

RESTRUCTURING AND REPUTATION MANAGEMENT OF SCHOOLS

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ABSTRACT

In the education sector marketing plays a crucial role, the role of educational institutes is no longer considered a means to gain knowledge but is also expected to use all corporate gimmicks to survive through the tough competition. As in marketing, a product has a shelf life similarly the educational institutes too have to keep updating, upgrading rebranding themselves to stay alive and be in competition. Careful implementation of innovative techniques is desirable for the smooth functioning of the educational institutes. The focus of this paper would be on the importance of innovative practices in school and does this helps in building or rebuilding the reputation of schools. The paper will conduct a case study on one of the private schools in the city of Noida and trace its journey of twenty-three years. The paper will study the success graph of the school and will deeply analyze the ups and downs in the history of this school and how amongst various challenges the school emerged out as a winner and was able to survive through tough competition amongst all odds.

Keywords: Rebranding, Restructuring, Reputation Management, Digitization, Innovation in Education.

INTRODUCTION

The education sector is undergoing a massive competition globally. The number game has spread its wings in this sector too and with a competition going on between the schools and universities to figure on the top rankings, things have become tougher for the promoters. As any product in the marketing field educational institutes too are trying to promote their brand to stay in competition. Rapid implementations of innovations are making things further complicated for the management. The entire dynamics of education are changing, schools are no longer the sole contributors of knowledge, parallel form of educational institutes like coaching institutes have gained equal importance as any other well reputed regular school. Competition and performance anxiety has become so high that the parents and students no longer depend on the education imparted in the school alone. The students specially, in the senior secondary level get themselves enrolled in coaching institutes to perform better in the exams. Along with that online education and information through electronic media is also gaining importance. In such a scenario, it becomes important for the schools to perform better so that they do not loose on their reputation and credibility.

This paper would focus on the difficulties faced by the school management in maintaining its reputation, recognition and surviving through stiff competition. The researcher picked up one school from Noida and conducted a case study for the same. The intention of choosing this school was that the school was undergoing a massive restructuring at the time the case study was being done. It was an appropriate opportunity to find out what were the challenges that the school was facing and what were the solutions for the same. The management of the school was generous enough to share their story with the research team.

LITERATURE REVIEW

Mahmur Sagir, Izzet Dos and Remzi B. Cetin (2014): The researchers have focused on the concept of reputation of the school. They have conducted a qualitative analysis including the head teachers of various schools in Turkey. The analyses of the research defined five themes:

- Existence of school Reputation.
- Elements of school Reputation.
- Effects of school Reputation.

- Governor's Role.
- Factors affecting Reputation.

The researchers concluded that the “schools are, probably, the only organizations trying to satisfy their customers without receiving any feedback, money, good or promotion and thus they should be thought within the concept of organizational reputation but in terms of different dynamics.”

Cori Brewster, Jennifer Railsback (2003): The researchers have focused their study on the building of “trust” between the school and the parents and students, as well as developing trust between the teachers. The research examines the issue of trust in context of improving the performance of the school. The research carried out a quantitative analysis of the schools and tried to relate the concept of trust with the reputation of the school.

The researchers were of the opinion that “In schools that are improving, where trust and cooperative adult efforts are strong, students report that they feel safe, sense that teachers care about them, and experience greater academic challenge. Relationships among teachers and principals, in particular, are being held out as important indicators of a school's readiness for reform and ability to sustain it.

The researcher firmly believed that key ingredients to develop trust were competence, honesty and openness. This was connected to school improvement. The researcher drew out a plan for few schools to improve their reputation. Massive restructuring and instilling feeling of faith amongst the staff, faculty and management helped in improving the reputation of the school and developed a sense of trust amongst all.

James G. Hutton, Michael B. Goodman, Jill B. Alexander, Christina M. Genest (2001): The researchers discuss Reputation management. They are of the opinion that the objective of Reputation management is basically maintaining public relation. The researcher's focus and analysis has been on the corporate world but they have correlated the same for academic institutes as well. The researchers visualize reputation management as a guiding new force and believe that losing reputation is far greater sin for any organisation than losing money.

They conclude by saying that if reputation management is the new face of corporate public relations, the implications for public relations research, education and practice are enormous.

OBJECTIVE

- I. The first objective of the study is to study what are the possible ways to restructure and rebrand an institute.
- II. The second objective is to see how various innovations are implemented in the school.

METHODOLOGY

Qualitative - Interviews, group discussion

Quantitative – Through well-structured questionnaire.

Sample

250 students from Class IX-XII.

150 Parents

45 School Teachers

Members of the School Management

Case Study

Name of the school: Karl Huber School.

Location: Noida, Uttar Pradesh, India.

Affiliation: C.B.S.E.

Income Group: Medium Income Group.

Introduction to School

The school named, **Karl Huber School**, which is a sample for this case study is an English medium private school, affiliated to CBSE and is from Nursery till standard XII. The school has a history of 23 years with a total strength of 3400 students. The target consumers of the school belong to the medium income group. It is situated in the growing smart city of Noida in the National Capital Region (NCR), and is strategically located in a very prime institutional area, well connected to a highway road.

