

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

**ANNUAL REPORT  
1977-78**

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New Delhi-110 016**

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## INTRODUCTION

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 a 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 1977-78.

### New Dimensions

During the year under review, the Staff College broke new grounds by organising training programmes in Regional Educational Planning for Hill Districts and for State Education Planning Officers, programmes in Management of Educational Resources for Principals of Schools, programmes for College Principals going to USA and a workshop in Indian History and Culture for Supervisors and Curriculum Directors from USA. Their particulars, in brief, are as follows :—

(a) *Training Programme in Educational Planning for Hill Districts of Uttar Pradesh*

A training programme for the hill districts of Uttar Pradesh for Senior Education Officers in the State was organised at Bhimtal to explore and establish effective instrument of development. A practical exercise, based on simulation and role playing techniques was the main component of the course, the main objective of which was to draw up an outline of the plan of educational development of Bhimtal block of the hill district Nainital.

(b) *Training Programmes for State Education Planning Officers*

Three programmes were organised for State Education Planning Officers dealing with various sectors of education to improve their

technical competence for handling the task of formulating the next five year plan of education. The participants prepared the "zero draft" of their state plan in different sectors and worked out requirements for inter-sectoral linkages.

(c) *Programme for Management of Educational Resources*

The programme was organised mainly for Principals of Kendriya Vidyalaya Sangathan which included discussions, group meetings and field visits. Management in education in general, management of instructional and non-instructional resources were the main themes for discussions.

(d) *Training Programmes for College Principals going to USA*

Two such programmes were organised at the request of the United States Educational Foundation in India to familiarise Principals going to USA with the pattern of higher education in USA and to compare the latest trends in the development of higher education in India and USA alongwith other things.

(e) *Workshop in Indian History and Culture for Supervisors and Curriculum Directors from USA*

A four-week workshop was organised at the request of the United States Educational Foundation in India for Social Studies Supervisors and Curriculum Directors from the USA to acquaint them with the different aspects of Indian History and Culture, the main trends in education and development in India and to further mutual understanding between the two countries through them.

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 during the period under review. The main activities are given below :

**List of Programmes during the period 1.4.77 to 31.3.78**

<i>1. Two-week Courses for DEOs</i>	<i>Duration</i>	<i>No. of Participants</i>
Training course in Regional Educational Planning for Hill Districts of Uttar Pradesh at Bhimtal	May 5-14, 1977	25

—Orientation programme for Education Officers of Tamil Nadu	May 23-28, 1977	16
—Orientation programme for school Principals and Education Officers of Sikkim	June 2-14, 1977	25
—Orientation programme for a probationer Trainee of U.P. educational service	August 3-16, 1977	1
—Orientation programme for class I Education Officers of Madhya Pradesh at Bhopal	October 3-13, 1977	20
—Orientation programme for Principals and Education Officers of Andaman and Nicobar Islands at Port Blair	October 26-Nov. 7, 1977	28
—Orientation programme for Heads of Schools and Education Officers of Arunachal Pradesh at Changlang	December 15-24, 1977	29
<b>2. Training Programmes for State Education Planning Officers</b>		
—First Training programme for State Education Planning Officers	September 12-24, 1977	8
—Second Training programme for State Education Planning Officers	January 16-25, 1978	19
—Third Training programme for State Education Planning Officers	February 6-16, 1978	14
<b>3. Training of Institutional Heads</b>		
—Orientation programme for College Principals of Tamil Nadu	December 26-31, 1977	26
—Orientation programme in Management of Educational Resources for Principals of Higher Secondary Schools	February 20-25, 1978	22

<b>4. Training of Finance Officers of Universities</b>		
—Training Programme in Financial Management for Finance Officers of Universities in India	August 29-Sept. 9, 1977	10
<b>5. Training of N.S.S. Coordinators</b>		
—Three orientation programmes for Key Personnel of National Service Scheme	April 11-14, 1977	42
	July 25-28, 1977	28
	August 22-25, 1977	35
<b>6. Principals of Colleges going to USA</b>		
—Orientation Programme for a select group of College Principals going to USA	April 5-7, 1977	6
—Second Orientation Programme for a select group of College Principals going to USA	March 20-22, 1978	6
—Seminar on some Aspects of Higher Education	August 4-6, 1977	6
<b>7. International Programmes</b>		
—Workshop in Indian History and Culture for Social Studies Supervisors and Curriculum Directors from United States of America	June 21-July 14, 1977	19
—Programme for Mr. M.T. Porojosh, President, Educational Planning Department, Government of Afghanistan	December 4-12, 1977	1
—Study-cum-Observation Programme for Burmese and Afghan Education Officers	January 2-14, 1978	13

The participants in the above programmes included 366 persons designated as Education Planning Officers, Finance Officers, District Education Officers, Senior Officers of the Central and State Governments, School and College Principals and Key-Personnel of National Service Scheme coming from 21 States/Union Territories; 33 participants came from foreign countries.

