

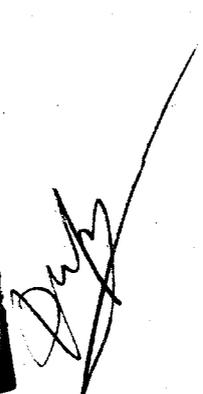
**National Staff College
for
Educational Planners and Administrators**

**ANNUAL REPORT
1976-77**

**17-B, Sri Aurobindo Marg
New Delhi-110 016**

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I N T R O D U C T I O N

The National Staff College for Educational Planners and Administrators was set up primarily to provide training, to organise seminars and conferences, to undertake research, to offer consultancy service to State Governments, to provide, on request, training facilities to other countries, especially of the Asian region and to act as the clearing house of information in the field of educational planning and administration.

The Staff College is an autonomous institution, registered under the Registration of Societies Act (Act XXI of 1860). It was registered on 31-12-1970.

This report reviews the main activities and programmes undertaken by the Staff College during the year 1976-77.

New Dimensions

Apart from continuing the on-going programmes during the year under review, the Staff College broke new grounds by organising training programmes in the fields of university and higher education and education for rural development. Particular mention in this connection may be made of the following :

(a) *Training Programmes for Principals of Colleges*

Three programmes were organised for Principals of Colleges in Jammu and Kashmir, Haryana and the Colleges affiliated to the North-Eastern Hill University to promote better appreciation of the role of a Principal as a change agent in the programme of institutional development.

(b) *Training Programmes for Finance Officers of Universities in India*

Two programmes were organised for Finance Officers with a view to improving their appreciation of the role of universities and the need for better financial management including the system of financial administration, reforms in budgeting, sources of revenue, grants-in-aid to universities; a practical exercise in the application of *Cash Flow Analysis* was also included.

(c) *Orientation Programme for the Key Personnel of National Service Scheme*

One programme was organised for the key personnel of the National Service Scheme (Programme Coordinators in Universities

and regional and State liaison officers) for a more effective functioning of the scheme including management, supervision, role of functionaries at different levels and reporting and record keeping.

(d) *Education for Rural Development*

The Staff College organised a National Seminar and a National Conference on Education for Rural Development. It also collaborated with the Unesco Regional Office for Education in Asia, Bangkok in organising an Advanced Level Workshop on the subject in which experts from six countries in the region (Afghanistan, Bangladesh, Indonesia, Nepal, Philippines and India) participated.

The report is divided into two sections. *Section I* gives the position about administration, funds and finance, etc, *Section II* gives a brief resume of the activities and programmes of the Staff College. The main activities during the year are listed below :

I. Training Programmes	Duration	No. of Participants
—Two Training Programmes in Financial Management for Finance Officers of the Universities in India	(i) May 31-June 11, 1976 (ii) July 5-15, 1976	(i) 24 (ii) 23
—In-Service Training Course for Statistical Officers	June 21-26, 1976	26
—Training Programme for Principals of Colleges in Jammu & Kashmir	August 2-13, 1976	10
—Orientation Programme in Educational Planning and Administration for Education Officers from Haryana	October 25-November 3, 1976	25
—Orientation Programme in Educational Planning and Administration for Education Officers from Rajasthan	November 8-20, 1976	24
—Training Programme in Educational Planning and Administration for the Heads of Secondary and Senior Basic Schools in Lakshadweep	November 27-December 2, 1976	12

—Orientation Course for College Principals of Haryana	January 27-February 5, 1977	18
—Orientation Programme for Principals of Colleges of North Eastern Hill University	February 9-12, 1977	22
—Orientation Programme for Key Personnel of National Service Scheme	February 14-17, 1977	39
II. Seminars		
—Seminar of Education Secretaries/DPIs from the North Eastern Region	August 27-28, 1976	10
—National Seminar/National Conference on Education for Rural Development	(i) December 15-20, 1976 (ii) December 21-23, 1976	100
III. Research		
—All-India Survey of Educational Administration	Published 10 Reports	
IV. Collaboration with International Agencies		
—Advanced Level Workshop on Education for Rural Development	March 17-26, 1977	31
V. Publications		
—Brought out 24 publications		
VI. Expenditure		
—Rs. 15.14 lakhs (Rs. 12.08 lakhs Plan + Rs. 2.86 lakhs non-plan + Rs. 0.20 lakhs on Unesco sponsored programmes).		

I

Administration, Funds & Finance

ADMINISTRATION, FUNDS & FINANCE

Introduction

With a view to improving and strengthening the educational planning and administration in the country, the National Staff College for Educational Planners and Administrators was set up as an autonomous institution under the Registration of Societies Act (Act XXI of 1860). It was registered on 31. 12. 1970.

Aims and Objectives

The aims and objectives of the Staff College are :

- (a) To organise pre-service and in-service training, conferences, workshops, meetings, seminars and briefing sessions for senior educational officers of the Central and State Governments and Union Territories;
- (b) To organise training programmes for teacher-educators and administrators connected with educational planning and management;
- (c) With the approval of the University Grants Commission, to organise orientation programmes and refresher courses for the university and college administrators;
- (d) To undertake, aid, promote and coordinate research in various aspects of educational planning and administration, including comparative studies in planning techniques and administrative procedures in the different States of India and in other countries of the world;
- (e) To provide academic and professional guidance to agencies, institutions and personnel engaged in educational planning and administration;
- (f) To offer, on request, consultancy service to State Governments and other educational institutions;
- (g) To act as a clearing house of ideas and information on research, training and extension in educational planning and administration services and other programmes;

- (h) To prepare, print and publish papers, periodicals and books in furtherance of these objectives; and especially to bring out a Journal on Educational Planning and Administration;
- (i) To collaborate with other agencies, institutions and organisations, including universities, Institutes of Management and Administration and other allied institutions in India and abroad, in such ways as may be considered necessary for the promotion of these objectives;
- (j) To offer fellowships and scholarships in furtherance of the Staff College; and
- (k) To provide, on request, facilities for training and research in educational planning and administration to other countries, especially of the Asian Region, and collaborate with them in such programmes.

Council

The over-all authority of the Staff College vests in the Council consisting of 23 members presided over by the Union Education Minister. The Director of the Staff College is ex-officio Member-Secretary. A list of the members of the Council (as on 31. 3. 1977) is given in Appendix I.

During the period under review, one meeting of the Council was held on July 26, 1976 to consider the programmes to be undertaken by the Staff College and various administrative matters.

Executive Committee

The administration of the Staff College is carried on by an eight-member Executive Committee, also presided over by the Union Education Minister. The Director of the Staff College is ex-officio Member-Secretary. A list of members of the Executive Committee (as on 31. 3. 1977) is given in Appendix II.

Funds and Finance

The Staff College is fully financed by the Ministry of Education, Government of India. During the period under review, the Staff College was given a grant of Rs. 14.53 lakhs (Rs. 12.00 lakhs on Plan account and Rs. 2.53 lakhs on Non-Plan account). The total expenditure during the period was Rs. 15.14 lakhs (Rs. 12.08 lakhs on Plan account and Rs. 2.86 lakhs on Non-Plan account and Rs. 0.20 lakhs on Unesco sponsored programmes).

The accounts for the year 1976-77 were audited from 19. 12.77 to 5. 1. 78. A copy of the Audit Report and replies thereto are given in Appendices III and IV respectively.

Hostel

The Staff College has its own hostel with 48 fully furnished single rooms each with an attached bath. The training programmes organised by the Staff College are mainly residential.

Staff

A list of members of the faculty, as on 31.3.1977, is given in Appendix V. The changes in staff during the period are given in Appendix VI.

II

Review of Programmes and Activities

Training Programmes in Financial Management for Finance Officers of Universities in India

(New Delhi : May 31-June 11, 1976 & July 5-15, 1976)

The need for the training of University Finance Administrators has been well-recognised for some time now. The National Staff College, therefore, in collaboration with the Faculty of Management Studies, University of Delhi organised two short orientation courses for University Finance Officers at New Delhi.

The response from the Universities exceeded our expectations and hence it was decided to limit the first training programme held from May 31 to June 11, 1976 to Finance Officers from 24 Universities in India. Another programme was held for the second batch of 23 Finance Officers from July 5-15, 1976.

Objectives

The main objectives of the programme were :

- (a) To enable the participants to appreciate the role of education in general and higher education in particular and specially its contribution to the socio-economic development of the country;
- (b) To develop in them better comprehension of the existing system of Financial administration in the Indian Universities and to facilitate its systematic review particularly in the context of changing dimensions of higher education in India;
- (c) To assist in the identification and understanding of the newer role and responsibilities of the finance function in Indian Universities and to assess its impact on academic programmes; and
- (d) To promote an awareness of the techniques of modern management in general and of modern financial management in particular, especially from the point of their application in educational administration.