The school seemed ideal to the researcher for conducting a case study, because of the following reasons:

- It is centrally located in Delhi- NCR
- It is affiliated to CBSE Board – the most popular and widespread Board in India.
- The largest part of Indian population belongs to middle-Class and the school is representative of this class.
- The school has a progressive approach and is suitable for the study of the paper.

Qualitative Study and analysis

The first source of information was obtained from the school brochure and an impressive prospectus which highlighted the foundation, achievements and the governing body of the school.

After several rounds of telephonic discussions, finally, the researchers got a formal invite from the school administration and two separate days were fixed for the survey. One for the students, teachers and members of the school management and administration and the other day was for the parents during the Parent teachers meeting (PTM).

First Observation: On the appointed day, the researchers reached the school campus and observed a modern structure of school building along with a huge playground. The entrance was captivating: The reception area was beautifully decorated with a fish aquarium in one corner; the walls had boards mentioning the names of the Patrons and Directors of the school managing committee; one wall had a huge picture of the founder chairperson of the school; a very pleasant looking and decently dressed lady was engrossed in some paper work at the reception area. The coordinator who greeted the research team shared that the school intended to come up with two more wings in the near future. The researchers, for a moment were lost in comparing the infrastructure and ambience of schools of two decades ago and the present one and wondered that the first impression matters even in education industry.

In-depth interview with the members from the Management:

After introductions and pleasantries an in-depth interview was conducted with the Director admissions together with the General Manager HR of the school.

Regarding the geneses and history of the school, the Director thoughtfully explained that “the school started in a rented house in 1996 and was till 5th standard but, at present it runs in the area of 5 acres allotted by the Noida authority. The initial period of two years did not see much increase in the enrolment of students, even in the primary section, as the school lacked board affiliation and a fear of future admission of the children hanged over parents.” A look of pride crossed his face when he added that “Soon, the school got the affiliation from the board to extend the classes till XII standard, with permission to run all the three streams i.e. Science, Commerce & Humanities.”

He continued, ‘In the formative years, the leaders of the organization, instead of giving up, strategically focused on Nursery section with excellent infrastructure and well-trained teachers. The school focused on both – academics through Fun & Learn as well as sports activities. The ambience and decor of the nursery along with modern teaching aids attracted the students as well as the parents to enroll their children. The personal attention and the so-called mentoring, developed a bonding between students and teachers resulting in student-retention for higher classes.’

Further, 'The increase in student's enrolment in primary and higher secondary section, was fast after the CBSE affiliation. However, the struggle was not over as the school is in the institutional area, and there are at least four similar schools within the radius of 2 km from the sample school. The Management, therefore, took to aggressive marketing and advertising for the school, and along with traditional methods also adopted innovative ways of promotion like sponsoring many sports and cultural activities, inviting dignitaries at annual function, organized at massive level.' The researchers were informed that parents were happy with the performance and grooming of, and the personal attention given to, the students at an early age; and it was by the word of mouth (best form of advertising) that the reputation of the school grew.



Brochure picture of "Annual Day" celebration

The director further shared that 'With changing trends in the education industry and advancing technology, the focus was put on upgradation of infrastructure and overall development of students. This helped the school to attract and retain considerable number of students and survive amidst its competitors.' He continued that, "The Management has reserved exclusive funds for the development of better E-library, sports equipment, Science & Computer laboratories."

When asked about Digitization in education, the Director shared that, "with the fast advancing technology and digitization, during the past few years, focus on innovation, technology enabled education and digitized education, is essential not only for the survival but also for the overall growth of the nation." He further shared that the school was in the process of introducing smart classes and a few had already commenced. It was the aim of the management to provide complete smart classes in the next two years. He also mentioned the following challenges:

Challenge 1

- Restructuring the entire set up from top to bottom
- Tough decisions like- some staff had to be terminated due to non-performance and others due to over staffing."

Challenge 2

The General Manager – Human Resource shared that 'the challenge is more about the training of academic staff than implementation of changes because of the resistance by the teachers to devote extra time for learning the new techniques.' 'However,' he continued, "frequent workshops and trainings by the experts, organized by the management, have been of great help."

He further added that their school "is partially Digitized with modern teaching aids. At the senior, level the lectures are held in the auditorium equipped with projector and other audio-visual aids. However, the Management is very keen to further develop the technology in the school. Small steps are being taken towards making the school completely Digitized.

Challenge 3

The Management felt that though the parents demanded every modern technique in the school, they were not willing to shell out extra money; even a small increase in the fee was not appreciated by the parents and many of the parents protested for the same. Payment of the fee was also not on time and when asked for late fee fine they rebelled. Lack of funds coming in the form of fees was a big hurdle in future investment in the infrastructure of the school.

Challenge 4

Gone are the days when there were only a few limited Government schools in a particular area and parents had no option but to send their children to those schools only. Currently, there are several schools in the same locality, and the competition is very tough.

Challenge Resolution

These require strategic planning and futuristic vision.