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. The Council was reconstituted on September 1, 1977. A list of the members of the reconstituted Council is given in Appendix I.

During the period under review one meeting of the Council was held on 10th August, 1977 to consider important 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 is given in Appendix II.

### **Funds and Finance**

The Staff College is fully financed by the Ministry of Education and Social Welfare, Government of India. During the period under

review, the Staff College was given a grant of Rs. 17,56,815.59 (Rs. 14,65,815.59 on Plan Account and Rs. 2,91,000.00 on Non-Plan Account). The total expenditure during the period was Rs. 15,97,717.06 (Rs. 13,27,558.63 on Plan account and Rs. 2,47,205.30 on non-Plan account) and Rs. 22,209.18 on Unesco sponsored programmes and Rs. 743.95 on Third All India Educational Survey sponsored by the NCERT.

The accounts for the year 1977-78 were audited from 1-7-1978 to 24-7-1978. A copy of the Audit Report is given in Appendix III.

### **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 31.3.1978 is given in Appendix IV. The changes in staff during the period are given in Appendix V.



## II

# Review of Programmes and Activities



## **Training Course in Regional Educational Planning for Hill Districts of Uttar Pradesh**

*(Bhimtal : May 5-14, 1977)*

At the request of and in collaboration with the Directorate of Education, Government of Uttar Pradesh, the Staff College organised a training programme in Regional Educational Planning for Hill Districts of Uttar Pradesh for senior Education Officers in the State at Bhimtal from May 5-14, 1977.

### **Objectives**

The training course was designed in consultation with the Directorate of Education, Government of Uttar Pradesh to explore and establish effective linkage between education and development programmes in the hill areas and thereby forge education as an effective instrument of development, without losing its own identity. The main objectives of the course were :

- (a) to discuss the concept of regional development and the role which education can play in promoting it;
- (b) to discuss the question of vocationalisation of education at the +2 stage and the proformae devised to conduct surveys of existing and emerging occupations to identify the vocational courses which should be introduced at the +2 stage;
- (c) to discuss and devise a system of non-formal education suited to the development of hill areas;
- (d) to increase the general efficiency of the educational system in the hill areas; and
- (e) to assess the situation as is likely to be attained by the end of the Fifth Plan and indicate prospects for the Sixth Plan.

### **Participants**

25 senior Education Officers from the Directorate of Education, Uttar Pradesh and the concerned hill districts participated in the course.

## **Course Contents**

The major components of the course were :

- (i) lecture-discussions on themes appropriate to educational development of the hill districts,
- (ii) panel discussions, and
- (iii) practical exercise.

## **Main Themes**

The lecture-discussions covered the following themes :

- The concept and strategy of regional planning
- Perspectives of hill development in Uttar Pradesh
- Vocational surveys : Chief objectives and techniques and introduction to proforma for vocational surveys
- Education for development of hill areas : Restrospect and Prospect
- Prospects for the Sixth Plan : A point of view
- 10+2+3 pattern and its application to the development of hill areas
- Regional development of Bhimtal Block
- Role of Non-formal Education for the Development of hill areas
- Education for Hill living environment and development

## **Panel Discussion**

In addition, there were two panel discussions :

- (i) Vocationalisation at the +2 stage in the hill areas
- (ii) Discussion on proforma for the vocational survey of hill district.

## **Practical Exercise**

A practical exercise based on simulation and role playing technique was the main component of the course. In fact it formed the heart of

the course. It involved field surveys of the formal education system, non-formal education system, infra-structure of other development departments, identification and local community's needs and the preparation of an outline of a plan for educational development in the context of overall development of the hill districts of Uttar Pradesh. Out of the total duration of 10 days, six days were devoted to the practical exercise. The main object of the exercise was to draw up an outline of the plan of educational development in the context of an overall integrated development of Bhimtal block of the hill district Nainital.

