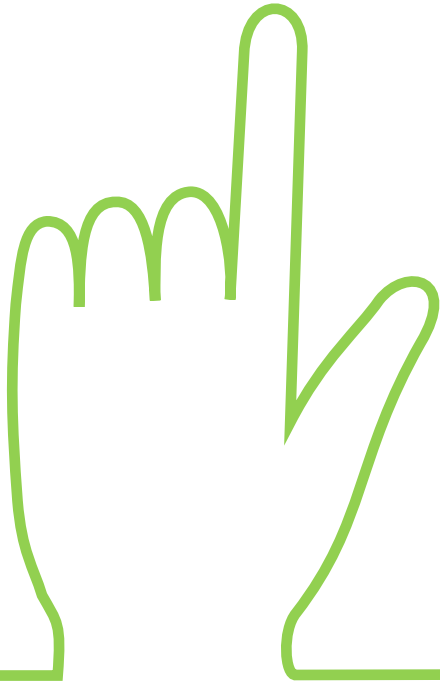


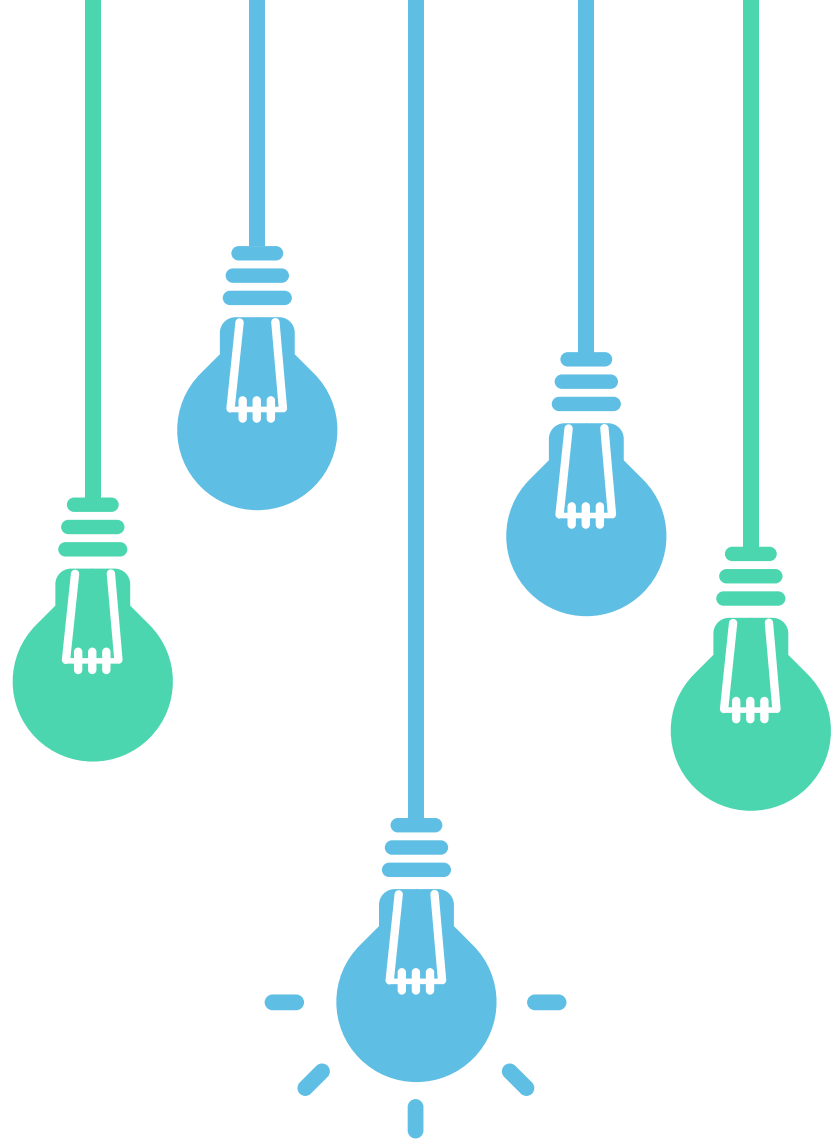


**Difference between a  
Sahodaya School Complex  
and a  
Hub of Learning?**



Sahodaya is a voluntary effort but the Hub of Learning is mandated by Board





# Formation of Hubs



Identification of members for each hub from amongst 4-6 neighbouring schools in a district, preferably in the same city



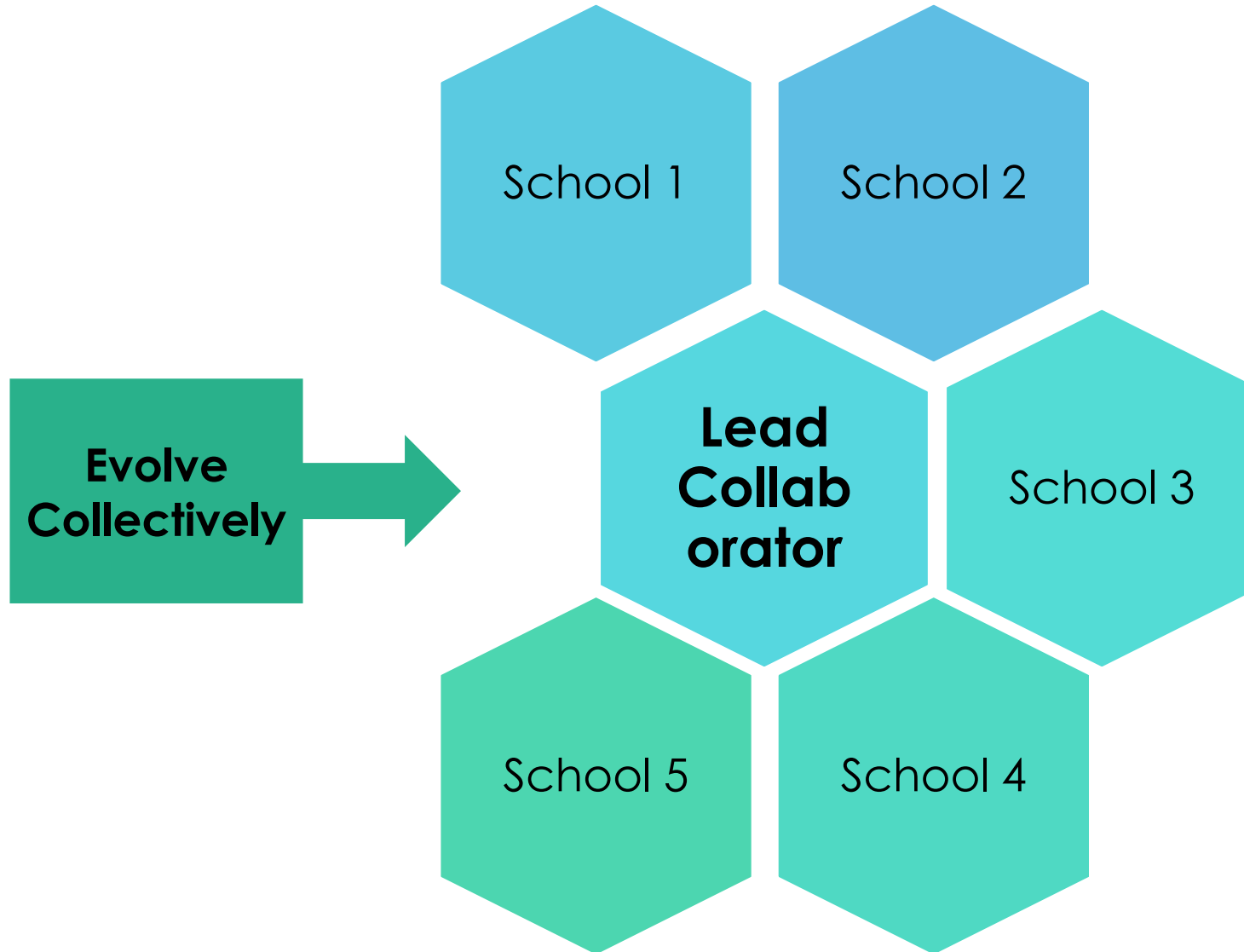
Grouping of CBSE schools located abroad with Hub of Learning (HoL) in Delhi