Participants

47 Finance Officers from as many Universities participated in the two programmes.

Main Themes

The main themes for discussion were :

- Role and Responsibilities of Finance Officers
- Higher Education in India
- Planning for Quality in Higher Education
- System of Financial Administration in Universities in India
- Role and Function of Finance Officers
- Accounting as a Tool in Management
- Revenue Planning and Monitoring
- Financial aspects of Planning Higher Education
- Financial Management-Concepts and Techniques
- Cash Flow Analysis
- Budget Process in Universities
- Delegation of Authority in Universities
- UGC and Financing of Higher Education
- Model Budgeting
- Grants-in-aid by State Governments to Universities

Course Contents

The courses were carefully designed in consultation with the University Grants Commission and the Faculty of Management Studies to meet the specific needs of the participants. Besides usual lecture-discussions, there were two panel-discussions on :

- (i) The Role and Functions of Finance Officers; and
- (ii) The Problems of Financial Administration

Practical Exercises

A practical exercise in the application of Cash Flow Analysis was also included in the curriculum. The model budget proforma circulated by the University Grants Commission was discussed thread-bare in many sessions so that the participating Finance Officers should have no difficulty

in filling it up. In addition, one full session was devoted to discussions with the Secretary, University Grants Commission, so that the various issues could be clarified. The participants were also requested to present a paper on the situation regarding the 'System of Financial Administration' in their respective Universities. These presentations were followed by discussions and clarifications.

Field Visits

The participants went out on two field visits : one to the University Grants Commission and the other to the Delhi University to study their work and functions at first hand.

Inauguration and Valediction

The first programme was inaugurated by Dr. Ajit Mozoomdar, Secretary (Expenditure), Union Ministry of Finance on May, 31, 1976 and Shri K. N. Channa, Secretary, Union Ministry of Education and Social Welfare delivered the valedictory address on June 11, 1976.

The second programme was inaugurated by Prof. Satish Chandra, Chairman, University Grants Commission on July 5, 1976 and Dr. Shanker Ghosh, Union Minister for Planning delivered the valedictory address on July 15, 1976.

Central In-service Training Course for Statistical Officers-in-Charge in Education Directorates of States and Union Territories

(New Delhi : June 21-26, 1976)

At the request of and in collaboration with the Union Ministry of Education and Social Welfare (Statistics and Information Division), the Staff College organised a training programme in Educational Statistics for Statistical Officers-in-Charge in Education Directorates of States and Union Territories at New Delhi from June 21-26, 1976.

Objectives

The main objectives of the Programme were :

- (a) To enable the participants to appreciate the role of up-to-date statistical data in educational planning.
- (b) To acquaint the participants with the different features of the revised forms of collection of annual educational data from the States alongwith background as well as the prospect of the revision.

Participants

26 persons from 18 States and 3 Union Territories participated in the programme.

Main Themes

The main themes for discussion were :

- Role of statistics in educational planning;
- New methods and techniques of projection;
- Problems of data collection and organisation of statistics work in the field of Education;
- Revised system of collection of educational statistics and various forms of data collection; and
- Problems of State Governments in collection and consolidation of educational statistics.

Course Contents

The course was carefully designed in consultation with the Statistics and Information Division of the Union Ministry of Education and Social Welfare to meet the specific needs of the participants. Besides 13 lecture-discussions, there was a panel discussion on the problems of State Governments in the collection and compilation of Educational Statistics.

In addition, the participants had detailed discussions on the various forms :

ES-I : Statistics of Education in States—Numerical Data

ES-II : Statistics of Education in States—Financial Data

ES-III : Statistics of Education in States—Examination Results

ES-IV : Statistics of Education of Scheduled Castes and Scheduled Tribes

Inauguration and Valediction

The programme was inaugurated by Professor M.V. Mathur, Director, National Staff College on June 21, 1976 and the valedictory address was delivered by Shri P. K. Umashankar, Joint Secretary, Ministry of Education on June 26, 1976.

Training Programme for Principals of Colleges in Jammu & Kashmir

(New Delhi : August 2-13, 1976)

At the request of and in collaboration with the Government of Jammu & Kashmir, the Staff College organised a training programme for principals of Colleges in the State at New Delhi from August 2-13, 1976.

Objectives

The main objectives of the Programme were :

- (a) to acquaint the participants with the current trends and main problems in the field of higher education in India and abroad ;
- (b) to give them a better understanding of the Service Rules and Financial Rules of the State;
- (c) to give them a better appreciation of their role as a change agent in programmes of institutional development including institutional planning, faculty development, student welfare, etc.; and
- (d) to promote an awareness of modern management techniques in general and their application in the field of educational administration in particular.

Participants

Ten principals of colleges in Jammu & Kashmir participated in the programme.

Main Themes

The main themes for discussion were :

- Development of Higher Education in India since Independence
- Main Problems of Higher Education and the Role of U.G.C.
- World Trends in Higher Education
- Institutional Planning

- Modern Management Techniques and their Application in Educational Administration
- Financing of Higher Education and Mobilization of Community Resources
- Modern Approaches to Budgeting—Performance Budgeting & PPBS
- Cost-Benefit Analysis in Educational Planning
- Non-formal Education (Correspondence Courses)
- Impact of 10+2+3 Pattern of Education on Collegiate Education and Restructuring of Courses
- Services Rules, Fundamental Rules and Disciplinary Rules
- Financial Rules
- College Development Programme : Faculty Development
- Teacher Evaluation
- Examination Reforms
- Student Participation in Administration
- Implementing Programme of Student Welfare (Book banks, Earn-While-You-Learn, etc.)
- Role of Principals in Promoting Higher Education of Women and Other Weaker Sections of Society.

Course Contents

The course was carefully designed in consultation with the State Department of Education to meet the specific needs of the participants as identified in an Orientation Programme for Principals of Colleges held on February 16-26, 1976 as well as through a questionnaire issued for the purpose. The Training Programme was planned on an inter-disciplinary basis. The instructional methodology of the course was largely based on lecture discussions. In addition, there were four panel discussions : (i) Impact of 10+2+3 Pattern of Education on Collegiate Education and Restructuring of Courses, (ii) Implementing Programmes of Student Welfare (Book-Bank, Earn-While-You-Learn, NSS etc.), (iii) Role of Principals in Promoting Higher Education of Women and Other Weaker Sections of Society, and (iv) Examination Reforms.

Field Visits

In addition, the participants went out on field visits to the following institutions to study their work and functions at first hand :

- (i) Lady Shri Ram College, New Delhi
- (ii) Hindu College, New Delhi
- (iii) University Grants Commission, New Delhi

Participants' Seminar

One of the main features of the programme was a panel discussion in the shape of "Participants' Seminar" dealing with day-to-day problems of college administration. The participants were requested to present action plans to deal with day-to-day problems of College Administration. These presentations were followed by discussions and clarifications.

Inauguration & Valediction

The Programme was inaugurated by Sardar Rangil Singh, Minister of State for Education, Jammu & Kashmir Government on August 3, 1976 and Professor D.P. Yadav, Deputy Minister for Education, Government of India delivered the valedictory address on August 13, 1976.

Orientation Course in Educational Planning and Administration for Education Officers of Haryana

(New Delhi : October 25-November 3, 1976)

At the request of and in collaboration with the Education Department, Government of Haryana, the Staff College organised a training programme in Educational Planning and Administration for Education Officers of Haryana at New Delhi from October 25-November 3, 1976.

Objectives

The main objectives of the Programme were :

- (a) To acquaint the participants with some of the concepts fundamental to educational planning and modernization of educational administration with particular reference to Haryana
- (b) To acquaint them with new programmes in the State's Fifth Plan of Education such as the 10+2+3 pattern and non-formal education; and
- (c) To familiarise them with the service and financial rules of the Government of Haryana

Participants

Twenty-five officers of the State Directorate of Education, including District Education Officers and Sub-Divisional Education Officers, participated in the Course.

Main Themes

The orientation course was designed after a detailed and careful discussion of the professional needs of the State Education Officers with the Directorate of Education of Haryana. The Course was intended to be forward-looking and future-oriented in the sense that it sought, among other things, to prepare the participants for the implementation of major educational programmes projected for the 5th Plan period. The course covered themes such as the following :

- General Concepts of Educational Planning
- Review of Educational Planning in Haryana and Fifth Plan Programmes of Educational Development in Haryana

- Recent Developments in Education in India and Abroad
- Plan Implementation and Evaluation
- Educational Administration at the District Level
- Wastage and Stagnation
- Inservice Training of Teachers—Role of DEOs
- 20-Point Programme and Education of Girls and Weaker Sections in Haryana
- Data Collection for Educational Planning
- Inspection and Supervision of Schools
- 10+2+3 Pattern and Vocationalisation of Secondary Education
- Service and Financial Rules of Haryana
- Non-formal Education
- District Planning
- Institutional Planning
- Population Education
- Physical Education in Schools
- Financial Administration in Education in Haryana

Course Contents

The Orientation Course was planned on an inter-disciplinary basis. Apart from the faculty of the National Staff College, the resource persons included officers of the Government of Haryana having intimate knowledge of the State's educational problems as well as local experts from the Ministry of Education, Planning Commission, NCERT etc. Besides usual lecture-discussions, there were four panel-discussions on :

- (i) Educational Administration at the District Level
- (ii) Inspection and Supervision of Schools
- (iii) 10+2+3 Pattern and Vocationalisation of Secondary Education
- (iv) Non-formal Education

In addition, the participants went out on field visits to the following two institutions to study their work and functions at first hand :

- (i) National Council of Educational Research and Training
- (ii) School Television Centre

Inauguration & Valediction

The programme was inaugurated by Dr. Sarup Singh, Member, Union Public Service Commission on October 25, 1976 and Chaudhuri Maru Singh Malik, Education Minister of Haryana delivered the valedictory address on November 3, 1976.