He continued and said, "To find out ways to improve enrolment, and also to improve the performance of the already existing students, the management, after strategic planning and discussion with the academic staff, created a feedback form for the students and Parents. This process was very helpful as it brought into light the areas where the school was lacking and the areas, which needed improvement.

Personal Touch: The Director further added that, "Personal one on one meeting with the parents was highly appreciated. There was much clarity and confidence amongst the Parents as this personal attention gave them an insight on improving the performance of their wards." This was a major success as the involvement of the Parents was highly appreciated and a common style of teaching was adopted both in school as well as at home.

Mentoring: The teachers too segregated the students on the bases of their performance and subjects in which they needed improvement. With proper counseling and guidance most of the students were helped.

Safety and Security Measures: When enquired about the safety and security measures for the students in the school, the Director looked very concerned and shared that the following information:

- The school had installed security cameras in all the classes, corridors and other strategic points.
- Records were maintained for every visitor in the school.
- The school is equipped with fire extinguishers to meet out any such untoward happening.
- The school has a clinic equipped with basic first aid facilities.
- A trained nurse is available during the school working hours.
- The school has tied up with a nearby hospital in case of an emergency.

The Research team thanked the Director and GM-HR for their unbiased and honest discussion and the interview came to an end.

The team was then introduced to the vice principal of the school who was allocated the responsibility of giving a brief tour of the campus.

Discussions and Observations in the Campus:

Science Laboratory: The vice principal along with a coordinator first took the Research team to the science laboratories and shared that, "there are three science laboratories, one each for physics, chemistry & Biology." In all the laboratories classes were in progress. The students were engrossed in some experiments. There was a lab assistant along with the subject teacher. The walls were beautifully arranged with charts. On the counters around the room various specimen and other equipment were neatly placed.



Onsite picture of the Chemistry Lab

Computer Laboratory: The team moved on to the computer room and the coordinator shared that there were two computer rooms in the campus. One for the senior students and one for the junior students. The team had a glimpse of the computer room for the seniors. The computer room was installed with latest computers, though less in number. The number of the students being more than those of the computers; anxiety mixed with enthusiasm visible from the body language of the waiting group to get opportunity to work on computer was indicative of students' interest in the area. The teacher with a broad smile on her face shared that, "the students enjoy working on the new computer sets which are installed recently."

Social science Laboratory: The team was then taken to the social science lab, it was interesting to note that it was a very colorful and well decorated room. The room had variety of models of historical monuments, working model of water harvester, a model of recycling of waste was very creatively done. The coordinator shared that, "all the stuff was made by the students." The creativity of the students and the creative initiative taken by the teachers showed the hidden potential of students of India.



Onsite picture of the social science club

Play area of primary wing: The coordinator then took us to the playing area of the primary wing. The walk down the play area was beautifully decorated with craft work on the walls, cartoon characters painted on the walls added to the beauty of the place and highlighted the creative initiatives taken in the school. The play area was divided in two beautiful sections one patch was concrete while the other had grass on it. Colorful slides, see-saw, monkey hangs etc. adorned the grass area whereas the concrete area had a small area where the students could play cricket, basketball or simply run around.

Horse riding club: An interesting activity added very recently in the school was the horse riding club. It was the highlight of the school as none of the schools in competition were providing this facility. According to the

riding instructor many students had enrolled for riding classes on the first day itself. The younger students squealed with delight on seeing the horses. The well-maintained stables with trainers for the horses was an added facility in the school.



Onsite picture of the Riding Club

School canteen: The school had a small canteen which according to the coordinator was on contractual basis. The coordinator further added that, “it is supervised by the administration to ensure proper hygiene and fresh supply of snacks and food.” The canteen supervisor shared that, “they ensure that the students do not litter around and make use the dustbins instead.” The team observed that the canteen was using paper plates and straws and single use plastic could not be seen in the dustbins. When enquired about the need of canteen, the coordinator explained that, “Existence of a good canteen in the school has become a modern amenity and is a must to face the competitive market. However, the management takes care to avoid its negative aspects.”

Library: The research team was escorted to library which was fairly big, well lit and adequately ventilated. The librarian shared that the library was equipped with over 3000 books and various magazines both in English and Hindi. Daily newspapers in both the languages were also maintained in the library. However, the number of users of library was very limited, which needs to be encouraged. The librarian shared that, “the school has provision for E-Library but still needs to be upgraded. Work is progressing in this direction.”

Auditorium: The school has an 80-seater auditorium which is well equipped with audio visual aids and was a part of modern infrastructure. The coordinator shared that important lectures, presentations and workshop for the teachers are conducted in this room. The auditorium was air conditioned and the windows were covered by wooden blinds.