Assigning of a unique number based on state, district and city code to each hub



# Structure of a Hub



# Lead Collaborator School



High Performing  
Schools (in terms  
of overall quality  
of education) to  
act as Lead  
Collaborator  
School



Shall function  
for a  
maximum  
period of two  
years

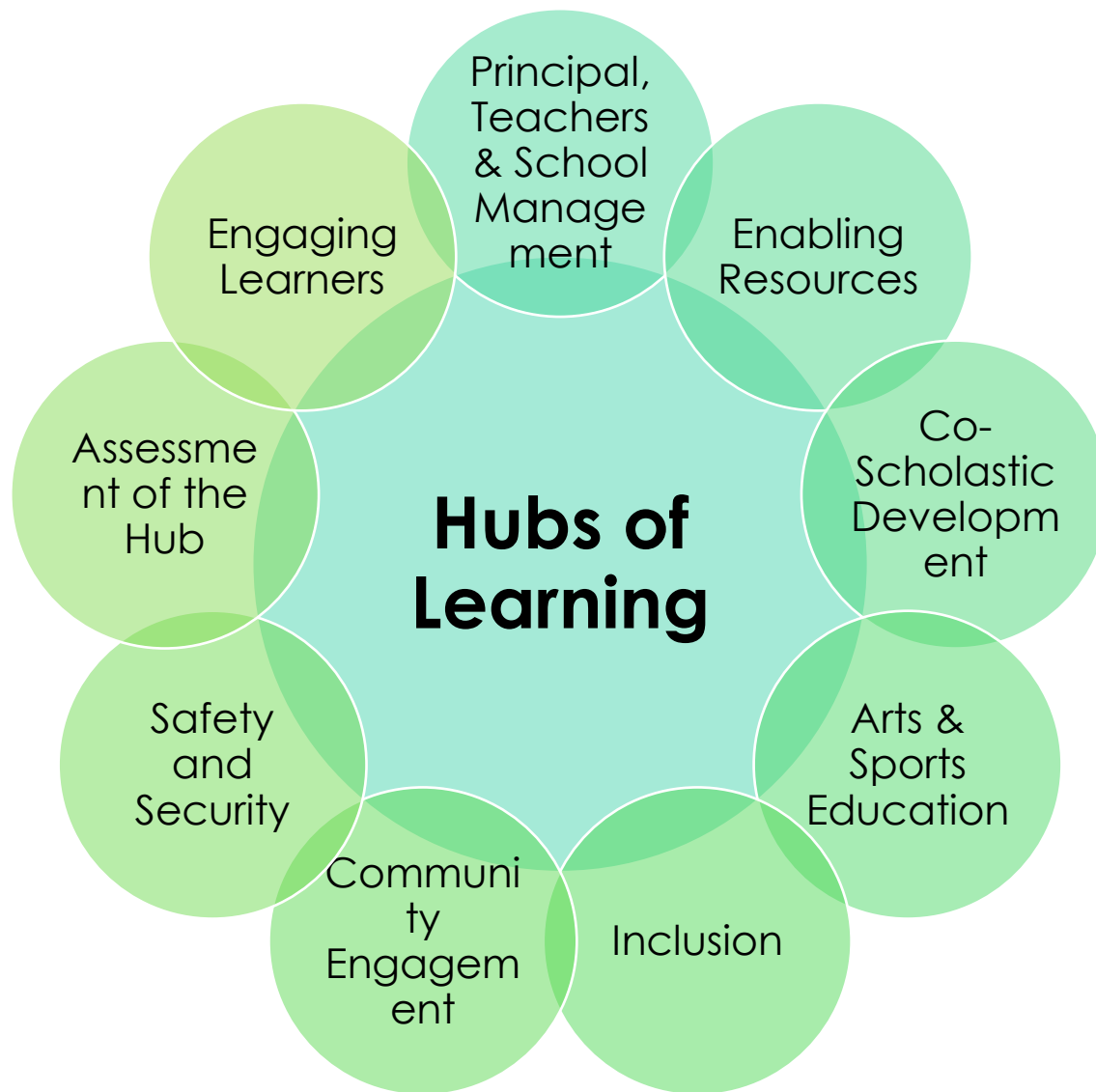


Get all schools  
in the hub on  
board &  
take up all the  
activities as  
mentioned  
above



Provide  
handholding  
support to all the  
schools in  
implementing  
safety guidelines

# Domains



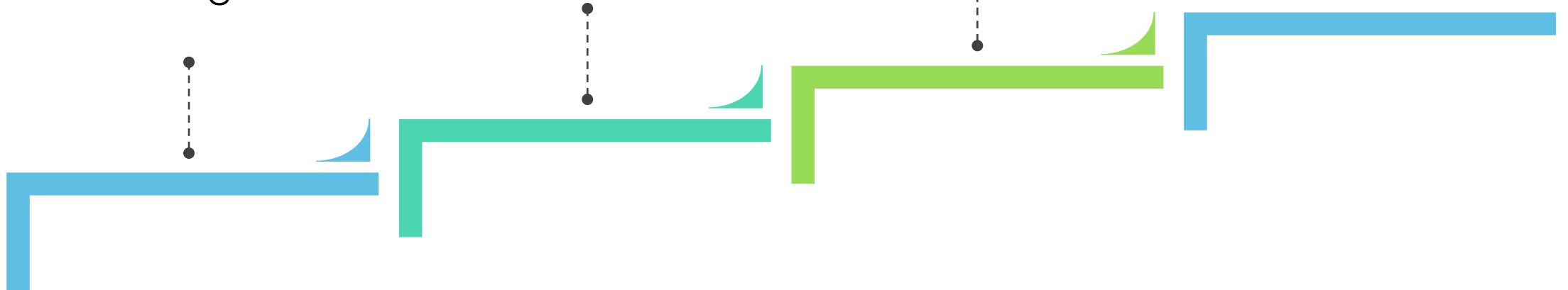
# Working Practices

Sharing information and expertise in curriculum transaction, creation of new knowledge and designing novel pedagogical strategies

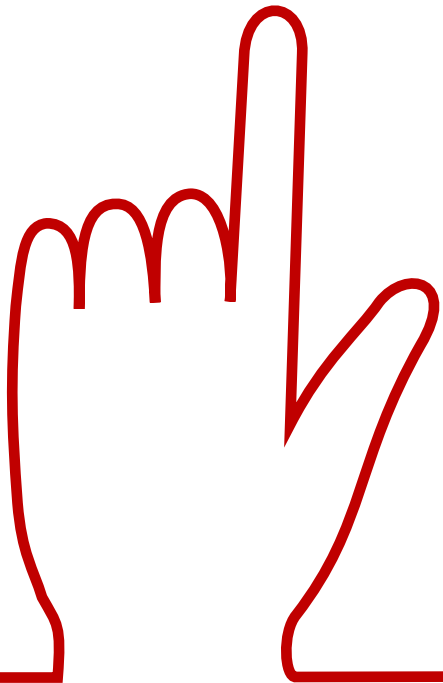
Augmenting capacities through sharing resources, digital collaboration and cooperating in imparting skills

Promoting professional development via teacher exchange, joint seminars, workshops and instructional procedures

Forging partnerships to give and receive support and engage in professional learning that facilitates systematic changes



**Be Cautious**



The Role of Hubs is:



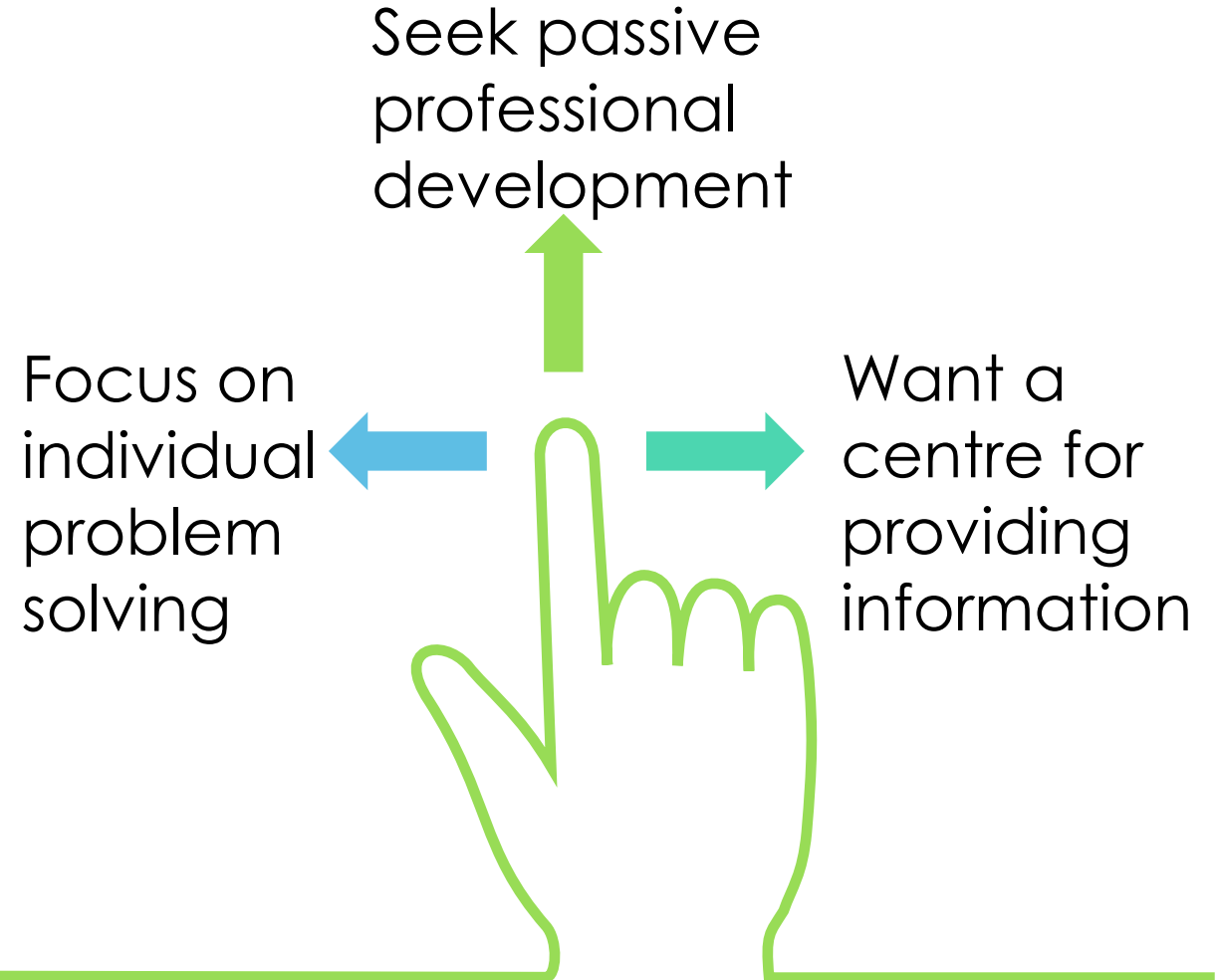
Participatory



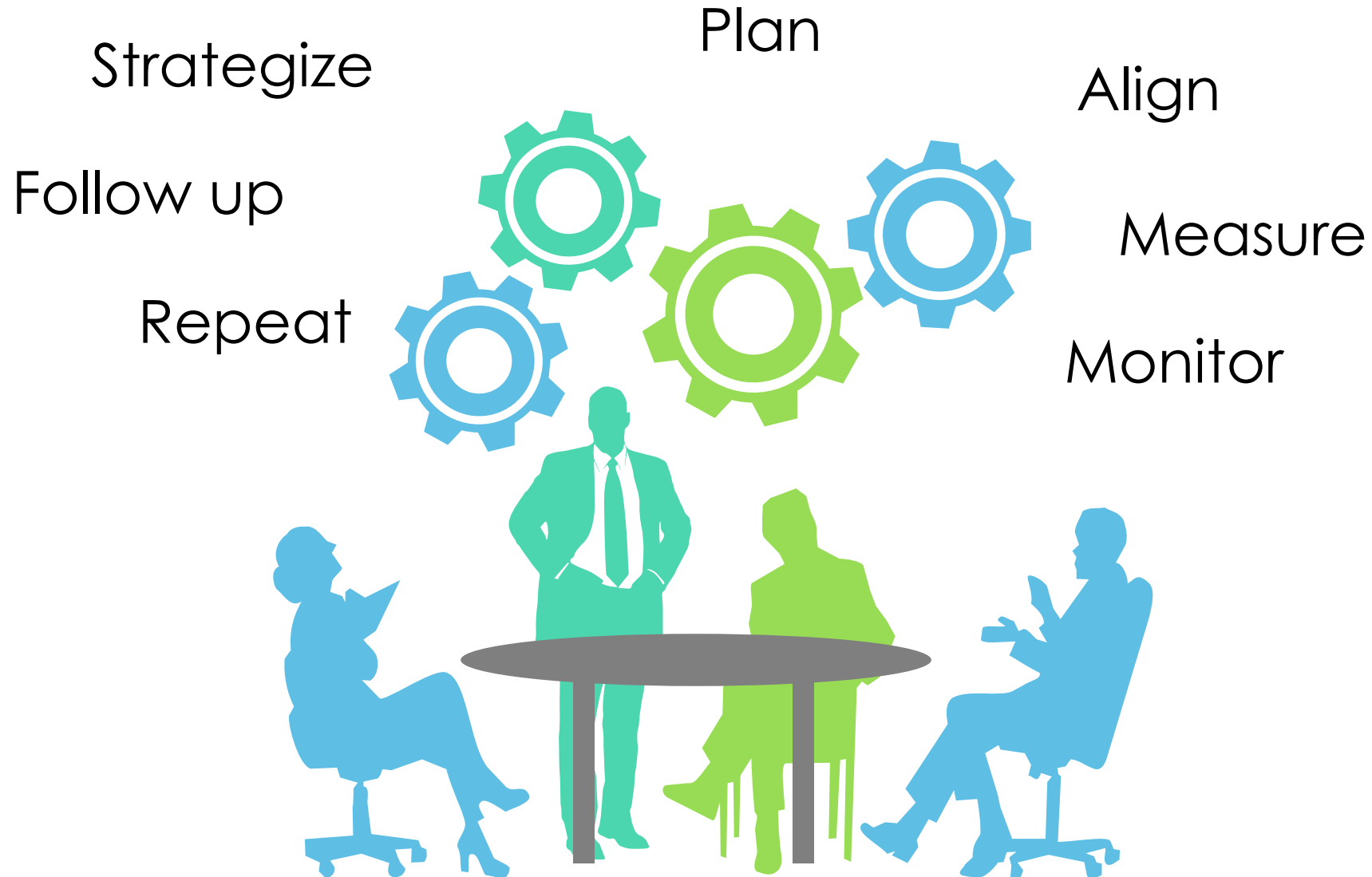
Collaborative

# HoL should not become

- An administrative meeting of a group of people with similar titles and strategies who:



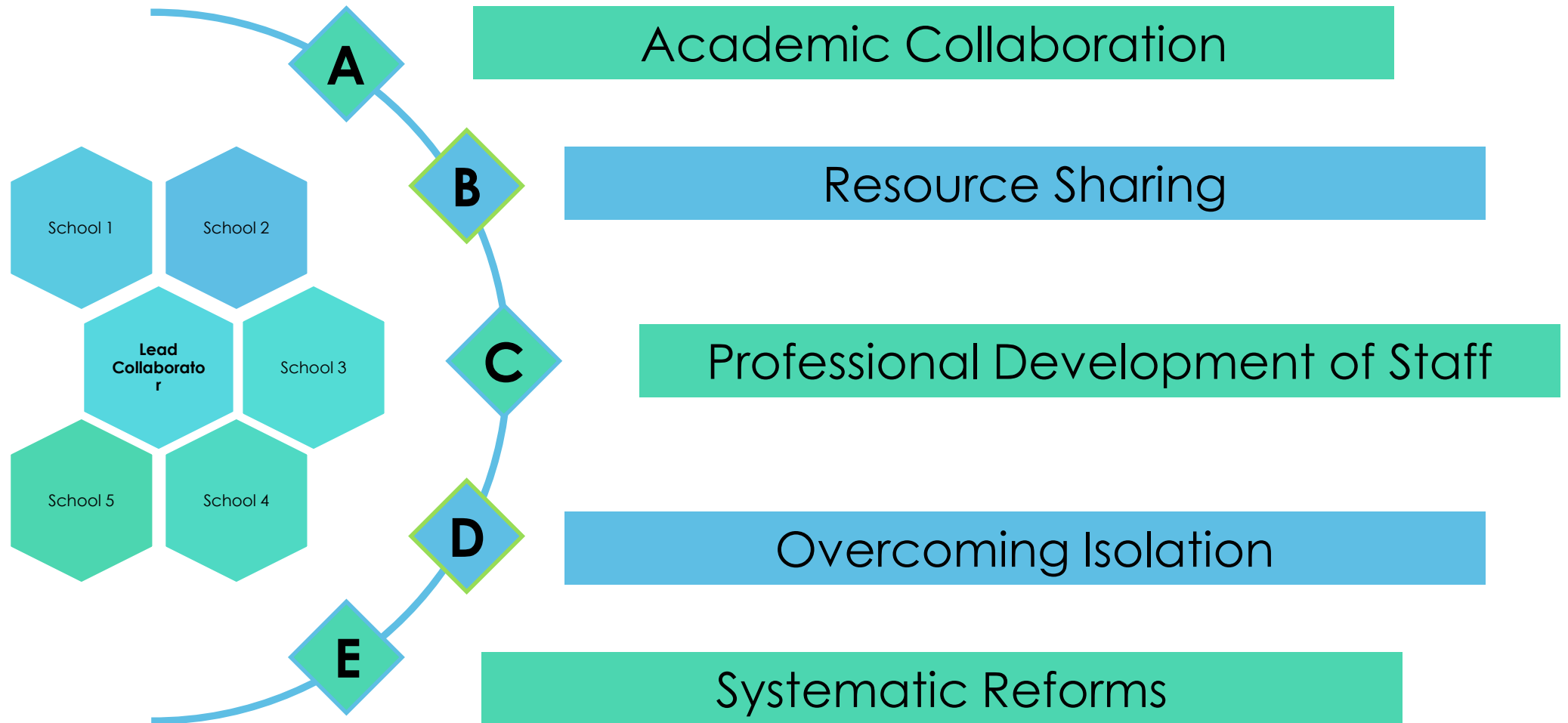
# Instead a group of people who



# Activities of Hubs of Learning







## Academic Collaboration

- Sharing information and expertise in areas such as annual pedagogical plans, innovative pedagogy, etc.
- Making efforts for co-planning of curriculum transaction
- Organizing quizzes, project demonstrations, art exhibitions, and other curricular and co-curricular activities
- Cooperating with each other for meeting the needs of CWSN

# Activities to be undertaken by Hubs



## Resource Sharing

- Augmenting each other's organizational and administrative skills
- Sharing/exchanging resources: manpower, infrastructure, etc.
- Digital collaboration – sharing e-content and other digital resources, for better teaching learning
- Collaborating in teaching and learning Skill Courses and tying up jointly with the industry, etc.

## Professional Development of Staff

- Supporting each other in professional development by exchanging or participating in each other's training programmes
- Promoting academic enrichment through teacher exchange programmes, common science fairs, joint seminars, workshops, etc.

# Activities to be undertaken by Hubs



## Overcoming Isolation

- Making conscious efforts to forge partnerships with each other to give and receive support
- Disregard the notions of hierarchy and aspire to learn and work together
- Celebrate success and analyze failure collectively to gain insights

# Activities to be undertaken by Hubs

## **Systematic Reforms**

Hubs to engage in such activities which will bring systematic reforms that have the power to facilitate changes in school processes and culture.

# Knowing My Hub

<http://59.179.16.89/cbse/2019/mm/Login.aspx>





# Methology to be followed



# Essential Requirements

Maximum utilization of readily available resources should be done without posing any financial burden on any school

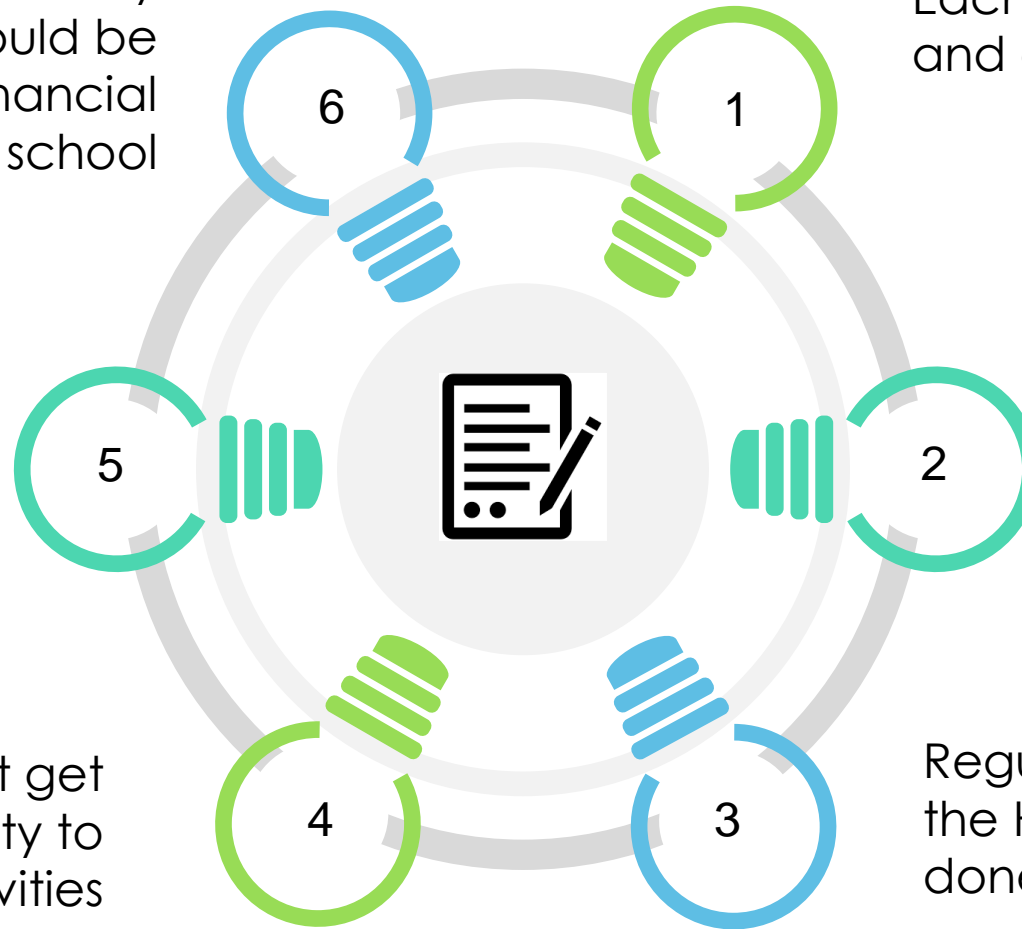
Each member is important and all members are equal