Orientation Course in Educational Planning and Administration for Education Officers of Rajasthan

(New Delhi : November 8-20, 1976)

At the request of and in collaboration with the Government of Rajasthan, the Staff College organised a training programme in Educational Planning and Administration for District and other senior Education Officers at New Delhi from November 8-20, 1976.

Objectives

The main objectives of the programme were :

- (a) To acquaint the participants with some of the concepts fundamental to educational planning and modernization of educational administration with particular reference to Rajasthan;
- (b) To acquaint them with the new programmes in the Fifth Plan such as 10+2+3 pattern and non-formal education; and
- (c) To familiarise them with the service and financial rules of the Government of Rajasthan

Participants

Twenty-four officers of the State Directorate of Education, including District Education Officers and Sub-Divisional Education Officers participated in the Course.

Main Themes

- General Concepts of Educational Planning
- Review of Educational Planning in Rajasthan and Fifth Plan Programmes of Educational Development in Rajasthan
- Recent Developments in Education in India and abroad
- Project Formulation and Plan Implementation
- Educational Administration at the District Level
- Administration of Elementary Education by Panchayat Bodies in Rajasthan

- Wastage and Stagnation
- School and Community Relations
- Inservice Training of Teachers—Role of DEO
- 20-Point Programme and Education of Girls and Weaker Sections of Society in Rajasthan
- Data Collection for Educational Planning
- Inspection and Supervision of Schools
- 10+2+3 Pattern and Vocationalisation of Secondary Education
- Service and Financial Rules of Rajasthan
- Non-formal Education
- Examination Reforms
- District Planning
- Institutional Planning
- Population Education
- Physical Education in Schools
- Financial Administration of Education in Rajasthan

Course Contents

The course was designed in consultation with the Directorate of Education, Rajasthan keeping in view the professional needs of the State Education Officers. At the same time it was also intended to be forward-looking and future-oriented to prepare the participants for implementing some of the major programmes included in the State's Fifth Plan.

The major thrust of the course was on concepts fundamental to educational planning and administration but it also touched upon the 'bread and butter' aspects as well as certain other aspects of the DEO's work, e.g. Financial and Service Rules, etc. Besides usual lecture-discussions, there were six panel-discussions on :

- (i) Educational Administration at the District Level
- (ii) Inspection and Supervision of Schools
- (iii) Non-Formal Education
- (iv) Examination Reforms

(v) 10+2+3 and Vocationalisation of Secondary Education, and

(vi) Role of DEOs in Inservice Training of Teachers

In addition, there were also two brief practical exercises on (i) District Educational Planning and (ii) Institutional Planning and two field visits to NCERT and the School T.V. Centre.

The programme was essentially a seminar of equals. To involve the participants more actively in the course, a group of two participants acted as rapporteurs for each theme.

Inauguration & Valediction

The programme was inaugurated by Dr. D.S. Kothari, Emeritus Professor of Physics, Delhi University on November 8, 1976. The valedictory function was held in the afternoon of November 20, 1976 when Shri J.S. Mehta, Education Commissioner, Rajasthan presided. Dr. V.S. Jha delivered the Valedictory Address.

Training Programme in Educational Planning and Administration for Heads of Secondary and Senior Basic Schools of the Union Territory of Lakshadweep

(Kavaratti : November 26-December 2, 1976)

At the request of and in collaboration with the Union Territory of Lakshadweep, the Staff College organised a training programme in Educational Planning and Administration for Heads of Secondary and Senior Basic Schools at Kavaratti from November 26-December 2, 1976.

Objectives

The main objectives of the programme were :

- (a) to make the participants aware of the basic concepts and practices in educational administration and planning;
- (b) to enable the participants to become conversant with the Financial and administrative rules (Service Rules) of the Education Department of Lakshadweep; and
- (c) to help the participants to formulate institutional plans.

Participants

The training programme was attended by the heads of six Secondary Schools and six Senior Basic Schools in the Territory, including one Senior Assistant-in-charge.

Main Themes

The main themes for discussion were :

- Recent Educational Developments in India with special reference to Educational Objectives
- Problems of Educational Development in Lakshadweep
- Basic concepts in Educational Planning
- Role of Headmaster in School Management
- The School and the Community
- Qualitative Improvement in Education
- Institutional Planning

- Examination Reforms
- Administrative and Financial Rules
- Classroom Experiments
- Preparation programme at school level
- Teaching of Science and Mathematics
- 10+2+3 pattern and Vocationalisation
- Supervision, Inspection and Evaluation of Teaching

Course Contents

The course was carefully designed in consultation with the Education Department, Lakshadweep to meet the specific needs of the participants. Besides usual lecture-discussions, the participants went out on field visits to High Schools and Basic Schools in Kavaratti. Formulation of institutional plans for implementation in the schools concerned was one of the objectives of the training programme. During practical sessions participants were attached to resource persons in batches of three and were provided with guidance in preparing institutional plans. Each of the 12 headmasters prepared institutional plans which included two or more schemes.

Inauguration and Valediction

The programme was inaugurated by Shri K.K. Sankaraganakhan, Sub-judge, Lakshadweep on November 27, 1976 and Shri P.M. Sayeed, M.P. delivered the valedictory address on December 2, 1976.

Orientation Course in Educational Planning and Administration for College Principals of Haryana

(New Delhi : January 27-February 5, 1977)

At the request of and in collaboration with the State Education Department, Government of Haryana, the Staff College organised a training programme in Educational Planning and Administration for Principals of Colleges in Haryana at New Delhi from January 27-February 5, 1977.

Objectives

The main objectives of the programme were :

- (a) to acquaint the participants with the current trends and main problems in the field of higher education in India and abroad;
- (b) to give them a better appreciation of their role as a change agent in programmes of institutional development including institutional planning, faculty development, student welfare, etc.; and
- (c) to promote an awareness of modern management techniques in general, and their application in the field of educational administration in particular.

Participants

Sixteen Principals of Colleges in the State participated in the programme.

Main Themes

The Orientation Course was designed to meet the professional needs of the College Principals and covered the following themes :

- Development of Higher Education in India since Independence
- World Trends in Higher Education
- Problems of Higher Education and the Role of U.G.C.
- Institutional Planning

- College Development Programmes :-
 - (a) Social Sciences and Humanities
 - (b) Science
 - (c) Student Welfare
 - (d) Libraries
 - (e) Games and Sports
- Personnel Administration, Leadership and Motivation
- Non-formal Education
- Impact of 10+2+3 Pattern of Education on Collegiate Education and Restructuring of Courses
- Application of Managerial Techniques to Higher Education
- Examination Reforms

Course Contents

The course was designed in consultation with the Education Department, Government of Haryana keeping in view the professional needs of the College Principals. At the same time it was also intended to be forward-looking and future-oriented to prepare the participants for implementing some of the major programmes in the context of the 10+2+3 pattern of Education and the national and international trends in education.

Besides usual lecture-discussions, there were four panel discussions on :

- (i) Higher Education in Haryana
- (ii) Implementation of Student Welfare Programmes
- (iii) Impact of 10+2+3 Pattern of Education on Collegiate Education and Restructuring of Courses
- (iv) Examination Reforms

In addition, the participants went out on a field visit to UGC to study its work and functions at first hand. There was also a brief exercise in Group Dynamics.

Inauguration and Valediction

The programme was inaugurated by Shri Chiranji Lal Sharma, Education Minister, Government of Haryana, Chandigarh on January 27, 1977 and the valedictory address was delivered by Dr. S.K. Datta Vice-Chancellor, B.N. Chakravarti University, Kurukshetra.

Orientation Programme for Principals of Affiliated Colleges of North Eastern Hill University

(New Delhi : February 9-12, 1977)

At the request of and in collaboration with the North Eastern Hill University, the Staff College organised a training programme for Principals of the Affiliated Colleges of the University at New Delhi from February 9-12, 1977.

Objectives

The main objectives of the programme were :

- (a) To acquaint the participants with the current trends and main problems in the field of higher education in India;
- (b) To give them a better appreciation of their role as a change-agent in programmes of institutional development, including institutional planning, faculty development, students welfare, etc.;
- (c) To promote better communication with agencies concerned with the management of education at the national level; and
- (d) To provide an orientation in modern management techniques, particularly those applicable to educational administration.