Advertisement: The Vice Principal told that to face the tough competition they had to take many steps to popularize the school. ‘A media team is hired which is helping in the reconstruction of the school website. Its maintenance is given to an IT company which regularly monitors the functioning of the website. Massive advertising is being done and various inter school competitions are being hosted in the school like the painting competition. Annual day was celebrated at a vast scale, all this added to the popularity of the school

Group Discussion (Students):

The group discussion with students from the senior secondary classes took place in an informal way in a classroom. First, the students were asked what inspired them to come to school. There were two answers: friends and faculty. In a light hearted tone the students were teased by the question “Which quality of teacher inspires you more to come- Knowledge or loving nature?” There was a silence for a moment. May be confusion between Idealism and realism. The researcher relaxed them by saying that “both are the very positive qualities of a teacher and both are equally important for a student; so, you can choose any one option.” The unanimous answer of the students was “loving nature”. This confirmed that human touch and mentoring are basic requirements in schools; and another positive point about these is that it does not involve any financial assistance.

The next question was about “smart classes”. Some of the students looked blank, but they told that they had lectures through presentations in the mini auditorium which they found interesting and easy for learning. Some students shared that though they had heard that the school was very soon coming up with smart classes.

The students were then asked whether they had ever taken online tutorials. Some of the students were aware of such apps but none had taken up any course or online tutorial. The discussion moved further to usage of internet; though most of the students were active on social networking sites yet regarding studies and learning, the use of internet was confined to assignments only.

The discussion shifted to counseling cell – this was one of the innovations emphasized by the principal. The students were aware of this but approached the school counselor for career counseling only.

Next discussion was on fitness and sports activities. The students shared that it was mandatory for every student to participate in at least one sport. They also shared that their school was the cricket champion in the inter school competition in the district.

Regarding the preference between home cooked food and the canteen food in school; Most of the students shared that when they were in junior classes they brought home made food regularly and sometimes ate from the school canteen. But now they mostly eat from the school canteen. For some of them, eating in canteen was a status symbol, for some it was a source of entertainment.

The last segment of the discussion was on the government policies like that of grading system and constant changes in the government policies. The students were very unhappy with the grading system of evaluation. They felt that the competitive streak in the students was lost because of grading system. Almost all the students preferred percentage marking rather than grading system. They also said that frequent changes in government policies, may be for the betterment but these create confusion and instability among students.

This interesting group discussion ended, and the research team proceeded to another room for group discussion with teachers.

Group Discussion (Teachers):

The group discussion with the teachers was for senior classes only, one senior school coordinator and one science lab assistant, stayed in the staff room during the break hour. The teachers shared that recently the school had undergone massive restructuring to meet the competitive needs of the time, which was very strenuous for them along with normal routine work.

Regarding handling of students, the teachers felt that ‘diverse backgrounds of the students is a big challenge as the environment at home plays a huge role in their behavior at school. Some students are serious towards studies, some are casual while some others remain interested in extracurricular activities. However, experiments with new pedagogical methods like activity-based learning or projector-based learning have shown positive results.’

The discussion shifted to upgradation of teachers which is a must in their profession. Reading books, related to their subjects, workshops held in schools and participation in seminars and conferences, held outside schools, were the main sources of updating and learning new teaching techniques. It was observed that interest in online courses and learning was missing among teachers.

The teachers were asked how they coped with interaction with the Parents. They responded that ‘recently, parents handling has emerged as a difficult issue because they are very demanding and less cooperative.’ They told that from time to time workshops are arranged to train them in ‘how to handle difficult parents’. They felt that some parents remained very anxious about their child’s performance and remained constantly in touch with the teachers, even for a small doubt, they would consult the teachers; while some others lacked involvement, and were least bothered about the progress of their child; even after contacting them they left it to the teachers to take care and solve the problem. In such cases the teachers had a real tough time, as they had no cooperation from the Parents. Interaction with the parents was mainly limited to the PTM’s. New technology-based connection through WhatsApp or Facebook was slowly coming into practice.

The group discussion session came to an end with thanks to teachers.

Group Discussion (Parents):

As mentioned before a separate day was set aside for the group discussion with the parents. During the PTM, the research team requested the parents to spare 15 minutes for a group discussion, some joined the researchers and the others, due to time constraint, left. But the team had enough numbers to hold a discussion.

The first question addressed to the parents was how they perceived an ideal school to be. The team got really contrasting responses from the Parents. Some parents were in favor of a beautiful infrastructure, some wanted real magic in which their child is totally transformed, some wanted the school to make their child an all-rounder and street smart. But most parents were focused on academics and good grades of their children for admission in reputed colleges/Institutes/universities of higher studies. Inculcation of some modern skills in their children to enable them to face life, was another important concern of most of the parents.

The parents were asked what latest changes or improvements or innovations, they observed and liked in the school. The parents talked about infrastructure, counselling cell and WhatsApp group of the class, created by a few class teachers to share important information on daily bases. Besides, involving the parents in the lesson planning was appreciated by the parents. They found the administrative staff approachable and responsive. They could easily convey their grievances to the school and get a prompt response

In the next topic, the parents were asked as to what was their criteria of choosing the school for their child, again maximum had responded that it was the quality of teachers, which made them, choose the school. The research team wanted to know how they came to know about the quality of teachers. The parents said that it was by word of mouth and the result of the students by which they came to know about the quality of teachers in the school. According to them it was very important for them to hand over their children to responsible supervision of teachers.