Activities can be taken up even with minimum of resources available

Participation of all schools of the hub must be ensured

Each school must get an opportunity to conduct the activities

Regular interaction among the Hub schools must be done





# Suggestive Methodology



# At School Level

01

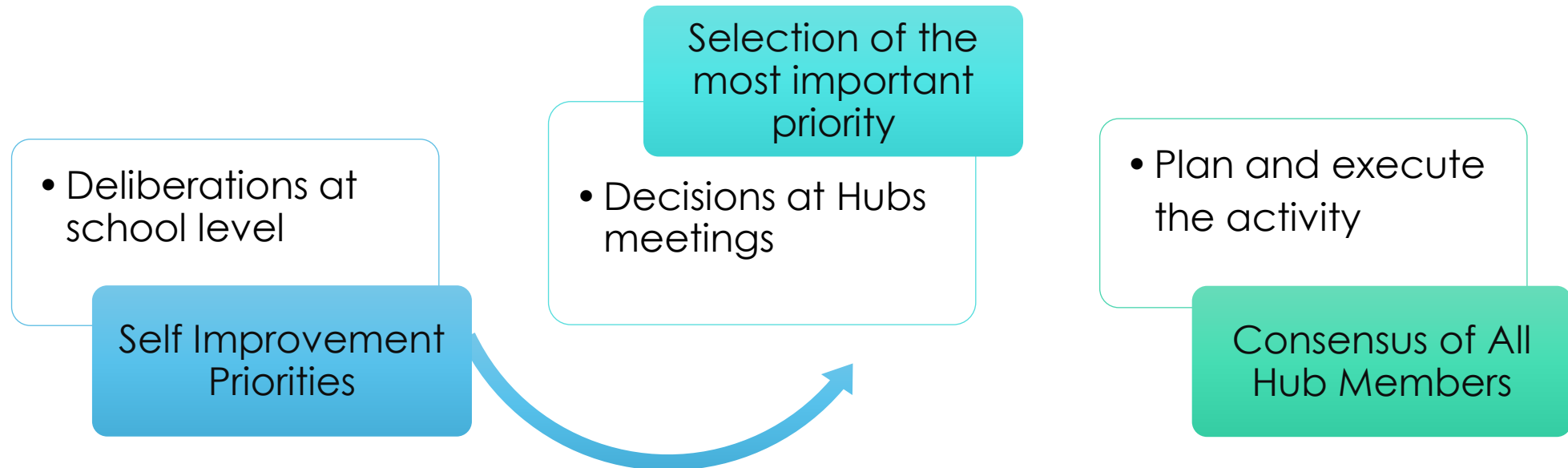
## Constituting a School Hub Committee

Comprising of Principal and other teachers

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02

## Deciding Self Improvement Priorities



# At the Hub Level

- Lead Collaborator School to call the meeting
- Each school to bring its own annual calendar and list of self improvement priorities
- Best practices of each school to be shared

## First Meeting

Common time/dates to be identified when various activities related to the hub can be conducted

## Identification of common time/dates

Outlining of Annual Calendar of possible activities in the hub after discussion

## Preparation of Annual Hub Calendar

Can be shared on a common social media platform or a Hub School Website or through emails

## Sharing of Hub Calendar

- Can be in any school as may be decided jointly
- All the schools in a hub may be visited through these meetings

## Subsequent Meetings

# Number of Meetings



A Hub must meet **once every month**



If schools in a Hub are not located in the same city or remotely located then a virtual meeting through Skype, etc. may be conducted



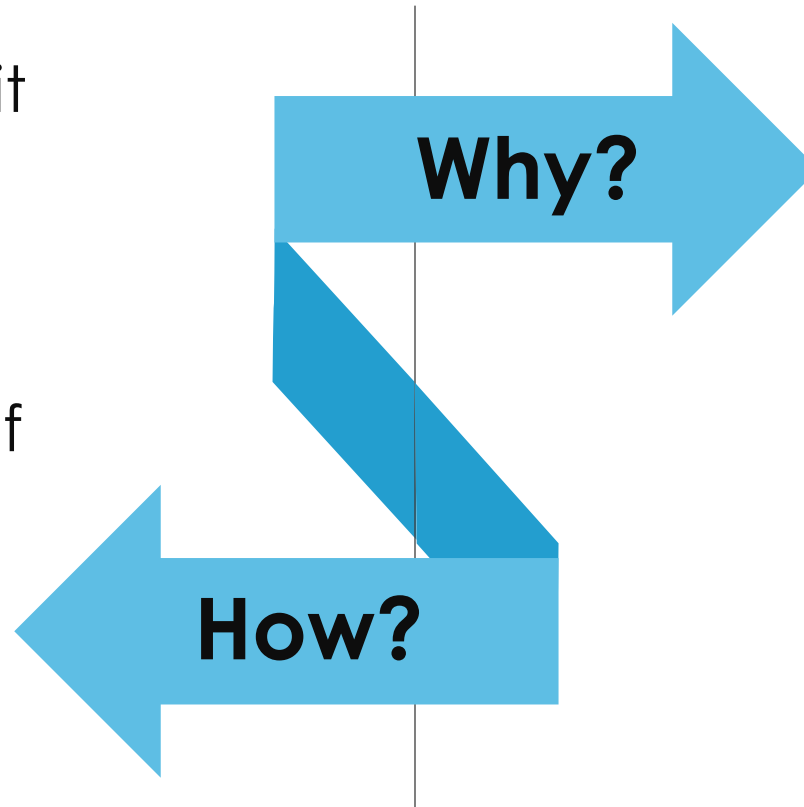
Wherever joint activities are possible like teacher training, art exhibitions, etc. there the number of meetings may accordingly be increased



The venue of joint activities may be mutually decided

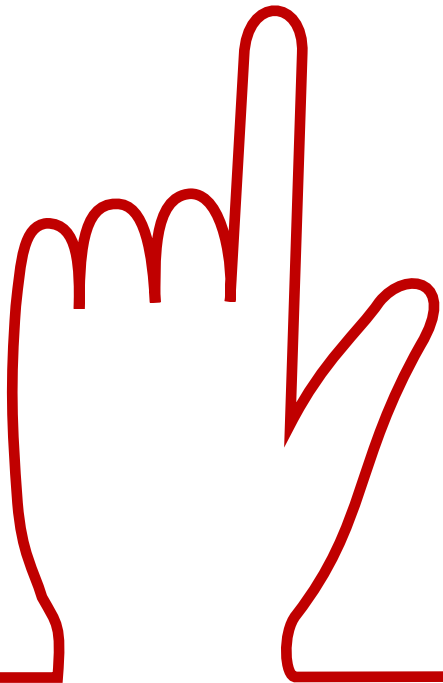
# Documentation

- Brief minutes of all meetings & activities may be maintained as it will help in measuring the improvements in Hub schools
- Progress in each area of Hub activity by each school must be jointly monitored & analyzed
- Own set of rubrics for monitoring progress in each activity may be developed by the Hub



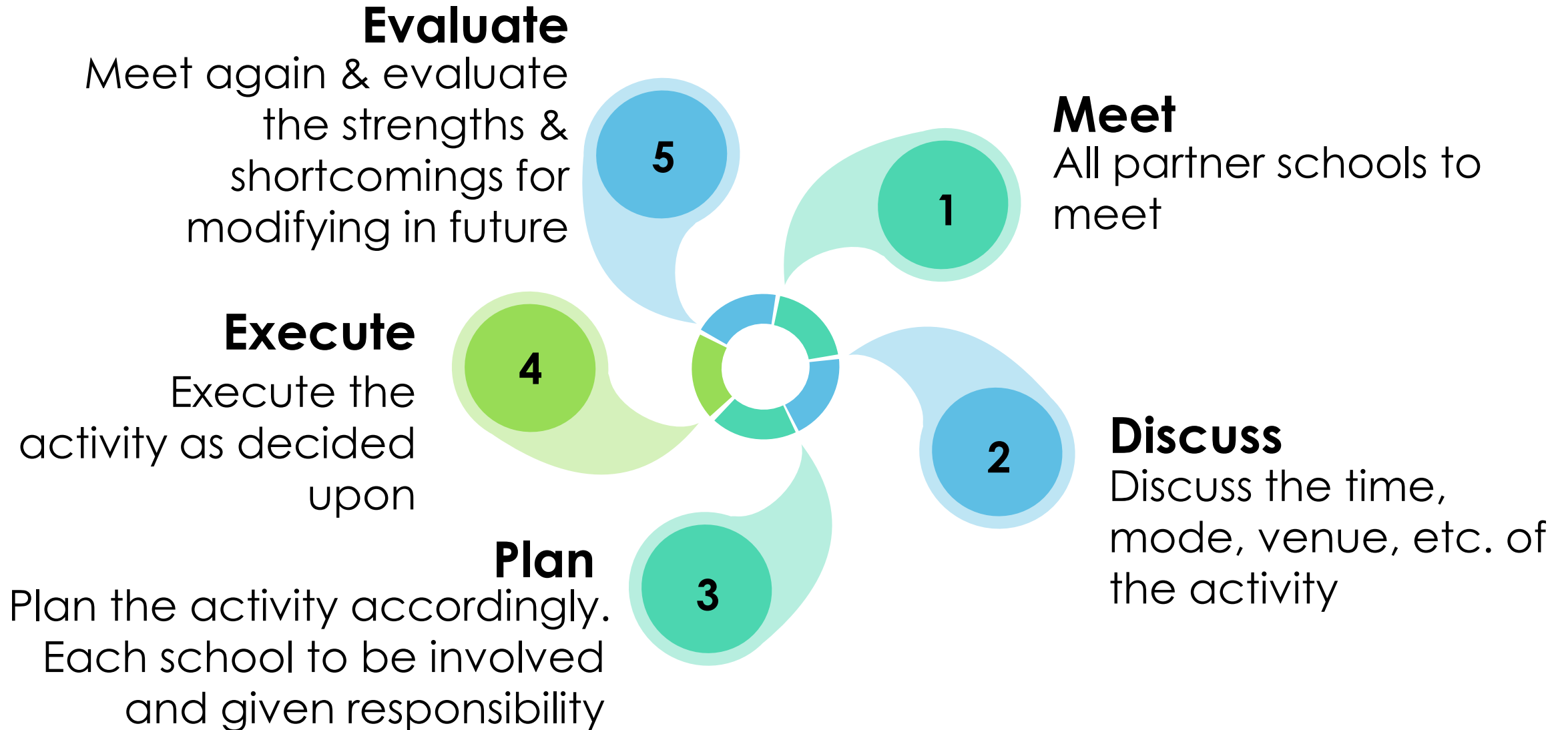
- List of activities undertaken and achievements by schools may be asked for by the Board at the time of registration of students for Board examinations
- The records of activities may be checked at the time of school inspection for Extension or upgradation