Participants

22 Principals (11 from Meghalaya, 6 from Mizoram and 5 from Nagaland) participated in the programme.

Main Themes

The main themes for discussion were :

- Development of Higher Education in India since Independence
- Main Problems in Higher Education in India and the Role of University Grants Commission
- Institutional Planning
- Impact of 10+2+3 Pattern on Higher Education
- Non-formal Education

—Financial Management at College Level

—Modern Managerial Techniques

—College Development Programme

Course Contents

The Course was carefully designed in consultation with the North Eastern Hill University authorities to meet the specific needs of the participants. Besides usual lecture-discussions, there was a panel-discussion on the Impact of 10+2+3 on Higher Education. In addition the participants went out on field visits to the following institutions to study their work and functions at first hand :

- (i) University Grants Commission
- (ii) Delhi University
- (iii) Shri Ram College
- (iv) St. Stephens' College

Inauguration and Valediction

The programme was inaugurated by Dr. Prem Kirpal, former Education Secretary and Chairman, Unesco Executive Board on 9th February, 1977 and Prof. M.V. Mathur, Director, National Staff College delivered the valedictory address on 12th February, 1977.

Orientation Programme for Key Personnel of National Service Scheme

(New Delhi : February 14-17, 1977)

At the request of the Union Ministry of Education and Social Welfare and in collaboration with the Delhi School of Social Work University of Delhi, the Staff College organised a training programme for the key personnel of the National Service Scheme (NSS) at New Delhi from February 14-17, 1977.

Objectives

The Orientation Programme was designed in consultation with the Delhi School of Social Work and the Ministry of Education to meet the specific needs of the officers working in the field of National Service Scheme. The main objectives of the programme were :

- (a) To provide opportunities to the key personnel involved in the implementation of National Service Scheme to come together for exchange of ideas;
- (b) To discuss the concept, policy and programmes of NSS; and
- (c) To consider the organisational and administrative aspects of NSS including supervision, cooperation and coordination, monitoring, evaluation, etc:

Participants

Thirty-nine key personnel of the National Service Scheme participated in the programme.

Main Themes

The main themes for discussion were :

- Development of Youth Programmes in India
- Contribution of Youth in National Development
- Programme Development under NSS
- Reporting and Record-Keeping
- Role of Various Functionaries under NSS at different levels

—Supervision, Co-operation and Co-ordination under NSS

—Audit and Accounts under NSS

Course Contents

The course was carefully designed to meet the specific needs of the participants. Besides usual lecture-discussions, there were three panel-discussions on :

- (i) Contribution of Youth in National Development
- (ii) Programme Development under NSS
- (iii) Audit and Accounts under NSS

Inauguration and Valediction

The programme was to be inaugurated by Prof. S. Narul Hasan, Union Minister for Education but as he could not be present owing to some unavoidable work, it was inaugurated by Prof. M.V. Mathur, Director of the Staff College. Prof. S. Nurul Hasan, however, addressed the participants and spent some time with them on February 15, 1977. Dr. B. Ramachandra Rao, Vice-Chairman, University Grants Commission delivered the valedictory address on February 17, 1977.

LIBRARY & DOCUMENTATION UNIT

National Institute of Educational

Planning and Administration.

17-B, Sri Aurobindo Marg,

New Delhi-110016

DOC, No.....D-9357.....

Date.....5-12-96.....

Seminar of Education Secretaries and DPis from the North Eastern Region

(*New Delhi : August 27-28, 1976*)

Introduction

The National Staff College conducted a three-month training course in educational planning and administration for the Education Officers of the States and Union Territories in the north-eastern region from January 1 - March 31, 1976. A number of important problems common to all the States and Union Territories in the region came up for consideration during the training course. It was, therefore, felt that it would be useful to place these problems before a seminar of Secretaries and Directors of Public Instruction of the States and Union Territories in the region.

Participants

Accordingly, a two-day seminar was held at the National Staff College on the 27th and 28th August, 1976. In addition to the Education Secretaries and DPis, the Chairmen of Boards of Secondary Education in the region, the Chairman, Central Board of Secondary Education, the Vice-Chancellors of the universities in the region, representatives of the Ministry of Education, the National Council of Educational Research and Training, the Planning Commission, the Central Building Research Institute, Roorkee, the North Eastern Council and some senior administrators who had intimate knowledge of the socio-economic conditions in the region, were invited to participate. 24 persons participated in the programme.

Subjects for Discussion

The subjects suggested by the Staff College for discussion in the Seminar were :

- (i) Problem of school buildings
- (ii) Special problems of tribal education
- (iii) Introduction of 10+2+3 pattern and the problems arising therefrom
- (iv) Strategy for non-formal education

- (v) Problems of personnel and procedures in educational planning and plan implementation
- (vi) Identification of areas of joint or co-ordinated action in the region
- (vii) Support expected from the National Staff College

In addition, the following topics were suggested by the States in the region and the North Eastern Council :-

- (viii) Questions of tribal dialects (Manipur)
- (ix) Training of teachers (Manipur)
- (x) Training of middle level technical personnel-engineering diploma holders, nurses and other para-medical personnel, etc., (N. E. Council)
- (xi) How to organise pre-primary education in the absence of any competent private organisation to look after it. (Nagaland)
- (xii) Problems of vocationalisation of '+2 stage' in Nagaland where sufficient number of industries are not coming up and even the cottage industry is not organised as yet and in the absence of any commercial undertaking or establishments (Nagaland)

The seminar was addressed, among others, by Prof. S. Nurul Hasan, the then Union Education Minister and Prof. S. Chakravarty, the then Member (Education), Planning Commission.

National Seminar and National Conference on Education for Rural Development

(New Delhi : December 15-23, 1976)

Introduction

The educational system in India, as in many other countries in the Asian region is still, by and large, a continuation of the inherited colonial system and is highly elitist in its orientation so that even the educated rural youth, inspite of all the drawbacks of urban slums prefers to migrate to cities and towns. Unesco, through its Asian Centre of Educational Innovation for Development (ACEID), Bangkok, has therefore been making special efforts to draw the attention of the Member-States in the region to the need for forging closer linkages between education and rural development*. While the initiative came from the UNESCO, it fitted so well into our own national priorities and development strategies that the Government of India decided to convene a National Seminar and National Conference on the subject and entrusted the responsibility for organising the same to the Staff College.

Preparatory Meeting

The National Seminar/National Conference was a sequel to the Preparatory Meeting held at Jakarta (Indonesia) from 24-28 August, 1976 in which six countries in the region (Afghanistan, Bangladesh, India, Indonesia, Nepal and Philippines) participated to draw up guidelines for the national workshops in preparation for the Regional Advanced Level Workshop held at New Delhi from March 17-26, 1977.

Steering Committee

A 20-member Steering Committee representing various departments of the Government of India was formed under the Chairmanship of Professor M.V. Mathur, Director, National Staff College to draw up the work-plan and to select the participants for the National Seminar and the National Conference.

National Seminar/National Conference

The Steering Committee felt that in order to provide the minimum time necessary for going at length into the various issues and to allow the participants adequate time to exchange their views, the programme

* See also Advanced Level Workshop on Education for Rural Development. Pp -- 48-49

should be organised in two phases. The first phase consisted of a National Seminar from December 15-20, 1976 in which persons with rich field experience and senior policy-making officers at the Central Government level participated. The second phase of the programme consisted of the National Conference from December 21-23, 1976 in which the participants in the National Seminar were joined by the Education Commissioners of the State Governments who were mainly responsible for implementing the programme. About 100 persons attended the National Seminar/Conference, 30 attended the National Seminar only, 33 attended the National Conference; and the remaining 36 participated in both the National Seminar and the National Conference.

Terms of Reference

The overall aim of the National Seminar and the National Conference on Education for Rural Development was to understand and recommend to the concerned authorities how education could contribute more effectively to rural development, especially through better inter-agency and intra-agency coordination at various levels of plan formulation and implementation. This was spelt out in the following terms of reference :

1. To identify and recommend how education can be better managed so as to contribute more effectively to rural development ;
2. To promote an understanding among the participants of the complementarity and mutually reinforcing capability of developmental programmes and the key role that education can play therein through an analysis of selected projects, and thereby of the need for inter-agency coordination at various levels of plan formulation and implementation ;
3. To analyse the existing linkages between various agencies in the selected projects with a view to discovering the bottlenecks in effective coordination of the agencies involved and to recommend how these can be improved at all functional levels and how better inter-agency (and intra-agency) coordination and cooperation can be secured ;
4. To study the role of the change agent, especially at the community level, and to recommend how he can discharge his functions more effectively through better coordination with other agencies ;
5. To recommend the streamlining of procedures and the delegation of authority to encourage maximum possible initiative

and flexibility of approach to the community and the field agencies ; and

6. To develop an action plan as would have national significance for better implementation of accepted innovations, especially emphasizing such action as can be taken immediately by the various agencies involved, giving priority to action at the community level.

Local Seminars

Two States were selected for organising local seminars, as was visualised in the guidelines formulated at Jakarta. One was organised at Keonjhar Garh in Orissa on December 8, 1976. This is a tribal and one of the most backward districts. The other was organised at Ahmedabad (Gujarat State) on December 2-3, 1976. These Seminars were intended to identify the problems at the implementation level, and their reports presented at the National Seminar.

National Seminar

The National Seminar opened with a key-note address on Education for Rural Development by Professor M. V. Mathur, the Director of the Seminar and was followed by a presentation of each segment of the total developmental spectrum by a well-known expert. The idea was to give a broad perspective to the participants within which they were to see and examine their own area of specialisation.

