Challenges Of Public Educational Institution Management By The Head Of The Institutions In Assam

[1]*Suhrid Sinha, [2]Subhash Sinha, [3]Juli Sinha

Abstract:

Education is the tool that enlightens a person with knowledge to lead their life in a meaningful and worthwhile way that is also beneficial for society and humanity. The teacher is the backbone of society and is also called the social engineer. With the current demands and educational needs, the process of education and learning generally takes place on a school campus in a formal mode of learning. Hence, the responsibility of managing that school or educational institution has to be on someone's shoulder and that person is a teacher of that institution, irrespective of the level of education. In this study, different roles and responsibilities of the head of institutions and some issues and challenges related to the management of educational institutions are discussed thoroughly, and based upon the study, some needful and useful suggestions are also given to lower the load of the teachers envisaged under the responsibility of the heads of institutions.

Keywords: *Education, management, teacher's role, issues, challenges, formal mode.*

INTRODUCTION

It is a well-known fact that the management of any organization or institution is of the ultimate challenge for the concerned authorities. And when it comes to the management of educational institutions then if refers to the man management, documentations, administrative management etc. the man management refers to the management of the students and the management of teaching and non-teaching staffs. Documentations refers to the maintenance of records of students, teachers, books, stocks, institutional management committees such as School Management committees, School Management Development Committees, Construction Committees, parent teachers group, mother groups, accounts of school, students, library, TLM's, TLE's, sports equipment's, MDM, MDM stock, utensils, daily expenses, monthly expenses, yearly maintenance grant utilizations record maintenance etc. Lastly, administrative management refers to keep maintaining all the stated aspects along with time management, punctuality, discipline, obeying or rules and regulations by staffs and students. Managing all these on a regular basis with authenticity and make the staff, students, administration concern authorities rights intact and happy and keeping liaison is always a tough challenge for the head of the institutions. In the mean-time the statutory departmental audits, SMC or governing body fund audit, MDM fund audit and social audits are also need to be attended with proper documentations are also needs to face by the head of the institutions. This is more responsible than any other job as teachers are the backbone of the society and students are the future of the nation and educational institutions are the man making factory.

REVIEW OF THE RELATED LITERATURE:

Morphet et al (1967) observed that the behavioral sciences and findings from important research studies are used as the theoretical basis for describing many of the concepts, practices, and issues in educational administration. Seven chapters cover the following topics: (1) The system of education, (2) the legal basis for education, (3) the use of theory and research in educational administration, (4) concepts and principles of organization and administration, (5) concepts and studies of educational leadership, (6) types and trends of cooperative procedures in educational administration, and (7) external environment and the schools. A list of selected references completes each chapter.

Konidari et al (2006) studied and proposes and insists on a teacher led-approach as a new concept of organizational learning for school transformation. The study focusses on the influence of school management from various movements from the business and industry sectors which lead the transition from the TQM movement to the one of organizational learning. The research was carried out explicitly in Greece to detect the teachers' attitude and other elements existing which could permit organizational learning. Finally, the study proposes a conceptual framework for organizational learning in education depending upon an organizational model and the creation of teacher's professional communities

[1] *Student of M.A. Education, IGNOU, Agartala Regional Centre, Email: suhrid.sinha591@gmail.com, Mob: 6001472395

[2] Assistant Professor, Department of Economics, Swami Vivekananda College, Chandkhira, Karimganj, Assam, Email: soobhashsinha24@gmail.com,

[3] Student of Master of Political Science, IGNOU, Agartala Regional Centre, Email: julisinha409@gmail.com, Mob: 9101141607

made by the aspects institutions learning, development, evolution and feedback and these guarantees the institutional learning.

Sayeda et al (2010) examined that the adoption of quality management from management perspective in engineering educational institutions (EEIs). Based upon a questionnaire a pilot survey was done amongst the senior management staffs and faculties. The questionnaire was prepared to test the psychometric properties through reliability and validity tests. To analyze the impact of the total quality management (TQM) on institutional performance or effectiveness correlation and multiple regression was used. 27 critical dimensions or factors were found in the study which were related to quality management, this also analyzed the relationship between institutional performance and TQM dimension and was formulated using five dimensions.Significand and positive relationships among the institutional effectiveness and TQM dimesions were found. Result of the study was dependent on the perceptions of the management.