## **Please Note**



The Board shall not  
be funding the HoL  
in any form.

# How to Proceed with an Activity



**Exemplar Activity – Resource Sharing**



**Teachers' Exchange Program**



# Why?

**A**

Enhancement of Communication Skills

**B**

Bringing New pedagogical ideas and mutual awareness about best practices

**C**

Initiation of collaborative culture

**D**

Promotion of research and academic activities

**E**

Resource pool generation and ensuring availability of new resource for students

# Plan

The Hub schools can hold meetings to understand the best practices followed in each school to enrich the knowledge of the teachers.

01

Identifying the teachers, subjects and topics is to be done in the planning stage. Dates, Time, Teachers and School needs to be decided in advance.

03

02

The best and noted teachers of a particular subject can go to other hub schools as a part of the teachers exchange program to clarify doubts and take classes on some pre-identified topics.

04

Putting up a suggestion box or creation of a WhatsApp group for teachers of the hub schools to give their suggestions over a topic which could be further discussed at the meeting.



# Process of Execution

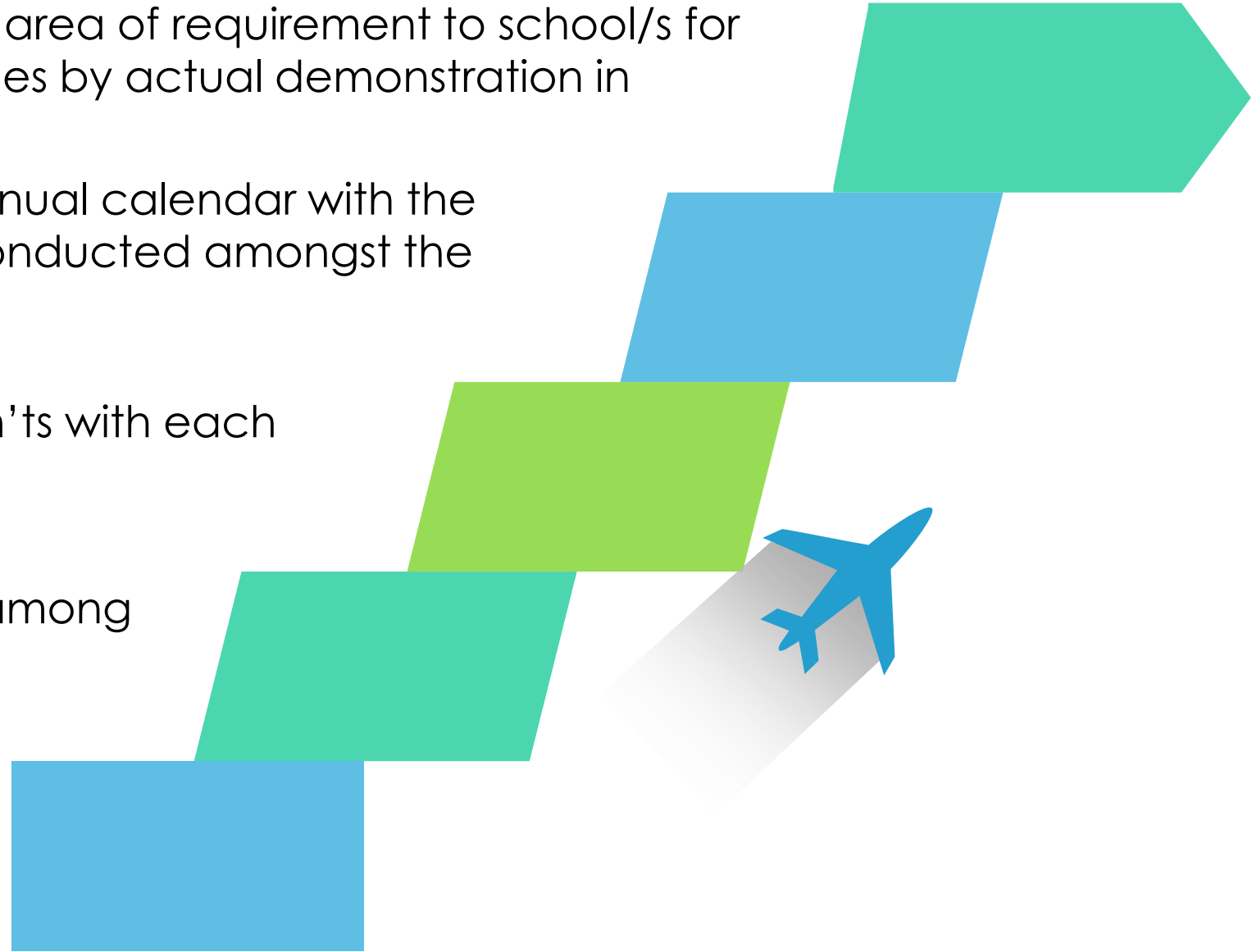
Sending Teacher/s on the identified area of requirement to school/s for sharing better pedagogical practices by actual demonstration in classrooms

Preparation and circulation of an annual calendar with the dates of the various sessions to be conducted amongst the hub schools

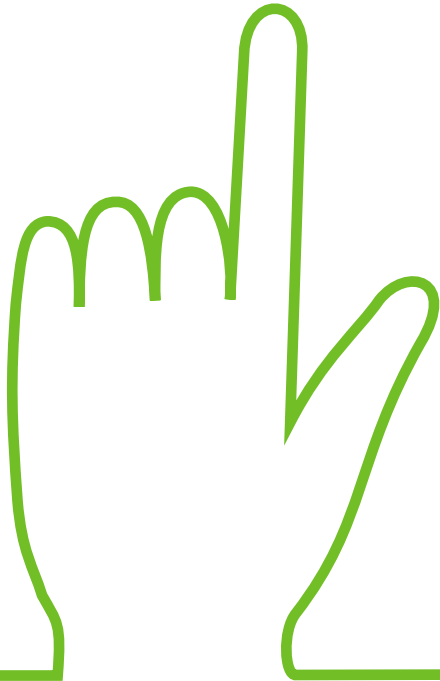
Sharing of guidelines of dos and don'ts with each hub school

Sharing of minutes of final meeting among all schools of the hub

Identification and sharing of areas for Teachers' intervention through Exchange programme



# Check



During the sharing of methodology by any teacher, one should try to do a pre and post-test of students' learning so that the effectiveness of the process is measured.

# Assessment (Rubric)

## Clarity of Content

1

The teacher does not abide to the creating, evaluating, analysing and applying of the content

2

The teacher has tried some new ideas and is able to communicate the topic. The content has an enriched understanding of the concepts can make distinctions among them

3

The content is innovative and abides to the creating, evaluating, analysing and applying of the content or context, with an optimum emphasis on all sub topics.