The National Seminar set up the following six working groups to go into various aspects of the subject :

- (1) School Education for Rural Development
- (2) Higher Education for Rural Development
- (3) Non-formal Education for the Youth and Adults
- (4) Mass Media for Rural Development
- (5) Role of Voluntary Organisations in Education for Rural Development
- (6) Inter-agency and Intra-agency Co-ordination and Co-operation for Rural Development

The Working Groups perused the papers and reading materials prepared for the Seminar and after necessary discussions prepared their respective reports.

National Conference

The reports of the Working Groups formed the working papers for the National Conference. The main focus of the Conference was to chisel the recommendations of the Seminar so as to increase the chances of their acceptability and absorption into the national policy.

The National Conference was inaugurated by the then Union Education Minister, Prof. S. Nurul Hasan and the concluding session was addressed by Shri P. N. Haksar, the then Deputy Chairman, Planning Commission.

The Report of the National Seminar and the National Conference has since been published under the title, "Education for Rural Development."*

* A limited number of copies of the Report are available, on request, from the Staff College.

Evaluation of Training Programme

Evaluation has been built into every programme. There is concurrent evaluation by the Steering Committee-which is set up for every course and includes members of the Faculty and representatives of the participants, apart from the secretariat staff-to see what changes in the programme need to be made in the light of experience as it becomes available from day to day. By the very nature of things, however, the changes that are possible as a result of the deliberations of the Steering Committee are of marginal character.

For post-facto evaluation, evaluation proformae are distributed to the participants on the very first day. These are, however, to be filled in to indicate their cumulative impression about the academic programme and handed over to the Coordinator one day before the concluding session. To keep this evaluation free and frank the participants are not required to sign them. On the basis of these proformae a brief report is prepared for the Director. This is followed by an evaluation session on the last day when participants are free to express their views on any matter, academic or organisational, which they would like to raise.

The Staff College tries to profit by the feed-back from the participants to design similar courses in the future. For example, some lecture-discussions were substituted by field visits and practical exercises on the suggestion of the participants. In regard to duration, however, while the participants have been asking for longer courses, it is a well known fact that State Governments cannot spare them for a longer period and, therefore, the College has not been able to profit by this suggestion. The College is, however, considering whether to have courses focussed on limited and specific themes and of shorter duration so that while enough time is available to discuss a subject, the total time required for the participants to be absent from their headquarters is not too long. Improvement of certain physical facilities in the Hostel is also under active consideration.

All India Survey of Educational Administration

As a part of the third educational survey, it was decided to conduct an All-India Survey of Educational Administration in various States and Union Territories. The survey is the first of its kind to be undertaken in the country.

Objectives

The main objectives of the survey is to find out the present status of educational administration at various levels-national, state and district-and to provide the knowledge which may help in strengthening and modernising educational administration in the country. The survey attempts to describe the existing set up and functioning of the government machinery for educational administration at various levels and to analyse the data with the intention of bridging the gap between planning and implementation.

For the purpose of the survey, UNESCO's definition education, namely, "organised and sustained instruction designed to communicate a combination of natural skills and understanding valuable for all activities of the life" has been kept in view. The scope of the survey covers governmental set up for education from pre-primary to the collegiate, all modalities of instruction, namely, formal and non-formal, full-time and part-time and governmental and non-governmental activities in the field of general education.

Educational Administration as a System

The survey tends to regard educational administration as a system with some functions to perform and certain objectives to achieve. It is in this context that a brief study of administrative set up at the secretariat, directorate, regional/divisional (wherever it exists) district and block levels and functions like planning, organising, financing, directing, supervising, inspecting and evaluating have been undertaken. Extending the management approach, a study of elements like setting up of goals of education, review, feed-back and innovation has also been attempted to the extent possible within the limitations of time and resources.

Close Collaboration with State Governments

One of the distinguishing features of the survey is that it was planned right from the beginning in close collaboration and active cooperation with the State Governments and Union Territory Administrations.

The draft questionnaires were widely circulated among States and Union Territories and were finalised in the light of their comments. Similarly the draft report prepared on each of the State/Union Territory was sent for vetting to the State Government or the Administration concerned and was finalised in the light of the comments received and suggestions made, if any.

Progress during 1976-77

The work relating to educational survey was initiated in the beginning of 1974. It was in the beginning of 1975 that the questionnaires, duly filled, started coming in.

The work relating to analysis of questionnaires, preparation of draft reports, getting the draft reports vetted by the States Governments/Union Territory Administrations, finalising reports in the light of the comments by the State Governments/Union Territory Administrations, and publishing them went on side by side. The period under review was as follows :

Reports published : Andhra Pradesh, Arunachal Pradesh, Dadra & Nagar Haveli, Delhi, Haryana, Lakshadweep, Mizoram, Pondicherry, Uttar Pradesh and Government of India.

Reports sent to the State Governments : Karnataka, Kerala, Maharashtra and West Bengal.

Reports received from State Governments : Madhya Pradesh, Tamil Nadu, Tripura and Orrissa.

Reports being drafted : Assam, Bihar, Jammu & Kashmir, Manipur, Meghalaya, Nagaland, Rajasthan and All-India Report.

Progress so far

Thus by the end of 1976-77, reports relating to the Government of India, all the Union Territories and 3 States (Andhra Pradesh, Haryana, and Uttar Pradesh) were printed. Reports on the remaining States were at various stages as stated above.

Cooperation with International Agencies

Professor P. H. Hirst, Professor of Education University of Cambridge, visited the National Staff College on June 7, 1976 and led a seminar in the Training Programme in Financial Management for Finance Officers of Universities in India.

A team of College and University Administrators and Professors from USA visited the Staff College on June 8, 1976 and had discussions on topics of mutual benefit with the Director and members of the faculty.

A team of American Supervisors and Curriculum Directors visited the Staff College on 30 June, 1976 and had a meeting with the Director and the members of the faculty.

Mr. R. Ball, Lecturer, Sterling University U. K. visited the Staff College from August 2-8, 1976, under the "Programme of exchange of visits by Younger Scientists between India and U. K." Besides having discussion with the faculty members of the Staff College he also participated in the Training Programme for College Principals of Jammu and Kashmir.

Shri D. P. Nayar, Consultant, National Staff College, attended the preparatory meeting for Advanced Level Workshop on Education for Rural Development, held in Jakarta under the auspices of the Unesco Regional Office for Education, in Asia Bangkok from 24th to 28th August, 1976. The objective of this preparatory meeting was to prepare a programme and guidelines for the Advanced Level Workshop to be held at the Staff College in March 1977 and the National Workshops preceding it.

As a member of the Indian Delegation, Prof. M.V. Mathur, Director, Staff College participated in VII International Pedagogical Colloquy "The Teacher's social responsibility in forming the comprehensively developed personality" held in Berlin (GDR) on September 20-26, 1976 and organised by the Ministry of Education and the Unesco National Commission of the German Democratic Republic.

Professor M. V. Mathur, Director, National Staff College participated in an Inter-Agency Expert Seminar on Changing Needs for Training in Educational Planning and Administration, held in Paris from 27th

September to 1st October, 1976. The Seminar was organised by the International Institute for Educational Planning (IIEP), with financial support of the Swedish International Development Authority (SIDA).

Professor M. V. Mathur, Director, Staff College delivered the inaugural address at the Second Basic Training Course for Key Personnel in Youth Service Programmes organised at Chandigarh on October 7, 1976 by the Commonwealth Asia-Pacific Youth Development Centre.

Mr. B. F. C. Fong, Assistant Director, Commonwealth Secretariat visited the National Staff College on 21st October, 1976 and exchanged views with Director and Members of the faculty.

Prof. M. V. Mathur, Director, Staff College participated in the Indo-German Seminar organised by the Indian Council for Cultural Relations on November 2, 1976 and contributed two papers :

- (i) Higher Education in India: Some Basic Facts, and
- (ii) Higher Education in India; Some Reflections

Dr. Hans Weiler, Director, International Institute for Educational Planning, Paris visited the National Staff College on 1st December 1976 and led a Seminar on *New Directions for Educational Planning*.

Dr. T.R. Bone, Principal, Jordanhill College of Education, Glasgow, visited the National Staff College on 6th January 1977 and led a Seminar discussion on *Educational Administration in U. K.*

Dr. H. T. B. Harris, Executive Director, Commonwealth Council for Educational Administration visited the Staff College on January 10, 1977 and led a Seminar on *Educational Administration: The Australian Scene*.