Ramjeawon et al (2017) observed that there is no strategy for knowledge management in higher educational institution especially in universities. He found more barriers than enablers in knowledge management. Different kinds of barriers found in the study are: lack of reward mechanisms, policies, data, resources, funding and time for conducting research work. Barriers also include lack of knowledge—sharing culture, frequent leadership changes, weak industry-academia linkages and research repositories. In the study the founded enablers were: information technology (IT) infrastructure, qualifes and experienced academic staff in public HEIs and library/ digital library and some incentives for knowledge creation and transfer.

STATEMENT OF THE PROBLEM:
The study is very much important due to the present scenario in the department of education. It is seen that the government educational institutions or most of the other government institutions are not performing up to the mark. Specifically in the field of education the low performance in quality and quantity causes severe damage to the society. As in education the deal is about the future of the society, nation and humanity, so the lack of qualitative work in this field would bring only disaster to the nation. Some significant issues of public educational institutions management and other related problems are discussed thoroughly in the below study.

IMPORTANCE OF THE PROBLEM:
In the study various challenges faced by the head of the educational institutions are highlighted. This study will highlight the major concerns of the managerial challenges that a head of the institutions faces and would give some remedial measures or suggestions in solving those issues. This is quite important in the current situation of India with the advent of a new education policy and its policy implications and implementations.

RESEARCH QUESTIONS:
(1) Are there any challenges or issues exists in public educational institutions?
(2) Do the head of the public educational institutions face any challenges?
(3) Do the head of the public educational institutions face any managerial challenges?

OBJECTIVE OF THE STUDY:
The main objectives of the study are stated as below:
(1) To find out the issues or challenges related to the public educational institutions.
(2) To find out the challenges face by the head of the public educational institutions.
(3) To find out the problems face by the head of the public educational institutions in managing the institutions.

RESEARCH METHODOLOGY:
The study is a qualitative study based upon the interviews of various head of the different levels of public educational institutions of Karimganj, Assam.
Population: Various public educational institutions of various levels in the Karimganj district, Assam.

RESEARCH DISCUSSION:
There are many challenges or issues related to public educational institutions due to which the performances of certain public educational institutions are not at per. Some of this issues or challenges, challenges to the head of the institutions in solving those and in management are listed below:

Academic Challenges:
Students learning: The learning of the students, completion of assigned syllabus and continuation of study inside the classroom as per the syllabus needs to be done properly for proper teaching learning experience, but due to several factors this is not done properly. The students mostly truant and young-blood generally do not obey their parents and teachers also in their adult age. But for the head of the institution they always have some greater respect and an efficient head of the institution knows the tactics needed to motivate the learners about their learning and their future. If the

students have any sort of grievances then the head of the institution is the ultimate person to sort out the problem of the students. The head of the institutions if interested in studies and curriculum would definitely follow the activities related to teaching learning apart from other assigned duties.

Teachers teaching: Though the teachers are responsible for completion of their own subject in time, but it's not happening practically that's why the concerns of the concerned authorities and policy makers with regard to the public educational institutions below 12th standards. Teaching without following the syllabus is like roaming in the ocean without any radar in the ship. So, if the teachers are also distracted to follow the guidelines then the head of the institution is the guiding agent for them to attain the desired output. Sometimes due to some unavoidable circumstances also some teachers may remain absent for few days, in that case, the subject related to the teacher needs to be taken care of by the head of the institution only. If the time of leave is short then it is manageable but if a teacher goes for a maternity leave then the absence of the teacher for months would definitely hamper the teaching learning of the institution.