Safety of the students was of prime concern of the parents; the school management had recently installed security cameras in all important areas as well as all the classroom. But it was conveyed to the students as well as the parents that respect for school property should be maintained, discipline should be instilled in the students both in school as well as at home. Moral values can be taught in the school but their practice has to be monitored at home also.

After a relaxed and informal discussion, the session was concluded with thanks.

Quantitative Analysis

The students were handed over a brief structured questionnaire and were asked to fill it carefully. The time allocated to them was 15 minutes.

QUESTIONNAIRE FOR STUDENTS

1. What is the best thing you like in your school?

Infrastructure

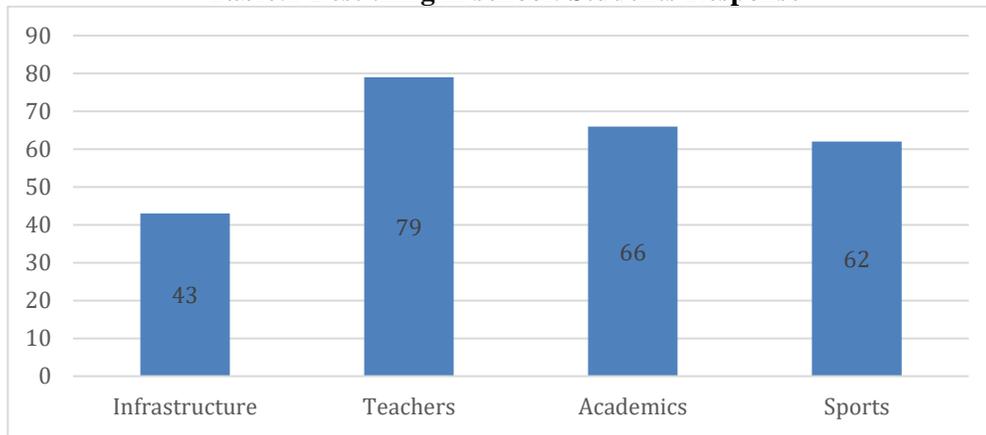
Teachers

Academics

Sports facility

Almost 32% (79) of students ranked Teachers as their preferred choice. The second choice was Academics 26% (66) followed by Sports 24% (62) and lastly Infrastructure 18%(43).

Table:1 Best thing in school: Students Response



2. Do you feel safe in your school?

Yes

No

217 students out of 250 said they felt safe in the school campus whereas only 33 said they did not feel safe.

3.What is the best way of learning in school?

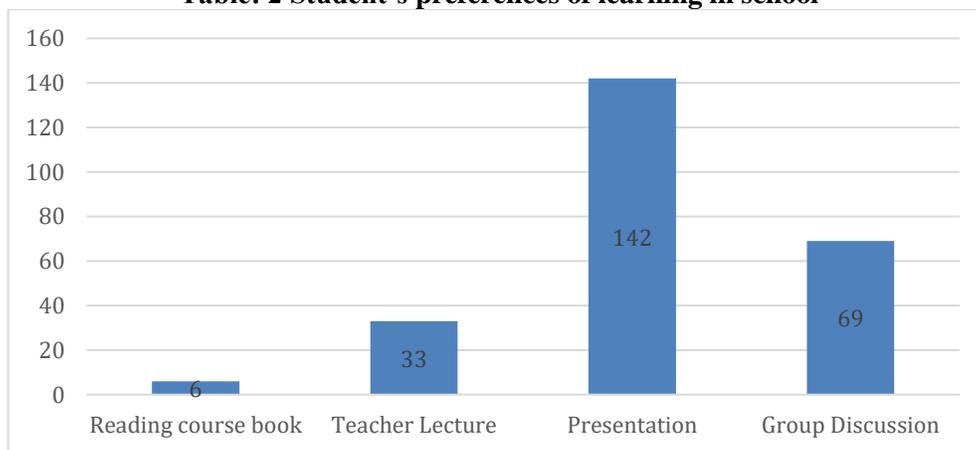
Reading course book

Teachers Lecture

Presentation

Group Discussion

Table: 2 Student’s preferences of learning in school



Maximum number of students felt that Presentation was the best way of learning in the school, almost 57% (142) opted for it. The second preference was given to Group Discussion 28% (69). Teachers lecture was the third choice 13% (33). Whereas the last ranking was given to Reading course book 2% (6)

4. Are you happy with the following facility in the school?

Table:3 Students satisfaction with various facilities in school

	Yes	Somewhat	No
Counseling Cell	116	82	52
Smart class	90	104	56
E-Library	117	59	74
Computer Lab	149	55	46

As the above table shows that the students were happy with the counseling cell, E-library and the Computer lab. They were somewhat happy with the facility of smart class. It can be assumed that this facility has just been introduced in the school and not all the students have as yet benefitted out of it.

QUESTIONNAIRE FOR TEACHERS

The teachers were requested to stay back after the group discussion in the staff room and were handed over the questionnaire. 45 teachers participated in the survey, the time allotted to them was 10 minutes.

1. Do you think the school needs restructuring?

Yes

No

Can't Say

Maximum number of teachers (28/45) said "yes" the school needs restructuring. 14/45 teachers said "no" whereas 3 teachers remained neutral and rated "can't say" as their option.