Professor M. V. Mathur, Director, National Staff College proceeded to Bangladesh to participate in the Third Regional Conference on *Education for Development*, convened at Dacca jointly by the Commonwealth Council for Educational Administration and the University of Dacca, Government of Bangladesh from 12-18 January 1977. The sub-themes of the Conference were as follows :

- (i) Educational Planning for Development:
- (ii) Curriculum Construction; and
- (iii) Structuring Educational Systems

He presented a paper entitled *Post-Secondary Education and the Education of Adults* under sub-theme (i)

The names of some other prominent educationists who visited the Staff College during the year under review are given below :

- Mr. Patrick Van Rensberg of Botswana (14-4-1976)
- Mr. Diosdado P. Tuason (19-4-1976)
- Mr. Leel Gunshakera, Acting Director, Commonwealth Asia Pacific Regional Centre for Advanced Studies in Youth Work (23-8-1976)
- Prof. Shamsul Haq from Bangladesh (August 1976)
- Mr. M. W. Pritchard from U. K. (August 1976)
- Dr. Lee Sung of Korea
- Mr. Tunku Ismail Jewa, University of Saints, Malaysia (31-1-1977)
- Dr. Steward Timsman, Member United States Delegation, Unesco Headquarters (15-3-1977)
- Dr. Hurley, Unesco Regional Office for Education in Asia, Bangkok (15-3-1977)
- Dr. Abdul Latif, Chief, Asian Centre for Educational Innovation and Development, Unesco Regional Office, Bangkok
- Dr. Ananda W. P. Guruge, Educational Management Adviser, Unesco Regional Office, Bangkok.

Advanced Level Workshop on Education for Rural Development

(Vigyan Bhavan, New Delhi : March 17-26, 1977)

The Advanced Level Workshop on Education for Rural Development was organised jointly by the National Staff College for Educational Planners and Administrators New Delhi and the Asian Centre for Educational Innovation for Development, Bangkok with the Government of India acting as the host.

Objectives

The main aim of the Workshop was to provide an opportunity to the participating States to strengthen their national capacities for managing innovative programmes in the area of education for rural development through technical cooperation amongst them.

The specific objectives were to explore trends, problems and issues; to exchange and synthesize experiences; and to consider how the on-going and planned programmes of education for rural development in their own countries could be improved through inter-agency and intra-agency cooperation and innovative educational programmes and approaches.

Participation

The Workshop brought together 31 specialists and administrators concerned with rural development from six countries, including 4 from Afghanistan, 5 each from Bangladesh, Indonesia, Nepal and Philippines and 7 from India, the host country. The participants represented diverse, disciplinary backgrounds and came from several of the agencies concerned with rural development in their respective countries.

Preparatory Work

This Workshop was the final phase of a series of activities in the management of education for rural development. Firstly, a Preparatory Meeting was held in Indonesia from August 24-28, 1976 to identify major problems and issues and to prepare plans and guidelines for organising National Workshops by the six countries involved as well as for organising the Advanced Level Workshop. Secondly National Workshops in the participating countries were held on different dates between September 1976 and February 1977.

Method of Work

The Workshop meeting in plenary session discussed the highlights of the reports of national workshops. This was followed by the preparation of reports by each national group separately on the following six themes :

- (i) Inter-departmental coordination and collaboration;
- (ii) Intra-departmental coordination and collaboration;
- (iii) Identification of change agents;
- (iv) Training of change agents;
- (v) Identification of the real needs of rural communities and their participation in development; and
- (vi) Problems and strategies for managing education for rural development.

On the completion of this exercise, inter-country grants of the Workshop were established to reflect on the problems and issues in respect of the six themes and to synthesize their experiences. For six themes, three inter-country groups were established. The reports of these groups were considered in the plenary. The inter-country groups met again to review and revise their reports on the six themes, taking into account the discussions held and the suggestions made in the plenary.

National groups were convened again to prepare reports on the follow-up action both at the national level and in respect of continuing inter-country collaboration in the area of education for rural development.

The report of the Workshop is brought out by the Unesco Regional Office for Education in Asia, ACEID, Bangkok. The follow-up action at the national level in India, as recommended by the Workshop, is given in Appendix VII.

Unesco's Thirtieth Anniversary Celebration

As a part of Unesco's thirtieth anniversary celebration the Staff College organised on March 22, 1977, a special lecture on "*Some Random Thoughts on Unesco's Contribution to Educational Planning and Administration.*" by Dr. Malcolm S. Adeseshiah, Vice-Chancellor, University of Madras and formerly Deputy Director General, Unesco.

The function was presided over by Dr. Prem Kirpal, formerly Secretary, Ministry of Education, Government of India and Chairman, Unesco Executive Board.

Library and Documentation Services

The National Staff College maintains a well stocked library in educational planning, administration and other related areas. The library has about 16000 books and other publications. It has a rich collection of reports of international seminars and conferences organised by international agencies like UNO, UNESCO, Organisation of Economic Cooperation and Development (OECD), ILO, UNICEF etc. for such areas as philosophy of education, sociology of education, educational innovations, etc. The library is currently engaged in collecting State reports and other documents pertaining to educational planning and administration from different State Governments and Union Territory Administrations in the country.

The library subscribes to nearly 150 periodicals in educational planning, administration, management development and other allied fields. All important articles appearing in these journals are indexed.

The participants in the training programmes are encouraged to make use of the library. Even in short-term orientation courses, one of the sessions is reserved for library to enable the participants to familiarise with the vast literature that has grown in the field of educational planning, administration and management. The library also brings out a quarterly list of latest additions to the library.

During the period under review, about 1000 books and documents were added to the library.

Publications

The Staff College brings out (usually in a mimeographed form) a report on each of the training programmes, seminars and conferences organised by it. During the period under review, following reports were brought out :

1. Report of the First Training Programme in Financial Management for Finance Officers of Universities in India (May 31—June 11, 1976)*
2. Report of the In-service Training Course for Statistical Officers (June 21-26, 1976)*
3. Report of the Second Training Programme in Financial Management for Finance Officers of Universities in India (July 5-15, 1976)*
4. Report of the Training Programme for Principals of Colleges in Jammu & Kashmir (August 2-13, 1976)*
5. Report of the Seminar of Education Secretaries/DPIs from the North Eastern Region (August 27-28, 1976)*
6. Report of the Orientation Programme in Educational Planning and Administration for Education Officers from Haryana (October 25—November 3, 1976)*
7. Report of the Orientation Programme in Educational Planning and Administration for Education Officers from Rajasthan (November 8-20, 1976)*
8. Report of the Training Programme in Educational planning and Administration for the Heads of Secondary and Senior Basic Schools in Lakshadweep (November 27—December 2, 1976)*
9. Report of the Orientation Course for College Principals of Haryana (January 27—February 5, 1977)*
10. Report of the Orientation Programme for Principals of Colleges of North Eastern Hill University from Meghalaya, Nagaland and Mizoram (February 9-12, 1977)*

* Mimeographed

11. Report of the Orientation Programme for Key Personnel of National Service Scheme (February 14-17 1977)*
12. Report of the Advanced Level Workshop on Education for Rural Development (March 17-26, 1977)*
13. Extending Educational Opportunity in Sikkim (—) Shri Veda
Prakasha
14. Some Random Thoughts on Unesco's Contribution to Educational Planning and Administration—Dr. Malcolm S. Adiseshiah
15. Report on the Survey of Educational Administration :
 - Andhra Pradesh
 - Arunachal Pradesh
 - Dadra & Nagar Haveli
 - Delhi
 - Haryana
 - Lakshadweep
 - Mizoram
 - Pondicherry
 - Uttar Pradesh
 - Government of India

An up-to-date list of publications of Asian Institute/Staff College is given in Appendix VIII.†

* Mimeographed

† All the publications are non-priced and a limited number of copies are available, on request, from the office of the Staff College.

Acknowledgements

The Staff College would like to take this opportunity to gratefully acknowledge the kind cooperation and help extended by the Union Ministry of Education and Social welfare, Planning Commission, National Council of Educational Research & Training, University Grants Commission, Unesco Regional Office for Education in Asia, Bangkok and various other specialists in their respective fields who acted as the guest speakers/resource personnel in the organisation and conduct of various programmes during the year under report.

Appendices

**List of Members of the Council
(As on 31-3-1977)**

- | | |
|--|---|
| 1. Dr. P.C. Chunder
Union Minister for
Education, Social Welfare
& Culture
New Delhi. (Chairman) | 10. The Secretary to the
Govt. of India
Ministry of Home Affairs
New Delhi. |
| 2. Shri Vasant Rao Uikey
Education Minister
Madhya Pradesh
Bhopal. | 11. The Secretary to the
Planning Commission
New Delhi. |
| 3. Shri M.V. Krishna Rao
Education Minister
Andhra Pradesh
Hyderabad. | 12. Shri K.P. Sinha
Education Commissioner
Govt. of Bihar
Patna. |
| 4. Shri S.C. Sinha
Chief Minister &
Education Minister
Assam
Shillong. | 13. Shri R.V. Chandramouli
Education Secretary
Gujarat
Ahmedabad. |
| 5. Smt. S. Kakodkar
Chief Minister &
Education Minister
Goa. | 14. Dr. V. Venkita Narayanan
Education Secretary
Kerala
Trivandrum. |
| 6. Shri Radha Raman
Chief Executive Councillor
Delhi. | 15. Prof. Satish Chandra
Chairman
University Grants
Commission
New Delhi. |
| 7. Shri J.S. Mehta
Education Commissioner
Rajasthan
Jaipur. | 16. Dr. Malcolm S. Adiseshiah
Vice-Chancellor
University of Madras
Madras. |
| 8. Shri K.N. Channa
Secretary
Ministry of Education & S.W.
New Delhi. | 17. Prof. Rais Ahmed
Director
N.C.E.R.T.
New Delhi. |
| 9. The Secretary to the
Govt. of India
Ministry of Finance
New Delhi. | 18. Dr. S.N. Mehrotra
Director of Education
Uttar Pradesh
Lucknow. |