# Assessment (Rubrics)

	1	2	3
Process	The process is haywire not systematic, not synchronised with the flow and the goal or lesson plan.	Teacher has followed the Lesson plan as per the CBSE guidelines shared in various capacity building workshops	The teaching learning process is structured and uses most forms of communication skills for the complete learner engagement have been applied.

# Assessment (Rubrics)

	1	2	3
Output/effect	The desired output does not come out from the lesson taught.	Makes the learner know more about the discussed topic. Output is visible in post assessment analysis.	Evidence of higher order of thinking/ critical thinking (Questions and responses), and teaching ensures the learner knows more about the discussed topic which is evident in analysis.

# Group Work



**Design activities**  
(Objectives, Plan, Process  
of execution, Assessment)

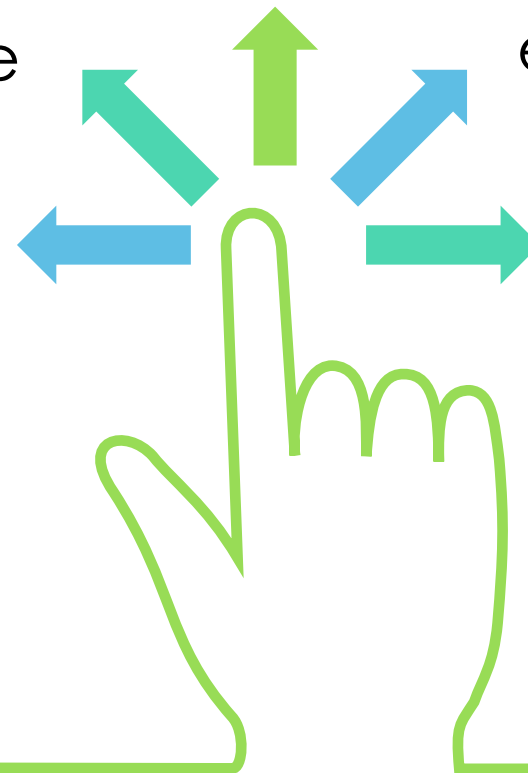
Common  
Cultural  
Programme

Art  
Exhibition

Professional  
Development  
of Teachers

Collaborative  
e-magazine

Systematic  
Reforms :  
Safety,  
Security  
and Well  
being





# Self-Evaluation for Hubs



**Guided Thinking not a recipe for success**

	EMERGE	EVOLVE	EMBED	EXCEL
<b>WORKING TOGETHER</b>	<ul style="list-style-type: none"> <li>•Regular meetings as a network</li> <li>•System driven</li> <li>•Planning scheduled activities</li> <li>•Assigned core team from each school to run the hub.</li> </ul>	<ul style="list-style-type: none"> <li>•Documenting, &amp; providing systems for working together</li> <li>•Regular sharing of knowledge, data &amp; resources</li> <li>•Over 75% attendance at meetings</li> <li>•Orientation &amp; induction of hub members</li> <li>•School visits with feedback</li> </ul>	<ul style="list-style-type: none"> <li>•Hub guided by a plan that is regularly reviewed</li> <li>•Systems in place for peer review through data sharing</li> <li>•Well defined roles and responsibilities</li> <li>•Achievements celebrated within the hub</li> <li>•Inter/Intra classroom visits and feedback within the Hub</li> </ul>	<ul style="list-style-type: none"> <li>•Leadership distributed across the hub.</li> <li>•Hub collaborates with other networks-to improve practices.</li> <li>•Hub is aware of circulars, relevant changes within CBSE and the state.</li> <li>•Hub encourages students' voice.</li> </ul>

	EMERGE	EVOLVE	EMBED	EXCEL
<b>LEARNING TOGETHER</b>	<ul style="list-style-type: none"> <li>•Sharing experience and practices during hub meetings</li> <li>•Referring to data for evidence</li> <li>•Scaffolding and supporting hub members</li> </ul>	<ul style="list-style-type: none"> <li>•Regular sharing and discussion of teaching practices and curriculum transaction</li> <li>•Sharing information, best practices and strategies.</li> <li>•Arranging professional development from subject</li> <li>•Self-reflection based on learning</li> <li>•Receiving and giving feedback to improve teaching practices.</li> </ul>	<ul style="list-style-type: none"> <li>•School data is shared regularly by all members</li> <li>•Trust exists between members regarding information sharing</li> <li>•Joint development approach for observation of class room teaching, review, creation of learning material and providing mentoring and monitoring facilities</li> <li>•Learning goals are monitored and evaluated annually.</li> </ul>	<ul style="list-style-type: none"> <li>•Hub continually challenges itself to improve.</li> <li>•Hub holds each school accountable for maintaining its focus.</li> <li>•Evidence based outcome is embedded in all development activities</li> <li>•Transparency of results is an integral part of the hub.</li> </ul>

	EMERGE	EVOLVE	EMBED	EXCEL
<b>DEVELOPING TOGETHER</b>	<ul style="list-style-type: none"> <li>•Working together for building excellent practices</li> <li>•Discussing and sharing ideas and practices</li> </ul>	<ul style="list-style-type: none"> <li>•Most activities shared by the hub</li> <li>•Emphasis on improvement of teaching practices</li> <li>•Identifying and nurturing leadership talent in the hub.</li> </ul>	<ul style="list-style-type: none"> <li>•Clear &amp; shared focus on student outcomes.</li> <li>•Hub members understand data literacy in order to deconstruct shared data.</li> <li>•Leadership development embedded in all teaching learning practices.</li> </ul>	<ul style="list-style-type: none"> <li>•Hub is guided by a 2-year term vision for improving student outcomes.</li> <li>•Collective vision of hub shared with wider vision in community.</li> <li>•Hub shares data from all member schools and creates tools to analyse and communicate it.</li> <li>•Mentoring and coaching is closely connected to leadership development.</li> </ul>

	EMERGE	EVOLVE	EMBED	EXCEL
<b>COMMON VISION VALUES</b>	<ul style="list-style-type: none"> <li>•Sharing experiences and ideas within the Hub</li> </ul>	<ul style="list-style-type: none"> <li>•Hub has a shared vision and a purpose</li> <li>•Teachers and Principals benefit by being part of the hub</li> </ul>	<ul style="list-style-type: none"> <li>•Purpose of hub is to improve student outcomes.</li> <li>•Hub focusses on sharing &amp; overcoming competition between individual schools to encourage well-being and positive learning outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>•Deep engagement with values &amp; responsibility for learning outcomes and well-being of</li> <li>•Sense of team work with high performing schools collaborating with challenged schools on specific outcomes</li> <li>•Hub is an enabler of long term goals and improvement.</li> </ul>

	EMERGE	EVOLVE	EMBED	EXCEL
<b>ENABLE AND EMPOWER</b>	<ul style="list-style-type: none"> <li>•Regional and area support from Co-hubs</li> </ul>	<ul style="list-style-type: none"> <li>•Hub is supported by its schools</li> <li>•Has sufficient resources to function well</li> <li>•Results and achievements are recognised officially.</li> </ul>	<ul style="list-style-type: none"> <li>•Time management is apparent to manage hub matters.</li> </ul>	<ul style="list-style-type: none"> <li>•Hub is constantly involved with self-improvement through joint development and ongoing evaluation.</li> <li>•Hub supports teachers working together across schools through career development.</li> </ul>

# Role and Responsibility of LCS

1

Assuming active leadership roles, initiating partnerships with other schools and taking on broader responsibilities to help elevate the performance of other schools

2

Sharing their best practices and help other schools improve their school performance

3

Providing the technical assistance and support needed by the Partner School

4

Assessing the needs of the Partner School based on their School Improvement Plan (SIP)

5

Identifying its strengths and capacity to support its Partner School

# Role and Responsibility of LCS

- 6 Appointing a nodal person to liaise with the Partner School
- 7 Orienting its teaching and non-teaching personnel about their school's involvement and participation in the school-to-school partnership
- 8 Monitoring the outcomes of the activities
- 9 Submitting accomplishment reports to the CBSE



