1. Discuss the need of having a clear vision and mission for an educational institution, with suitable examples.

**Ans:** Vision and mission statements are strategic documents produced by many organisations — including schools — to indicate the purpose and priorities of the organisation. For schools, they make a public statement about what the school sees as the purpose of education and how students should learn. Vision statements outline a school’s objectives, and mission statements indicate how the school aims to achieve that vision. Schools might have one or both.

### Vision and Institutional Objectives

Breining Institute’s vision is to be a respected leader in providing quality, affordable instruction in Addictive Disorders Studies resulting from a system of clear communication of mission, goals, and objectives. In pursuing this vision, Breining Institute strives to fulfill the following institutional objectives:

- Offer a dynamic, interactive education environment that engages students in the learning process
- Provide constructive feedback to promote student self-assessment and motivation
- Provide clear learning outcomes, detailed instruction, and assessment for all courses to ensure course mastery and student success
- Use technology to create effective modes and means of instruction that expand access to learning

Vision and mission statements in schools make a public declaration of the values of the school. But are such statements useful, or just nice to look at but of little substance? They can be useful — but it depends on what they include and how they’re used.

### The benefits of vision and mission statements

Vision and mission statements are often reliable representations of what schools stand for, helping keep the values of the school central to how it operates. Schools need to balance parent interests, the local community, political pressures, information and misinformation available online, and constant pressures on time and resources. Vision and mission statements can help keep the school on track with its greater purpose by helping school leaders navigate competing interests. Vision and mission statements are unspoken contracts between the organisation and various stakeholders. A well-written statement can guide decision-making, resource allocations, policy decisions, and how the school operates. By making their purpose clear, schools can put their goals and objectives into action.

### Problems with vision and mission statements

Despite the benefits, vision and mission statements are subject to a number of criticisms. They can be full of shallow marketing language that sounds good but has little impact on how the school operates. Staff members might not be aware of, or care about, what the statement says. This may mean the explicit values are disconnected from what actually happens in the school. They can become dated, expressing values of generations past rather than the current needs and sentiments of the community. They can also be unrealistic and vague, providing little guidance for putting the statement into practice.

2. Explain the role of local level organizations in the management of school education in India.

**Ans:** Management of schools by the government organization is subdivided into three main categories like Central Government, State Government and Local Government. The local government constitutes the Zilla Parishad and municipalities. The role of the central government is very limited in management of schools. It was managing just 19 schools in Maharashtra during 1999–2000. These schools were affiliated to Central Board of Secondary Education New Delhi like Kendriya Vidyalays. Government of Maharashtra was managing around 300 schools like Navodaya Vidyalays during 1999–2000. Zilla Parishad, after its formation in 1961, has taken the responsibilities of managing mainly primary education (elementary education) in rural Maharashtra and Municipalities are managing elementary education in urban Maharashtra. Enrollment of Zilla Parishad and Municipalities in secondary education was around 17 percent in the state during 1999–2000. Out of the total secondary schools 11447 the Zilla Parishad was managing just 496 schools and 166 schools were managed by municipalities during 1999–2000. Around 80 percent of the secondary schools were being managed by private institutions during 1999–2000 and the role of this private sector is steadily increasing today. Private institutions are of two types, aided and unaided. Aided schools get regular grant-in-aid from the government, whereas unaided schools generate their own financial resources. Both the schools are recognized either by the Maharashtra State Secondary Board or Central Board of Secondary Education. The proportion of aided schools to unaided schools was around 3:1 in 1999–2000. Aided schools are in existence both in rural and urban Maharashtra whereas unaided schools are located at a specific places. It is observed that unaided schools are financially self sufficient and large number of schools are English medium schools for urbanites. The majority of English medium private schools are for the parents who are ready to share the cost of education. There are some public schools based on the British concept, which are residential schools for the elites.

3. Identify the strengths, weaknesses, opportunities and threats of your institutions, and suggest ways to tackle WEAKNESS AND THREATS.

**Ans:** The strategic planning task force conducted a SWOT analysis that provides information on how the college’s strength and weaknesses relate to the opportunities and threats it faces based on the environmental scan. SWOT analyses are commonly used in strategic planning processes in a wide variety of organizations. The president’s cabinet used the results of the SWOT analysis to develop the college’s strategic goals and specific tasks. The following strengths, weaknesses, opportunities and threats were identified for JCCC.

**Strengths**
- Quality programs and staff
- Resource Centers (math, writing, science, foreign language...)
- Breadth of programs
- Affordability

**Weaknesses**
- Number of schools is very limited
- Management of schools by the government organization is subdivided into three main categories

**Opportunities**
- Growth in the number of schools
- Expansion of programs and services

**Threats**
- Competition from other institutions
- Changes in educational policies

**Suggested ways to tackle WEAKNESS AND THREATS**
- [Provide specific suggestions based on the identified weaknesses and threats]