19. Shri J.P. Naik
Member-Secretary
ICSSR
New Delhi.
20. Shri Rajeshwar Prasad
Director
Lal Bahadur Shastri Academy
of Administration
Mussoorie.
21. Dr. Abad Ahmed
Professor
Faculty of Management
Studies
Delhi University
Delhi.
22. Dr. Iqbal Narain
Head of Department of
Political Science
Rajasthan University
Jaipur.
23. Prof. M.V. Mathur
Director
National Staff College
New Delhi.
(Member-Secretary)

APPENDIX II

**List of Members of the Executive Committee
(As on 31-3-1977)**

- | | | | |
|----|--|-----|-------------------------|
| 1. | Dr. P.C. Chunder
Minister of Education
Social Welfare & Culture
New Delhi. | ... | Chairman |
| 2. | Prof. Satish Chandra
Chairman
University Grants Commission
New Delhi. | ... | Member |
| 3. | Shri K.N. Channa
Secretary
Ministry of Education &
Social Welfare
New Delhi. | ... | Member |
| 4. | Shri S.C. Sinha
Chief Minister &
Education Minister
Assam, Shillong. | ... | Member |
| 5. | Dr. S.N. Mehrotra
Director of Education
Uttar Pradesh
Lucknow. | ... | Member |
| 6. | The Secretary
Ministry of Finance.
(Or his representative) | ... | Member |
| 7. | Dr. Malcolm S. Adiseshiah
Vice-Chancellor
Madras University
Madras. | ... | Member |
| 8. | Prof. M.V. Mathur
Director
National Staff College
New Delhi. | ... | Member-Secretary |

Audit Report for 1976-77**1. General**

The National Staff College for Educational Planners and Administrators was set up in December 1970 as a Society registered under the Registration of Societies Act, 1860. The main objective of establishing the College was to continue the facilities for training and research in educational planning and administration for Indian personnel previously provided by the Asian Institute for Educational Planning and Administration.

2. Statement of liabilities.

The rules of the College require the preparation of Receipts and Payment Account and statement of liabilities. The statement of liabilities had not, however, been prepared by the College inspite of comments to this effect in the Audit Report for 1975-76. The College stated (March 1978) that the matter to get the requisite form approved was being taken up with the Government and the statement would be prepared thereafter.

3. Physical verification

Physical verification of dead stock articles and library books has not been conducted after 1975 and June 1973, respectively. The College stated (March 1978) that the action was being taken to get the physical verification conducted shortly.

New Delhi
Dated 20th April 1978.

Sd/-
(R.C. Suri)
Accountant General
Central Revenues.

Audit Certificate

I have examined the foregoing accounts of the National Staff College for Educational Planners and Administrators and obtained all the information and explanations that I have required and, subject to the observations in the Audit Report appended, I certify, as a result of my audit, in my audit that, in my opinion these accounts are properly drawn up so as to exhibit a true and fair view of the state of affairs of the College according to the best of my information and explanations given to me and as shown by the books of the College.

New Delhi
Dated 20th April 1978.

Sd/-
(R.C. Suri)
Accountant General
Central Revenues

Details of Closing Balance as on 31.3.1977

	Rs.
Out of Grants from Government of India	58,033.27
By way of UNESCO Coupons worth \$ 440.17	4,049.57
Out of Ministry's Grants for DEO's Conference	39,779.66
Out of NCERT Grants for Third All India Educational Survey	41,930.86
Out of UNESCO Grants for Education for Rural Development	(-) 19,727.27
Total Rs :	<u>1,24,066.09</u>

Sd/-
(L.K. Rathod)
Registrar
National Staff College
for Educational Planners & Administrators
New Delhi.

Receipt & Payment Account for the period from 1.4.1976 to 31.3.1977

R E C E I P T S			P A Y M E N T S			
	Rs.	Rs.		Rs.	Rs.	
Opening Balance			<i>NON-PLAN</i>			
(a) Cash on hand	1,530.10		<i>Establishment charges</i>			
(b) Balance at Bank	3,37,958.48		(a) Pay & Allowances	2,72,156.00		
(c) By way of UNESCO			(b) Pension & Gratuity	13,477.30	2,85,633.30	
Coupons worth \$ 25.74	229.08	3,39,717.66	<i>Plan</i>			
<i>Grants-in-aid from Government of India</i>			Programme (Direct Charges)		29,767.37	
(a) Non-Plan	2,52,534.00		<i>Establishment Charges</i>			
(b) Plan	12,00,000.00	14,52,534.00	Pay & Allowances	2,37,721.62		
<i>Grants for Assigned Programmes</i>			L.T.C. & Medical	17,244.35		
(a) From NCERT for Third Educational Survey		1,14,000.00	O.T.A.	17,718.30		
(i) Interest on fixed deposit receipt	387.39		TA/DA to Staff members	5,087.50		
			Employer's Contribution to P. Fund	4,336.00		
			Leave salary & Pension Contribution	6,610.45		
			C.G.H.S. Contributions	394.22	2,89,112.44	

Receipt & Payment Account for the period from 1.4.1976 to 31.3.1977 (Contd.)

R E C E I P T S

P A Y M E N T S

	Rs.	Rs.		Rs.	Rs.
(ii) Misc. Receipt	43.50	430.89	<i>Other Charges</i>		
(b) From UNESCO for Education for Rural Development (\$ 800.00-Rs. 7,048.45)		6,960.00	Publications	2,739.34	
Converted in the month of April, 1977		7,048.45	Purchase of UNESCO Coupons	4,600.00	
Purchase of UNESCO Coupons worth \$ 500.00		4,600.00	Purchase of Library Books & Periodicals 38,703.15		
<i>Miscellaneous Receipt</i>			Purchase of 779.51	39,482.66	
Hostel Rent		20,107.10	Books out of Unesco Coupons worth \$85.57		
Interest on Fan Advance		5.50	Entertainment charges	413.15	
C.G.H.S. Contribution from Employees		129.50	Electricity & Water charges	23,268.81	
<i>Recoverable Advance</i>			Furniture & Furnishing	40.00	
(a) Festival Advance		2,385.00	Furniture repair	545.55	
(b) Conveyance Advance		750.00	Hot & Cold Water charges	5,035.75	
(c) Fan Advance		20.00	Insurance charges	1,534.97	
			Liveries	14,381.76	
			Maintenance of Building	650.00	
			Office & electric equipment	17,503.57	
			Other contingent charges	38,246.60	
			Rates & Taxes	70,735.05	
			Repair of Office machines	3,732.22	
			Staff Car maintenance	9,294.53	
			Staff Car Petrol & Oil charges	25,869.19	

Receipt & Payment Account for the period from 1.4.1976 to 31.3.1977 (Concl'd.)

R E C E I P T S		P A Y M E N T S	
Rs.	Rs.	Rs.	Rs.
		<i>Closing Balances</i>	
		(a) Cash on hand	3,439.73
		(b) Balance at Bank	1,09,528.34
		(c) Unesco coupons worth \$ 440.17	4,049.57 1,17,017.64
		(d) Dollars (Convertible value \$ 800)	7,048.45 7,048.45
Total	<u>21,18,790.07</u>	Total	Rs. <u>21,18,790.07</u>

Certified that the Grants-in-aid released by the Government of India has been utilised for the purpose for which it was sanctioned and the conditions attached to it have been duly fulfilled.

Sd/-
L.K. Rathod
Registrar
National Staff College
for Educational Planners
and Administrators
New Delhi.

Sd/-
M.V.Mathur
Director
National Staff College for
Educational Planners
and Administrators
New Delhi.

APPENDIX IV

**Replies of the National Staff College to the observations
contained in the Audit Report for 1976-77**

Para 1. General

No comments

Para 2. Statement of liabilities

The matter has been taken up with the Government to get the form approved. As soon as the forms duly approved by Government in consultation with Comptroller & Auditor General are received, the statement will be prepared.

Para 3. Physical Verification

Physical verification of dead stock articles and of Library Books has been taken up.

APPENDIX V

Members of the Faculty

(As on 31.3.1977)

Director	—	Professor M.V. Mathur
Consultant	—	Shri D.P. Nayar
Fellow	—	Shri C.L. Sapra
Project Officer	—	Shri M. Kashyap
Research/Training Associate	—	Shri S.S. Dudani
Research/Training Associate	—	Shri S.C. Mittal
 <i>Survey of Educational Administration</i>		
Officer-on-Special Duty	—	Dr. P.D. Shukla
Research/Training Associate	—	Shri T.K.D. Nair

Staff Changes

Shri Veda Prakasha, Executive Director left on 21st August 1976 to join as Joint Educational Adviser, Min. of Edn. & S.W., Govt. of India.

Shri D.P. Nayar, formerly Adviser (Education) Planning Commission, New Delhi, joined as Consultant on 1.3.1976

Shri N. Ramachandran, Administrative Officer, Indian Council of Social Science Research, joined as Registrar on 1.8.1976

Shri C.P. Tewari Research Officer in the Educational Survey Unit left on 17.5.1976.