Examination and results: It is the one of the important duties of the head of the institution to conduct the examination routine, examination and lastly prepare the results and declare it in time. Based upon the result of the students only the parents and students themselves would know about their progress and their shortfalls. Depending upon the results only the head of the institution after needful consultation with the fellow teacher colleagues take decisions about the promotion and retention of students. It is sometimes forgotten by the teachers to follow certain rules about the setting up of question papers, such as the involvement of enough questions related to reading, writing, speaking, memorize and comprehension skills especially in the literature subjects. When it comes to mathematics and science, comprehension along with MCQ's, life related or realistic example based questions needs to be set up. So, all these if not followed then it would become the duty of the head of the institution to look after the question papers also prior to the conduct of examination.

Public relation: In public relation the relation with the parent or guardian of the school, the society or the vicinity, students and teachers, non-teaching staffs and official staff relations are highlighted hereunder.

Student relation: Student relation refers to the relation of the teaching and non-teaching staffs with the student, head of the institution relation with students, student-student relation. This all be very much essential for a fruitful educational environment. If any of these relations is not going good then the teaching learning environment of the institution would become troublesome as the educational institutions are made for the people and as a result the growth and development of the institution and the students would be in jeopardy.

Teaching and non-teaching staff relation: The relationship among the teaching and non-teaching staff also has to be harmonic for a healthy organizational environment. Moreover, the relationship of all sorts of staffs has to be good enough for the execution of the duties as per plans. If the relationship among of the staffs is not good with the head of the institution good enough then it will be troublesome for the head of the institution to manage the institution all alone. Moreover, sometimes the staffs would intentionally create problems to disrupt the smooth organizational or educational ongoing processes. The staff and the head of the institution has to be like a team where everyone has to play their respective role with their 100% effort, any shortage in their performance would lead to institutional failure at one point. It is also the duty and responsibility or tactfulness of the head of the institution to keep all the staffs motivated to do their respective job properly in due time. Leave management of staffs is also a crucial part of the head of the institution. If at the same time many staffs would like to take leave then also the head of the institution manage to convince them to not to take leave at a time for smooth functioning of the institution.

Parent teacher relation: If there is any problem related to the school or administration, then also the head of the institution needs to deal with it. It is seen that during the formation of SMC or SMDC in many public educational institution people starts fighting literally with fatal arms also, in such a situation also the head of the institution needs to deal with those angered public and sometimes it may cause harm to him/ her also.

Administrative relation with the higher authority: It is also a crucial part of institutional management by the head of the institutions. This is because time to time regular officials visit, sometimes with information and sometimes without information is a part of the government sector. So, to be ready with proper documentation and to maintain all records and daily duty, teaching learning, staff management etc. has to be always up to date to face the higher authorities. Any sort of irresponsibility would lead to departmental action, which if granted then also the head of the institution has to face the consequences.

Documentation:
Records of students: Right from maintenance of various records and records related to student evaluation, curricular, co-curricular records, scholarships, admission, daily attendance and results records, to uniform distribution, other commodities distribution, health related records etc. needs to be maintained by the head of the institutions only. If the

head of the institution is not a full-fledged one then he/ she is not getting any extra remuneration for maintaining all these and other related duties. This may cause slightly de-motivated effort from the head of the institution and if this continues for a longer period of time then there would definitely be a gap of maintaining all the records leading to serious trouble for the head and the institution itself. So, if anybody is in charge any educational institution, then that person should be paid legitimately for the effort. Moreover, if a less competent person is in charge of the institution then also the consequences are same as stated.

Records of teachers: Maintaining the teacher joining to retirement records, salary bill preparation, acquaintance maintenance, service book and service records to teacher training, deputation etc. are solely done by the head of the institutions where no clerical staff is available. Even if any clerical staff is there then also the records needs to be thoroughly verified by the head of the institution as if anything goes wrong then the head of the institution will be liable for that. This makes the job of the head a bit stressful then others.

Records of books: Free text books, free evaluation notebooks, daily notebooks etc. also needs to be maintained by the head of the institutions. And it is also to be noticed that the quantity of notebooks, books, uniforms, annual grants whatever the educational institutions are getting are totally based upon the previous year enrollments. And it is quite obvious that the enrollment of any school in the previous and current year would never be the same. Either the enrollment is less or more. In case of more it is okay to maintain the distribution but if the previous year enrollment is less then, it would become a tough job for distributing the commodities or goods equally among the students, which leads to unwanted modifications of certain rules of fairness.