### **Educational Planning Laboratory**

The Bhimtal Block served as the educational planning laboratory of the practical exercise. All relevant educational data was given to the participants in the form of a background document. In addition, the participants were required to survey the :

- (i) *formal education system* including interviews with students, teachers and the heads of institutions (7.5.77)
- (ii) *community problems/and non-formal education system* including interviews with some of the leading members of the community (8.5.77)
- (iii) *interviews with representatives of the development departments* of the district/block level (9.5.77)

In view of the constraints of time and distance only a small sample of 12 schools, 9 communities and 3 non-formal education products was studied.

### **Simulation and Role Playing**

The practical exercise, employed in the main, the methodology of simulation and role playing. For the purpose of exercise, all the participants were divided into two groups—Group A and Group B. Each group was required to select its own leader and deputy-leader. The main themes studied by the two groups were : Primary Education, Middle Education, Secondary Education, Girls' Education, Non-formal Education, Vocationalisation, Qualitative Improvement of Education, Teacher Training, Buildings and Equipment and Community Reactions.

The reports prepared by the two groups were discussed and evaluated on May 14, 1977 by the faculty and the participants.

### **Vocational Surveys**

During the course of field visits, the participants were also requested to try out the two proformae for vocational survey developed by the Jawaharlal Nehru University :

- (1) A survey of emerging occupations and areas for self-employment, and
- (2) A survey of current non-farm establishments.

### **Inauguration & Valediction**

The programme was inaugurated by Professor M. V. Mathur, Director, National Staff College on May 5, 1977 and Dr. G. Pande, formerly Vice-Chancellor of the Roorkee University, delivered the Valedictory address on 14th May, 1977.

## **Orientation Programme in Educational Planning and Administration for Education Officers of Tamil Nadu**

*(New Delhi : May 23-28, 1977)*

The National Staff College for Educational Planners and Administrators, at the request of and in collaboration with the Directorate of School Education, Government of Tamil Nadu, organised a one-week Orientation Programme in Educational Planning and Administration for Education Officers of the State at New Delhi from May 23-28, 1977.

### **Objectives**

The Orientation Programme had been designed in consultation with the Directorate of School Education, Government of Tamil Nadu, to meet the professional needs of Education Officers of the State. The main objectives of the Programme were :

- (a) to acquaint the participants with some of the concepts and problems of educational planning and administration with particular reference to Tamil Nadu;
- (b) to familiarise them with important programmes and tasks of educational reform included in the Fifth Plan with Special Reference to Universalisation of Primary Education, Work Experience and Non-formal Education;
- (c) to enable them to improve their effectiveness as educational supervisors.

### **Participants**

16 Education Officers participated in the programme.

### **Course Contents**

The Course was carefully designed in consultation with the Directorate of School Education, Tamil Nadu, to meet the specific needs of the participants. Besides usual lecture-discussions, there were two panel-discussions on (i) Non-formal Education : The Concept and Methods;

and (ii) Inspection and Supervision of Schools. The other themes for discussion were :

- Educational Planning in India;
- Review of Educational Developments in Tamil Nadu with special reference to the Fifth Five Year Plan;
- Universalisation of Primary Education;
- Wastage and Stagnation in Schools;
- Non-formal Education : The Concept and Methods;
- Work Experience : The Concept and Activities;
- Basic Concepts and Techniques in Educational Planning;
- Educational Planning at the District Level;
- Problems of Educational Administration at the District Level with special reference to Plan Implementation;
- In-service Education of Teachers : The Role of DEOs;
- Education for Rural Development;
- Planning for Quality in Education;
- Special Programmes of Education for Children belonging to Weaker Sections of the Community;
- Use of Mass Media for Promoting Education with special reference to Educational Broadcasts (AIR); and
- Inspection and Supervision of Schools.

### **Field Visit**

The participants also went out on a field visit to NCERT to study its work and functions at first hand.

### **Inauguration and Valediction**

The programme was inaugurated by Shri Kireet, Joshi, Educational Adviser to the Government of India on May 23, 1977 and Dr. Prem Kirpal, former Education Secretary, Government of India and Chairman, UNESCO Executive Board delivered the valedictory address on May 28, 1977.

## **Orientation Programme in Educational Planning and Administration for School Principals and Education Officers of Sikkim**

*(Gangtok : June 2-14, 1977)*

The Staff College at the request of and in collaboration with the Directorate of Education, Government of Sikkim, organised a two-week Orientation Programme in Educational Planning and Administration for School Principals and Education Officers of Sikkim at Gangtok from June 2-14, 1977.

### **Objectives**

The Orientation Programme had been designed in consultation with the Directorate of Education, Sikkim, to meet the professional needs of School Principals and Education Officers of the State.