Shri M. Kashyap, formerly Deputy Educational Adviser, Ministry of Education & Social Welfare, New Delhi, joined as Project Officer on 11.10.1976 and left on 31.3.1977.

Shri S.C. Mittal, Post-Graduate Teacher, National Council of Educational Research & Training joined as Research/Training Associate on 20.12.1976 and left on 31.3.1977.

Dr. C.B. Padmanabhan, Fellow, proceeded on deputation ex-India on foreign service to Kampala (Uganda) under a UNESCO assignment as Expert in Educational Financing on 25.2.1977.

Shri C.L. Sapra, Reader, National Council of Educational Research & Training joined as Fellow on 14.3.1977.

Advanced Level Workshop on Education for Rural Development

(New Delhi : March 17-26, 1977)

INDIA : Follow-up Action at National Level

1. In order to universalise the acceptance of the idea of linking education with rural development, the Education Ministry may discuss the subject at the Central Advisory Board of Education and formulate the national policy in the regard.

2. A Coordinating Committee may be set up on Education for Rural Development under the Chairmanship of the Education Secretary, consisting of the representatives of the various concerned development departments. The committee should chalk out programme of coordinated action to be undertaken. It may suggest the drawing up of a Memorandum of Understanding between the Ministry of Education and the other concerned Departments for specific action to be undertaken for promoting education for rural development. The NCERT should develop a subject group focussing attention on education for rural development and promoting coordinated research on the various aspects of the problems.

3. At the State end, a coordinating committee, under the chairmanship of the Chief Secretary may be set up on the pattern of Central Committee. It may also draw up a programme of coordinated action for which a Memorandum of Understanding may be drawn up. Such co-ordination committees may be set up at various levels to work out the modalities of the coordinated action to be undertaken. Each development department must formulate a firm policy in this regard and make it known at all levels down to the grassroots. There should be an evaluation and monitoring mechanism at every level. Within the block, the mutually reinforcing roles of the school and the extension agencies must be emphasised.

4. To link education with rural development, work experience should take full advantage of the various developmental programmes going on in the locality. At the secondary stage the proficiency aimed at should be of the prevocational standard. The competence of the teachers to handle the task should be built up through orientation courses at the various institutions under the control of the various developmental Ministries/Departments. Training Schools/Colleges as well as secondary

schools should have well qualified teachers for agriculture and rural development who should periodically receive refresher training in agricultural universities and other high level institutes for rural development which would keep their knowledge up-to-date. It would also be useful to give field experience to teachers in rural development before they start teaching in the schools. This will be facilitated if teachers are recruited and then given inservice training in rural development before putting them on teaching jobs.

5. Visits to progressive farmers, especially those with small farms, would also stimulate the interest of students and teachers in modern agriculture. Similar visits should be arranged to the plants, laboratories, research stations, etc. of other developmental departments. The technical support of the CSIR and other high level institutions should also be made full use for the training of teachers in improving designs for rural housing, environmental engineering, handling health and nutrition programmes and in such activities as would increase the income of the rural areas. The school-community relations should also be made most intimate and community resources in the form of skills of local artisans should be fully utilised. Similarly full advantage should be taken of the potentialities of voluntary organisations which should be fully developed.

6. State and regional seminars may be organised and the National Staff College may assist by providing the resource personnel in this regard. The Staff College may offer short courses for reorienting the key personnel in the various departments and agencies in the coordinated approach. They should also assist the flow of relevant documentation on the subject. A Standing Committee may be set up in the Staff College to review the progress made in the implementation of the recommendations of the National Conference and the Advanced Level Workshop and to suggest suitable steps to achieve the objectives. This committee may include representatives of the concerned departments of the Government of India and of the States and other voluntary organisations.

An up-to-date List of Publications

By the Asian Institute

1. Educational Planning in a District—Dr. J.P. Naik (1969).
2. Institutional Planning—Dr. J.P. Naik (1969).
3. School Improvement Projects and Community Support—Shri N.D. Sundaravadivelu (1969).
4. Programmes of Educational Improvement at the District Level not involving much of a Financial Outlay—Shri M.V. Rajagopal (1969).
5. Recent Trends in Educational Planning--Shri C.B. Padmanabhan (1969)*
6. Some Reflections on the Administrative Aspects of Educational Planning in India – Shri Veda Prakasha (1969)*
7. Some observations on the Training of Personnel for Educational Planning—Shri Veda Prakasha (1969)*
8. Report of the National Seminar on the Role, Function, Recruitment and Training of District Education Officers (1970).
9. Life-Long Education—Report of the Meeting of Experts on Life-Long integrated Education (1970).
10. Selected Statistics for Educational Planning in the Asian Region--Shri Veda Prakasha (1970)*
11. The Social, Educational, Economic and Political Aspects of Administering Educational Planning—Prof. M.V. Mathur (1970).
12. Reports of the State Seminars on Educational Planning and Administration :
 - Gujarat
 - Mysore
 - Orissa

* Mimeographed

13. Report of the Study Group on the Mobilisation of Resources for Education (1971.)
14. Modern Management Techniques in Educational Administration (1971).
15. Report of the Regional Training Seminar on Educational Statistics (1971)*
16. Garudaland Planning Exercise (Volumes I and II) (1971)*
17. Educational Planning and Management—Report of the Advanced Training Seminar on Educational Planning and Management (1973)*

By the National Staff College

1. Report of the Study Group on the Training of District Education Officers (1972).
2. Educational Innovations in India—Some Experiments (1974).
3. Administration and Financing of Education in India with special reference to the Fifth Five Year Plan (1974)*
4. Reports of the State Seminars on Educational Planning and Administration :
 Andhra Pradesh, Bihar, Haryana, Jammu & Kashmir,
 Kerala, Nagaland, Punjab, Rajasthan, Uttar Pradesh,
 Tamil Nadu and West Bengal (1969-71).
5. Review of the Training Programmes organised by the Asian Institute (1962-72) (1974)*
6. Growing Multitudes and the Search for Educational Opportunity—Report of the UNESCO National Meet of Experts on Population Dynamics and Education (October 28-31, 1974)*
7. Report of the Orientation Course on Modernisation of Educational Administration in Haryana (January 12-February 24, 1975)*
8. Report of the Special Study Programme for Education Officers from Afghanistan (November 11, 1974—January 18, 1975)*
9. Report of the Training Course for Education Officers of Himachal Pradesh (April 17-29, 1975)*

* Mimeographed

10. Report of the Orientation Course for Principals of Kendriya Vidyalayas (June 5-13, 1975)*
11. Report of the Orientation Course for Principals of Kendriya Vidyalayas (October 16-28, 1975)*
12. Report of the Three-month Training Course in Educational Planning and Administration for State Education Officers from North-Eastern Region (January 1-March 31, 1976)*
13. Report of the Orientation Programme for Principals of Colleges in Jammu & Kashmir (February 16-26, 1976)*
14. 10+2+3 : Brief Report of the All India Conference of District Education Officers (March 6-8, 1976).
15. Reports of the Third All India Survey on Educational Administration.

—Andaman & Nicobar Islands

—Andhra Pradesh

—Arunachal Pradesh

—Chandigarh

—Dadra and Nagar Haveli

—Delhi

—Goa, Daman & Diu

—Haryana

—Lakshadweep

—Mizoram

—Pondicherry

—Uttar Pradesh

—Government of India

16. Report of the First Training Programme in Financial Management for Finance Officers of Universities in India (May 31-June 11, 1976)*
17. Report of the In-Service Training Course for Statistical Officers (June 21-26, 1976)*

* Mimeographed

18. Report of the Second Training Programme in Financial Management for Finance Officers of Universities in India (July 5-15, 1976)*
19. Report of the Training Programme for Principals of Colleges in Jammu & Kashmir (August 2-13, 1976)*
20. Report of the Seminar of Education Secretaries/DPIs from the North Eastern Region (August 27-28, 1976)*
21. Report of the Orientation Programme in Educational Planning and Administration for Education Officers from Haryana (October 25-November 3, 1976)*
22. Report of the Orientation Programme in Educational Planning and Administration for Education Officers from Rajasthan (November 8-20, 1976)*
23. Report of the Training Programme in Educational Planning and Administration for the Heads of Secondary and Senior Basic Schools in Lakshadweep (November 27-December 2, 1976)*
24. Report of the Orientation Course for College Principals of Haryana (January 27-February 5, 1977)*
25. Report of the Orientation Programme for Principals of Colleges of North-Eastern Hill University (February 9-12, 1977)
26. Report of the Orientation Programme for Key Personnel of National Service Scheme (February 14-17, 1977)*
27. Report of the Advanced Level Workshop on Education for Rural Development (March 17-26, 1977)*
28. Extending Educational Opportunity in Sikkim—Shri Veda Prakasha
29. Some Random Thoughts on Unesco's Contribution to Educational Planning and Administration—Dr. Malcolm S. Adiseshiah

LIBRARY & DOCUMENTATION CENTRE
National Institute of Educational
Planning and Administration.
17-B, Sri Aurobindo Marg,
New Delhi-110016

* Mimeographed

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Date 5-12-96