Records of stocks: Records of desks, benches, chair, table, chalk, duster, black/ green boards, fans, machineries and other stationeries needs to be maintained by the head of the institutions only. Right from the availing through purchasing or through various donations to the maintenance all needs to be carefully done by the head of the institutions only, obviously the involvement of Gr-IV and other employees are also there but it depends upon the willingness of the other employees. And if the head of the institution is also irresponsible then the development and sustainability of the status of the institution in all aspect is very tough.

Records of institutional management committees (SMC & SMDC): Right from calling the meeting for the formation of the SMDC or SMC to sending the proposal of the SMC or SMDC formation to the concern authorities and getting the approval. Then the conduct and calling of regular SMDC or SMC meets all must be done by the head of the institution only. After the formation of the SMC or SMDC the regular meetings and related resolutions etc. needs to be recorded by the head of the institutions only.

Records of parent teachers group: This particular record is for maintaining the students' performance, school and teaching learning related issues. Records of this group and its' meetings and related resolutions also needs to be maintained by the head of the institutions only. The head of the institutions in these groups meetings takes the feedbacks from the parents and the class teachers about the progress or performance of the students and suggests the students-parents about the needful steps to be taken care of and sometimes asks the fellow teachers to bring some modifications in their teachings.

Records of mother groups: This is specially meant for the lower level classes in public educational institutions. In this category the mothers of the students apart from bringing their kids regularly to the school, do also help the teachers in learning by helping their kids at home and sometimes in school. The major work of this group is helping the students to come to school on regular basis and keep liaison with teachers about various school related activities. Motivating this group in bringing students regularly in school is the task of the head of the institution and the related record keeping of the formation and regular meetings of the group is also maintained by the head of the institution again. Any loose end in doing so would lead to less attendance and teaching learning in the school.

Records of accounts of school (SMC & MDM): Like the maintenance of the resolution books, the bank accounts and the cash books related to SMDC or SMC and MDM are needed to be maintained by the head of the institutions. This is the most crucial part of the duties of the head of the institutions because government audits, stipulated audits in timely basis are always been there. So, not only writing the expenses in the account books but also proper maintenance of the related purchase vouchers, wages vouchers, debit vouchers etc. have to be maintained for avoiding any legal departmental penalty.

Records of students account (if any donations come): This is specially for the private schools, where the students pay certain fees related to their admission, books, clothes, examination etc. But in public institutions also some parents of the students want to donate voluntarily for the development of the institutions. In that case proper maintenance of the records would result a good repo of the institution. Apart from that students scholarship accounts also needs to be maintained as the concerned authorities hand over the chief minister and other central scholarship cheques to the head of

the institution and it would be delivered to the students via the head of the institutions. So, it is for the betterment of maintaining fair records for the wellbeing of the institutional records.

Records of library: Time to time several library books are allotted to each and every schools for the students and the teachers also. Those library books needs to be recorded and their transactions should also be recorded. This record maintenance is also the task of the head of the institution where there is no office staff.

Records of TLM's & TLE's: Like other records, these records are also maintained by the head of the institutions. When there is any shortage of TLM or TLE, it is the duty of the head to provide so. Proper usage of the TLM's or TLE's is also being checked by the head of the institutions.

Records of sports equipment's: Sport equipment's needs to be purchased by the head or if the concerned authorities are providing the sports materials then to keep it safe, intact and its proper usage is totally dependent upon the head of the institutions. Related records are obviously maintained by the head. If any material is misplaced then also the head of the institution need to enquire properly about the loss and confirm no further repetition of such a loss.

Records of MDM (daily expenses): Records of MDM refers to the daily MDM expenses record maintenance. This is because every day for cooking mid-day-meal groceries or vegetables are needed to be purchased. The amount and quantity of the groceries or vegetables is dependent upon the number of students present on the day. So, keeping authentic records of MDM on daily and monthly basis in the respective cash book is a must for the head of the institutions monetary management and for the departmental audit and authenticity also. Not only the MDM expenses but the monthly incoming rice stock and the existing rice stock should also be maintained properly but the head of the institution. Apart from that the rice input would be against the number of enrollment of the student and that enrollment is provided by the respective elementary office to the cooperative office. If the number of enrollment is provided incorrectly then the monthly incoming rice will be less as compared to the student becoming a deficiency cause and this sort of issues also has to be handled by the head of the institutions only.