# Role and Responsibility of Partner Schools

- 1 Engaging in collaborative professional capacity building activities
- 2 Undertaking joint planning, problem-solving, and resource mobilization activities to address community-wide educational problems
- 3 Improving social trust, awareness and understanding with other schools
- 4 Orienting its teaching and non-teaching personnel about their involvement and participation in the school-to-school partnership
- 5 Appointing a nodal person to liaise with the Lead Collaborator School

# Role and Responsibility of Partner Schools

6

Preparing the list of Priority Improvement Areas in School Improvement Plan and participating in the need assessment done by the Lead Collaborator School

7

Assigning a Project Team to work with the Lead Collaborator School to implement partnership activities

8

Allotting time and resources to undertake the partnership activities and projects

9

Monitoring the outcomes of the activities

10

Documenting the implementation of the partnership activities and projects including the outcomes

# Role and Responsibility of CBSE

1

Orienting the Leader Schools about school-to-school partnerships and assigning them their Partner Schools

2

Creating a communication campaign to advocate the value and importance of school- to-school partnerships in the hub

3

Conducting training and providing technical assistance to the schools pertaining to partnership planning, joint problem solving and resource mobilization

4

Monitoring the impact of the partnership on Partner Schools in the hub and documenting reported accomplishments

5

Consolidating reports submitted and providing recognition to deserving LCS and Partner Schools

# Do's and Don'ts

## Do's

- Decide on the goal or vision first
- Take up need based programs
- Involve all key stakeholders
- Assess current capacities
- Build in mechanisms
- Determine the best means
- Build skills in phases
- Be flexible

## Don'ts

- Avoid fragmented approaches to developmental programme
- Do not blindly use "ready to use" packages
- Avoid top-down approaches to planning and implementation

# Questions

01

What would be the aims and objectives of your individual Hub of Learning?

02

What administration and management structure do you propose for the effective operation of your Hub?

03

What kind of tools would your group use for collaboration and sharing?

04

What will be your communicative strategy for reaching each other?



# Questions

05

What would be some of the activities you would undertake for exchanging experiences and new ideas?

06

How often would you like to convene a face to face meeting of the principals?

07

How would you clarify mutual expectations among schools?

08

What kind of mechanism would you like to establish for monitoring and reporting the progress of individual schools under your hub?



# Questions

09

What are your concerns and constraints in implementing this initiative?

10

What are your suggestions to remove the constraints you mentioned in response to above question?

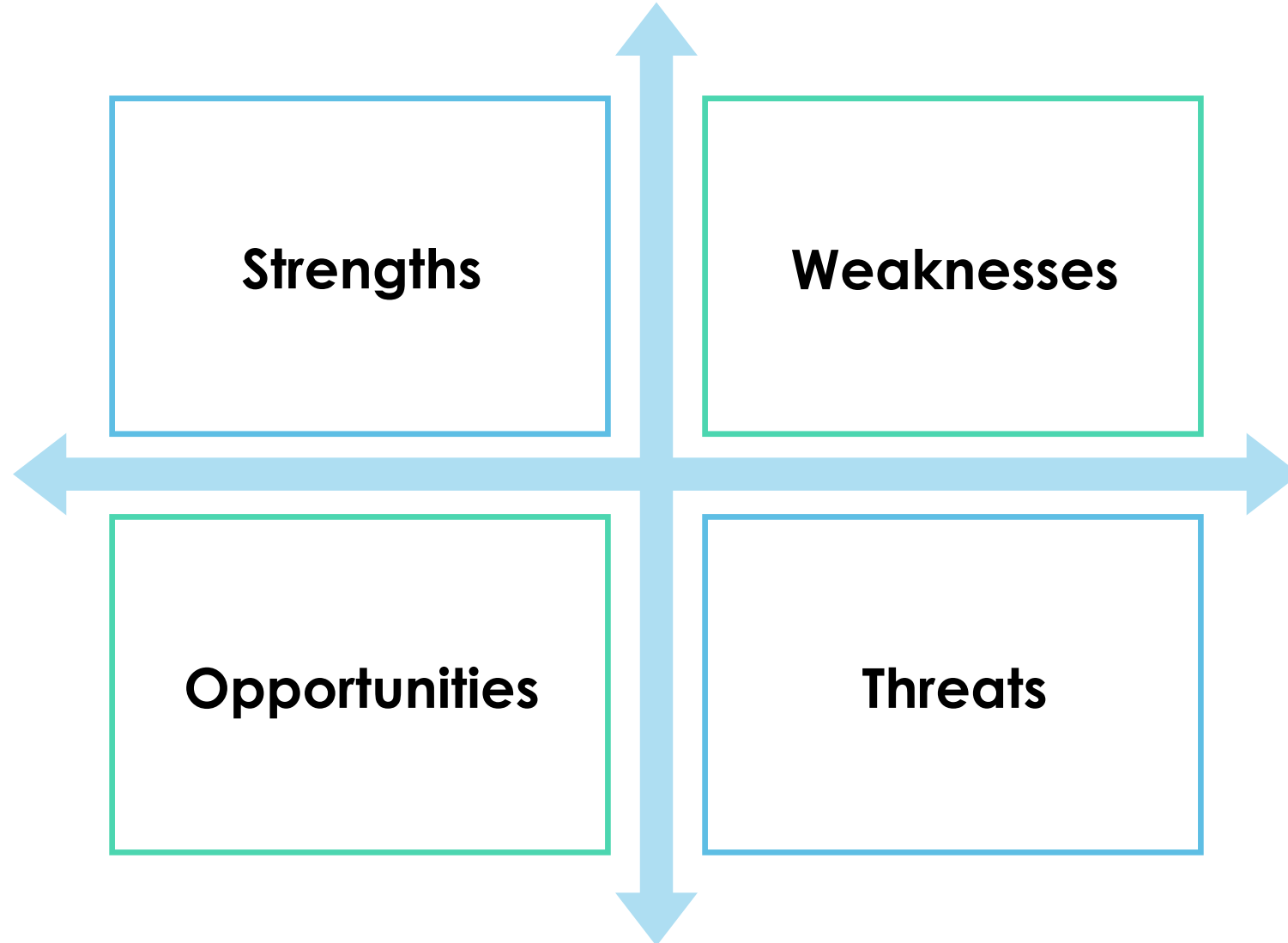
11

Any other suggestion/idea



# SWOT Analysis

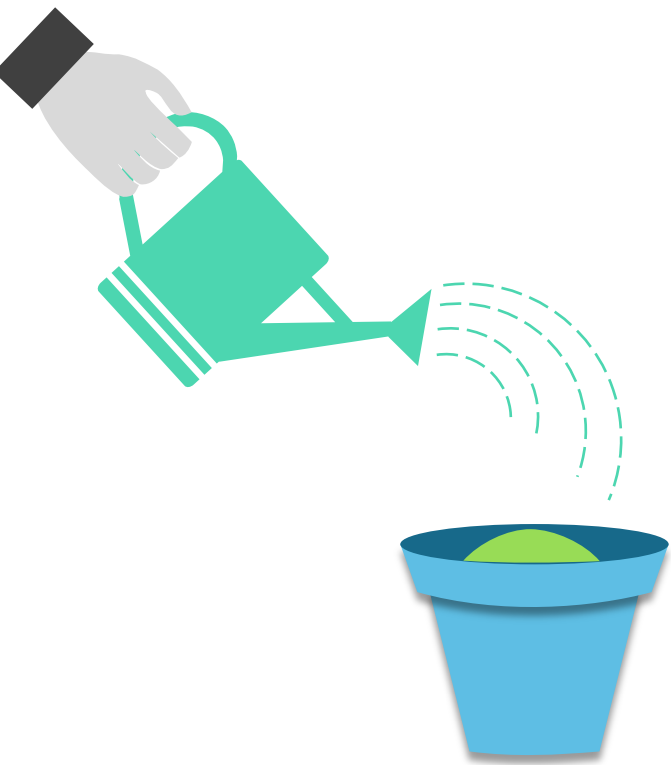
Hubs of Learning initiative







[www.Rnproductions.in](http://www.Rnproductions.in)



This initiative of the Board aims at facilitating enhancement in the education standards amongst all schools affiliated with the Board.





**Thank You**