2. What was your criterion for choosing Karl Huber School for job?

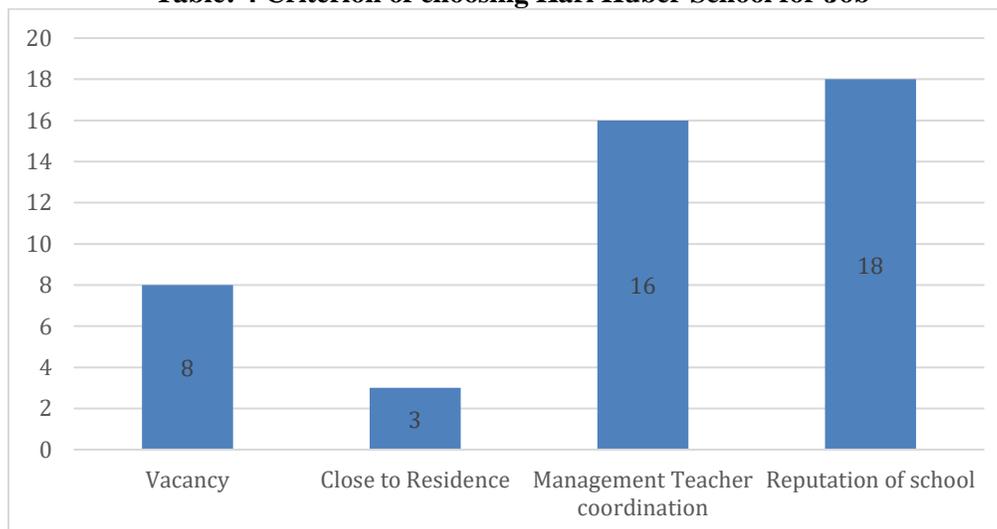
Vacancy

Close to your residence

Management-Teacher coordination

Reputation of school

Maximum number of teachers said it was the "reputation of the school" that made them choose the school. The second rating was given to Management teacher coordination. The teachers appreciated the transparency in the system and also the fact that the management was approachable. The third rating was given to vacancy and the last rating was given to the option of "Close to your residence"

Table: 4 Criterion of choosing Karl Huber School for Job

3. Which field in the school needs immediate improvement?

Infrastructure

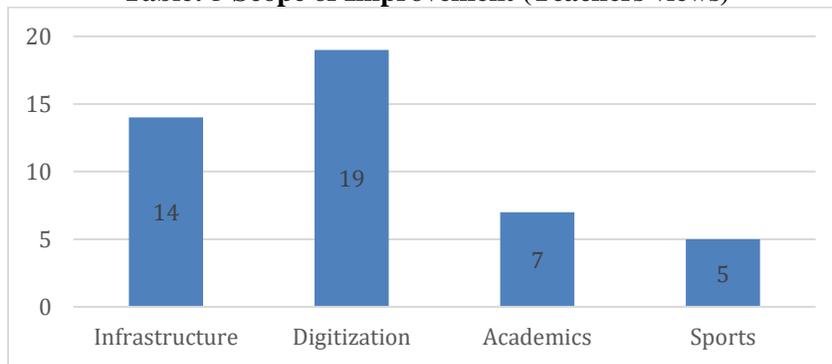
Digitization

Academics

Sports

According to maximum number of teachers (19/45) Digitization was the field which needed immediate improvement in the school. The second rating was given to Infrastructure (14/45). Academics and Sports received low rating as the teachers believed that the students were performing well in these two fields.

Table: 5 Scope of Improvement (Teachers views)



4. What is the ideal way of teaching in class?

Group Discussion

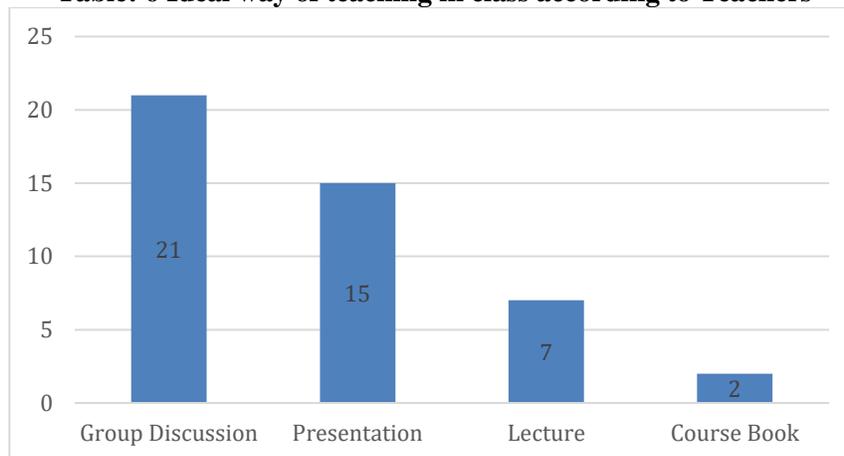
Presentation

Lecture

Reading from course book

The first choice of the teachers was to teach through Group Discussion 21 out of 45 teachers were of the same view. The second preference was given to Presentation (15/45) Lecture and reading from course book was rated as third and fourth respectively.