Records of utensils: MDM cooking utensils and the plates and glasses of the student's needs to be maintained properly. If there is any shortage or upgradation of the size of the utensils then also the head of the institution after taking proper SMC resolution has to purchase those needful. Sometimes the utensils or other important valuable assets got stolen from the institutions in that scenario also the head of the institution has to take needful action for getting those again with prior information to the concern authorities and the SMC or SMDC.

Records of daily & monthly expenses (others such as wages & maintenance): Expenses related to MDM, wages of various labours, infrastructural tasks, and developmental tasks in daily or monthly basis needs to be maintained for fair and authentic automation of the institute.

Yearly maintenance grant utilizations record maintenance: This is also one of the crucial funds given to the educational institutions for minimum maintenance. Hence, utilization and record keeping of this fund is necessary for the head of the institution, the management committee and the authority itself.

Management:
Time management: Right from maintaining the daily class routine to routine preparation to term end evaluations and final evaluations and related tests are needed to be managed and maintained by the head of the institution only, in some cases the official clerical staffs can be available for help. Apart from that the punctuality of students and teachers, daily class hours as per routine, completion of syllabus within stipulated time and teachers leave etc. have to be managed and maintained by the head of the institution. Though the students' absenteeism is managed by the class teachers, but in special cases the head of the institution has to deal it. The discipline inside the institution campus, classroom and inside the staff common room etc. are in total control of the head of the institution.

Obeying or rules and regulations by staffs and students: The head of the institution has to ensure the obedience of stipulated rules and regulations by all teaching and non-teaching staffs and students. Any irregularities by any of the parties has to be taken by the head of the institution primarily but if the matter become much serious then the matter should be forwarded for necessary action to the concern higher authorities. Moreover, the peer relation among the staffs and the students are also crucial for the liaison and harmonically environment in the educational institutions if goes wrong then the head of the institution only has to manage it.

Social challenges: Unwanted or anti-social elements of the society keep on throwing challenges toward every positive venture in the society. So, to restrict them to enter the educational institution premises both physically and mentally and to protect and safeguard the institutions is also an untold challenge for the head of the institutions as well as the stakeholders of the education system.

SUGGESTIONS FOR POLICY IMPLICATIONS:

Appointment of good, honest, sporting, culturally sound, technically competent, social, having good qualities like leadership, supervision, inspection of the subordinates and independent of judgment impartially and also unbiased type of persons as institutional heads would show higher performance and better management would be provided.

Truancy of students needs to be stopped by any means. For this the teachers and the parents could coordinate and get some suitable solution. Students need to be motivated not only by the teachers but also by their parents and peers would bring a positive change.

Time to time appointment of teachers in concerned subjects and also as per the vacancy and the roaster would reduce the academic burden of the head of the institutions.

Willing and motivated teachers would do a great deal of help and development for the development of the students as well as the academic institutions. The willingness and motivated teachers if needed would help the head of the institutions in taking proxy classes for the absent teachers.

It is not only the duty of the head of the institution and the teachers but also the parents and other stakeholder of the educational institutions needs to coordinate with each other on regular basis for the upliftment of the student's performance not only in academics and exams but also in other related co-curricular activities. Coordination of all stake holders before and after the exams in a proper positive way would not only better for the system but it would bring good results for the students in the long run with reference to the public educational institutions. Regular attendance of the students has to be ensured by the parents and the teachers for facilitating teaching learning in a proper way. In addition to this the classes according to the lesson plan with proper use of TLM's if followed truly then also it will bring a great change in the educational scenario.

