

**MINUTES OF THE MANAGEMENT COMMITTEE MEETING OF BOARDING SCHOOLS ASSOCIATION OF INDIA (BSAI) HELD ON SATURDAY, FEBRUARY 28<sup>TH</sup>, 2026 OVER VIDEO CONFERENCE**

The following members were present:

Capt. A J Singh, President BSAI  
Dr. Jagpreet Singh, Secretary to BSAI  
Ms. Sangeeta Kain, Treasurer  
Mr. Vinay Pandey, Director, Professional Development  
Ms. Sapna Sukul, Chief Operation Officer (COO)  
Dr. Sumer Singh  
Mr. Rashid Sharfuddin, Member

Invitees:

Mr. Bhavin Shah, Special Invitee

**THE CHAIRMAN'S OPENING REMARKS**

The meeting commenced with the Secretary, Dr. Jagpreet Singh welcoming all the members to the BSAI Management Committee Meeting and confirming that the Quorum for the Meeting was complete.

The President was requested to start with the proceedings of the Meeting.

Following discussions took place in the Meeting:

**1. Programme Structure of Heads of Schools Conclave**

On the recommendation of the Patron, Dr Sumer Singh, the COO Sapna Sukul and the Strategic Advisor Mr Bhavin Shah, the Managing Committee approved the Annual Conclave of Heads of Schools to be held jointly at Udaipur, hosted The Central Public School and Heritage Girls' School on 01-03 Sept 2026.

The President requested a tentative day-wise program including arrival, activities for each day, and departure to enable participants to plan travel.

The COO Confirmed that a tentative program will be prepared and submitted to the Board after polling participants.

Director, Professional Development Suggested that Day 2 should not be used for city tours and instead be reserved for substantive workshops and governance discussions.

The following schedule was decided for the conclave:

- Day 1: Arrival and Managing Committee Meeting (evening)
- Day 2:
  - Morning: Training / Workshops
  - Afternoon: Governance discussions

- Day 3: Optional city tour and departures

Participants wishing to stay an additional night will bear their own accommodation costs.

## **2. Participation of School Representatives**

Dr. Sumer Singh highlighted the need for representation from school representatives to ensure follow-up of decisions. Also, Concern raised about increased costs and logistics if all representatives attend.

It was decided tat one senior representative will attend the Conclave on behalf of all representatives. The senior-most representative will be invited.

## **3. Membership Status**

The President noted that two schools were recently approved by the Managing Committee.

The COO Mentioned that some letters were pending to align membership billing with the financial year.

It was decided Membership letters will be issued now. Membership will be effective from 1 April of the upcoming financial year. Any payment received before April will be treated as advance.

## **4. Financial Report**

The treasurer informed the Committee that the initial projection for the year showed a deficit of approximately ₹2.3 lakhs.

However, since the Representatives' Meet expenditure will be met from the set-apart fund, it will not impact the operating budget. As a result, the revised projection indicates a tentative surplus of about ₹1.14 lakhs.

Additionally, ₹1.75 lakhs has been contributed towards the Leadership Retreat, which further improves the financial position. With this addition, the expected surplus may increase to around ₹3 lakhs.

For future planning, it was noted that membership fee is expected to increase by ₹5,000 per member next year, which will improve revenue and allow the association to support activities such as the Heads of Schools Conclave.

## **5. Budget for hosting the conclave:**

The President proposed a maximum budget of ₹5 lakhs for the host school, subject to actual expenditure.

Mr. Sumer Singh Suggested adopting a per-delegate reimbursement model to avoid discrepancies.

It was decided that ₹6,000 per delegate will be reimbursed to the host school for the Conclave and Budget provision to be kept around ₹4 lakhs for planning purposes.

Mr. Bhavin Shah proposed merging the Leadership Retreat with the Conclave in future years which will allow shared resources, sponsors, and broader participation. The proposal was approved in principle for 2027, subject to working out financial and structural details.

For Representative's conference, it was discussed that the existing surplus funds will support Representatives' Conferences and or the time being, the Representatives' Conference may be held in alternate years until finances stabilize.

## **6. Certificate Programme for Pastoral Care**

Director, Professional Development proposed launching a Certificate Programme for Pastoral Care for staff in BSAI member schools. The Programme structure would include 10–12 hours online modules spread through the year and 2–3 day in-person workshop at the end. The Launch target for the programme would be 20<sup>th</sup> August which is the 5<sup>th</sup> Anniversary of BSAI and full programme details will be presented at the next conclave.

Mr. Rashid Sharfuddin suggested using video case studies and discussion modules similar to Harvard leadership programs.

The COO offered support in module development.

The Programme was approved in principle and Director, Professional development was requested to develop the detailed plan.

Regarding the fee structure for the programme, it was discussed that external experts may need to be engaged and Schools may sponsor teachers to attend the certification programme. It was decided that the final fee structure will be determined after finalizing resource persons and program design.

## **7. Administrative and Compliance Matters**

The Treasurer proposed monthly professional fee invoices while the President suggested this could be handled annually instead of monthly.

It was decided that the Membership fee of ₹35,000 to be invoiced from 1 April, 2026.

Also, Director, Professional Development confirmed that BSAI's physical records and files have been transferred and organized, marking the beginning of the BSAI office setup.

The Secretary informed that the Memorandum of Association of Laidlaw School is pending. The President requested urgent retrieval, as amendments to rules are pending due to this document.

A letter to be drafted by the treasurer, Ms Sangeeta Kain, in liaison with the CA BSAI, for the payments being made to the three Office Bearers' Assistants, which shall be issued accordingly by the President, as required by the CA for accounting purposes.

## **8. Fifth Anniversary of BSAI**

The Committee agreed to plan an activity to mark the completion of 5 years of BSAI on 20 August 2026.

Mr. Bhavin Shah proposed that a five-year report/summary of BSAI's work be prepared and published in the August issue of *EducationWorld*.

COO was requested and agreed to get the needful done.

The committee agreed in principle to commemorate the 5-year milestone on 20 August and to prepare a report highlighting BSAI's achievements, with the possibility of publishing it in *EducationWorld*.

There being no further matter, the meeting ended with a vote of thanks to the Chair.

Dr. Jagpreet Singh

Secretary

Capt. A J Singh

President