Table: 6 Ideal way of teaching in class according to Teachers



QUESTIONNAIRE FOR PARENTS

The questionnaire to the parents was distributed during the PTM. It was a voluntary participation. The parents were given a time frame of 10 minutes to fill the questionnaire. 150 completed & eligible questionnaires were included for the analysis.

1. What according to you forms the reputation of the school?

Infrastructure

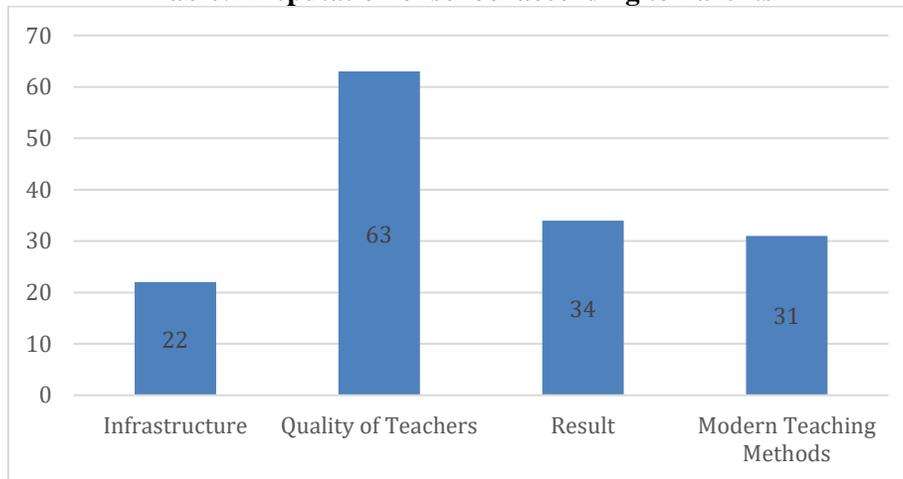
Quality of teachers

Merit/Result of the students

Modern Teaching methods

Maximum number of parents chose Quality of teachers forms the reputation of school (63/150). The second rating was given to Result or merit of the students (34/250). Third choice according to parents was Modern method of teaching (31/250). The last rating was given to Infrastructure (22/250).

Table:7 Reputation of school according to Parents



2. Are you aware of the school undergoing massive restructuring?

Yes

No

Almost 134 Parents out of 250 said “yes” whereas 16 said “No”

3. How would you prefer your child to study at home?

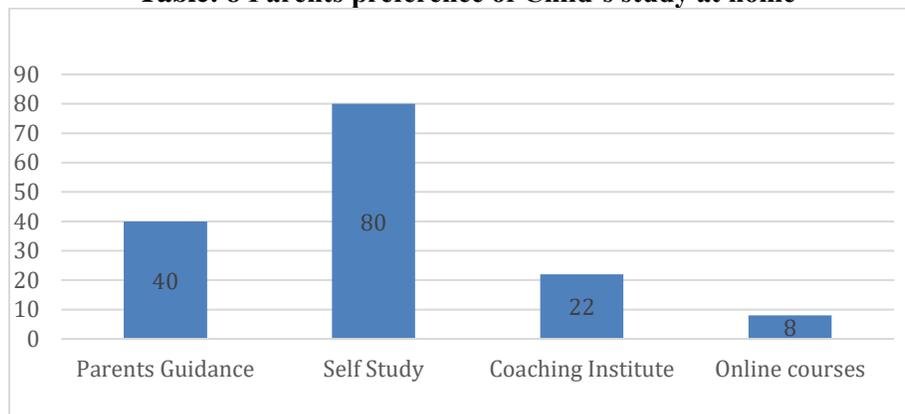
Under Parent’s guidance

Self-study

Coaching institutes

On line tutorials

The most preferred choice was self-study, almost 54% parents chose this option followed by under parents guidance 27%. Coaching institute was chosen by 14% parents and the last preferred way was online tutorials only 5% parents chose this option.

Table: 8 Parents preference of Child's study at home

4. Do you see any improvement in your child's performance in the following fields-

Table:9 Improvement in Child's Performance

	Yes	Somewhat	No
Academics	118	12	20
Sports	98	40	12
Behavior	37	104	9
Personality	96	41	13

From the above table, it is visible that maximum parents are positive about their child's performance in Academics, Sports and Personality and have said "yes" on these parameters. In the field of behavior maximum number of parents feel that "somewhat" improvement is visible in their child.

CONCLUSION/ SUGGESTIONS

The school, a sample for the case study has been catering to the middle-income group. Despite several ups and downs, it could successfully survive amidst tough competition because it constantly made efforts to upgrade itself and is still in the process of upgrading; but the change in the education industry is so fast and rigorous and the expectation of parents and students are so demanding that though it has the required number of students yet it is not the first choice of the Parents.