Education is a field related to fully public relations due to its social importance and also the product that it deals in that is human being and its future generation. Being a field totally related to human beings, the public relation in this field is more than any other fields. So, for better management of public relations the head of the institutions and other teaching and non-teaching staffs of educational institutions need professional training and induction trainings. Moreover, the staffs of institutions have to more humane and have good morale in dealing with public and themselves or students.

For the purpose of documentation it is always better to go for some experts in the field. So, appointment and deputation of sufficient number of office clerks and accountants for the same would bring not only fairness in documentation but it would reduce the work load of teachers and other related consequences would decrease. The performance of the teachers and specially the head of the institution in academics will rise due to lower load of maintaining various documents.

CONCLUSION:

Management courses with specialization in humanity and accountancy related crash courses in timely basis should be organized by the concerned authorities along with other faculty or teacher development programs. Tactful division of responsibility among various teaching, non-teaching staffs and sometimes the stakeholders of the society and the education department would certainly release some sort of pressure from the head of the institutions. A communicative and open hearted and minded head of the institution would be very handful in managing all such sort of challenges or issues, so merely appointing head of the institutions merely on the basis of experience and qualifications should be modified by taking some sort of tests prior to the appointment of the heads of the institutions. Moreover, time to time transfer of head of the institutions and also other staffs would be beneficial for the education system itself. Time to time needful and positive academic support from the concerned authorities would be very helpful in a positive and developing environment of a public educational institution.

FURTHER STUDIES:

1. Data based factor analysis could be done in this regard.
2. Another state or all states of India could be considered for the area of the research.

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INTERVIEWS:

[1]. Biswajit Sinha, Age: 51 years, Head Master, Pratapgarh Anchalik High School, Patharkandi, Karimganj, Assam.

[2]. Debojit Rajkumar, Age: 56 years, Head Master, Pratapgarh Anchalik M.E. School, Patharkandi, Karimganj, Assam.

[3]. Sakuntala Sinha, Age: 62 years, Head Teacher (Retd.), 821 No. Rajargaon L.P. School, Patharkandi, Karimganj, Assam.

[4]. Suhrid Sinha, Age: 38 years, Head Master, Patharkandi Girls M.E. School, Patharkandi, Karimganj, Assam.

[5]. Nagendra Das, Age: 59 years, Head Master, Premomoyee Senior Basic Model Institution, Patharkandi, Karimganj, Assam.

[6]. Biswapriya Das, Age: 56 years, Head Master, Kabaribond M.E. Madrasa, Patharkandi, Karimganj, Assam.

[7]. Jyotirmay Nath, Age: 58 years, Principal, Model Higher Secondary School Patharkandi, Patharkandi, Karimganj, Assam.

[8]. Amrit Sinha, Age: 40 years, Head Master, Rajbari M.E. School, Patharkandi, Karimganj, Assam.

[9]. Abdul Basit Tapadar, Age: 58 years, Head Teacher, Tapadarpara L.P. School., Patharkandi Karimganj, Assam.

[10]. Sujit Sinha, Age: 54 years, Head Teacher, 5 No. Singari L.P. School, Village: Singari, Patharkandi, Karimganj, Assam.

[11]. Rajiv Sinha, Age: 44 years, Head Teacher, South Tinokhal L.P. School, Vill: South Tinokhal, Patharkandi, Karimganj, Assam.

[12]. Krishna Malakar, Age: 58 years, Head Teacher, 821 No. Abhoy Vidyapith L.P. School, Lakkhibazar road, Karimganj, Assam.

[13]. Manindra Sinha, Age: 53 years, Head Teacher,822 No. Saipergaon L.P. School, Vill: Saipergaon, Patharkandi, Karimganj, Assam.

[14]. Mayarani Sinha, Age: 59 years, Head Teacher, 241 No. Unamgaon L.P. School., Vill: Unamgaon, Patharkandi, Karimganj, Assam.

[15]. Abdul Basit, Age: 54 years, Head Master, Ahmed Ali High School, Vill: Khilorbond, Patharkandi, Karimganj, Assam.

[16]. Amar Sarma, Age: 57 years, Head Master, S.P. Roy High School, Vill: Sonakhira, Patharkandi, Karimganj, Assam.