On the basis of the study and analysis, there are following suggestions for the school under consideration as well as the education industry till higher secondary level, as a whole:

- First impression matters even in education industry.
- The use of library and habit of reading hard copy of books has almost vanished. It should be encouraged and simultaneously, the e-library should be introduced in schools.
- The unanimous answer of the students was "loving nature". This confirmed that human touch and mentoring are basic requirements in schools; and another positive point about these is that it does not involve any financial assistance.
- Online tutorials and use of internet may be in elite schools.
- Counseling cell should be functional in other fields also apart from career counseling. Students should be encouraged to voice their emotional problems too.
- Parents and teachers seemed to be happy with the sports facility of the school. The school being a champion in cricket added to another feather in the cap.
- School canteen is a fashion of the day. This can be taken as a general recent trend amongst students and needs attention by the authorities towards hygiene and genuine rates of the things sold.

- Grading system has killed competitive spirit. Students did not seem very happy with this feature.
- Experiments with new pedagogical methods is essential to engage students of different levels in the class.
- Interest in online courses and learning was missing among teachers. The government and the management can encourage these by making it a criterion of increment or promotion.
- Interaction with the parents was mainly limited to the PTM's. New technology-based connection through WhatsApp or Facebook was not in practice
- The strength of students in the school was higher in senior classes because of its affiliation to CBSE, offering all the three streams i.e. Science, Commerce and Humanities and flexibility of cut off percentage for different streams. The school should focus on the student's enrolment from nursery itself as it ensures that the child will be there for at least 15 years. For this all -round upgradation is required.
- Quality of teachers cannot be compromised as despite focus on and attraction towards technology, smart classes, pedagogy, infrastructure the parents' criteria of choosing a school for their child is based on the quality of teachers the school.
- No doubt, massive and innovative ways of advertisements are essential, but today, many more things and strategies like smart classes, ICT usage are required for the successful growth of an educational organization.
- It was also announced that the school is heading towards smart classes with well-equipped projectors and audio-visual aids. Initially they would start with the higher classes and gradually each class would be a smart class.
- Apart from modern teaching and learning methods the teachers and students should be encouraged to take **online tutorials** as an alternate way of learning. **Awareness of technology and actual usage of the same are two different things.** The parents, teachers and students have to first prepare themselves mentally that future education is only technology based.
- The administrative staff should take initiative to maintain and update a record of the pass out students to create an **alumnus and keep a track of where they are doing their higher studies** from or which profession they are into. These are the barometers on which the performance of the students can be measured after all it is the dream of every school, teacher, Parent to see their child successful in life.

CONCLUSION

A new study from The Research Alliance for New York City Schools shows that learning environments play a significant role in student success. Most educators have suspected this for decades, and now they have evidence showing that schools can potentially lift student achievement by improving their learning environments.

Researchers have to consider a lot of variables when measuring the effect of learning environments on students. This study focuses on several key factors, including:

- Safety and order
- Teacher relationships and collaboration
- Academic expectations

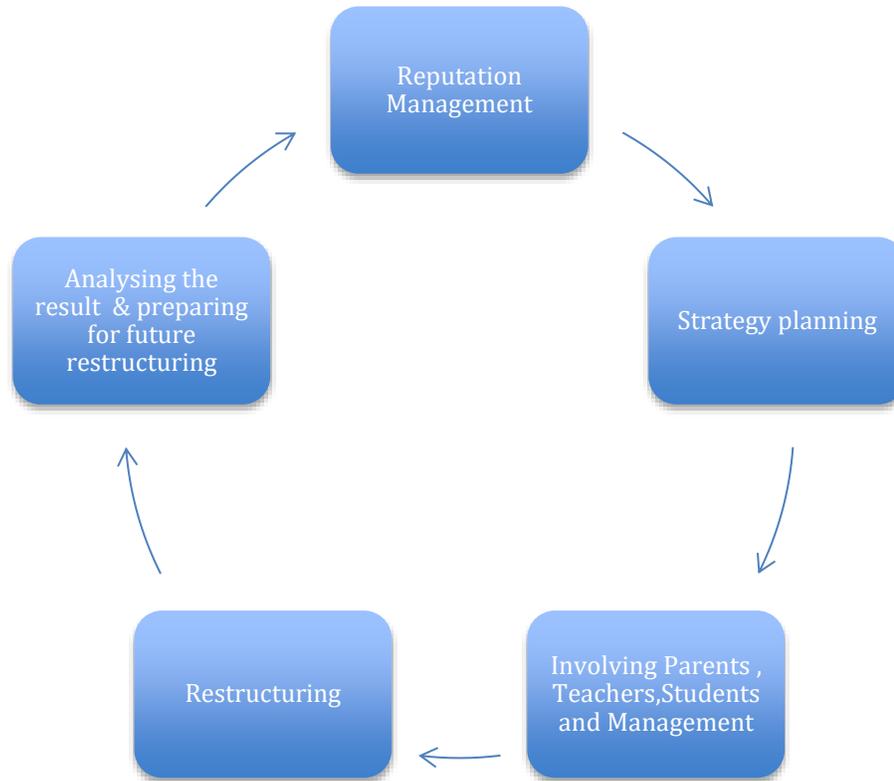


Figure-1: Process designing of Reputation Management

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