The main objectives of the Programme were :

- (a) to acquaint the participants with some of the important concepts and problems of educational planning, administration and supervision with particular reference to Sikkim ;
- (b) to acquaint them with important programmes and tasks of educational reform included in the Fifth Five-Year Plan with Special Reference to Universalisation of primary education, work-experience and non-formal education; and
- (c) to enable them to improve their effectiveness as educational supervisors.

### **Participants**

25 School Principals and Education Officers of Sikkim participated in the programme.

### **Main Themes**

The main themes for discussion were

- Review of Educational Developments in India since Independence:

- Educational Developments in Sikkim : Retrospect and Prospect;
- Planning for Quality in Education;
- Universalisation of Primary Education;
- Non-Formal Education : The Concept and Methods;
- Wastage and Stagnation in Schools;
- School-Community Relations;
- Work Experience : The Concept and Activities;
- Educational Planning in India — An Overview;
- Basic Concepts and Techniques in Educational Planning;
- Data Needed for Educational Planning;
- Review of Existing Proformas for Collecting Educational Statistics;
- Educational Planning at the Block/District Level;
- Institutional Planning;
- Problems of Educational Administration at the Block/District Level with Special Reference to Plan Implementation;
- Population Education;
- Science Education;
- Service Rules of Sikkim;
- Curriculum Renewal and New Techniques of Teaching;
- Examination Reforms;
- Financial Rules of Sikkim;
- Physical Education in Schools;
- Special Programmes for Education of Girls and Weaker Sections of the Community;
- Supervisory Role of School Principals;
- In-service training of teachers—Role of School Principals and Education Officers;
- Budgetary Reform and Financial Management;

- Making Staff Meetings an Effective Instrument of School Improvement;
- Education for Rural Development; and
- Inspection and Supervision of Schools.

### **Field Visits and Practical Exercises**

The participants conducted a survey on June 5, 1977 as a part of the Orientation Programme to identify non-formal education needs of the community in two selected areas, viz., Rumtek and Deorali.

The findings of the survey were discussed in a special session on June 11, 1977. Simulation technique was used to train the participants in preparing an education plan of an imaginary country 'HIMLAND' in the special session on June 11, 1977.

### **Book Exhibition**

An exhibition was arranged during the Orientation Programme for the benefit of the participants from June 5-12, 1977. The exhibition was inaugurated by Kazi Lhendup Dorji, Chief Minister of Sikkim on June 5, 1977 at 3.00 p.m. at West Point School, Gangtok.

### **Inauguration and Valediction**

The programme was inaugurated by Kazi Lhendup Dorji, Chief Minister of Sikkim on June 2, 1977 and Shri Nayen Tshering Lepcha, Minister for Education and Culture delivered the valedictory address on June 14, 1977.

**Orientation Programme for a Probationer  
Trainee of U.P. Educational Service**

*(New Delhi : August 3-16, 1977)*

The National Staff College organised a two-week orientation programme in Educational Planning and Administration for Shri Sanjay Mohan a Probationer trainee of Uttar Pradesh Educational Service, from August 3-16, 1977. The programme had the following objectives in view :

- (a) to acquaint the trainee with some of the important basic concepts of Educational Planning and Administration;
- (b) to familiarise him with the new educational trends and reforms; and
- (c) to help him to discharge his duties as District Inspector of Schools efficiently and effectively.

A special programme was designed for him to have discussion on survey of educational administration in various states, in general and in Uttar Pradesh, in particular; Planning at various levels; techniques of educational planning; role and functions of DEOs; science education and rural education etc. Opportunities were also provided for him to visit the NCERT, Centre of Educational Technology, Planning Commission, Directorate of Education, Delhi Administration, and the Ministry of Education & Social Welfare and have discussions about their organisations. Sometime was also devoted for supervised reading in the Library of the National Staff College. He had also meetings with the Director and the Faculty of the National Staff College and submitted his report and evaluation at the end of the Programme.

## **Orientation Programme in Educational Planning and Administration for Class I Education Officers of Madhya Pradesh**

*(Bhopal : October 3-13, 1977)*

At the request of and in collaboration with the Directorate of Public Instruction, Government of Madhya Pradesh, the National Staff College organised a two-week Orientation Programme in Educational Planning and Administration for Class I Education Officers of Madhya Pradesh at the State Institute of Education, Bhopal, from October 3-13, 1977.

### **Objectives**

The main objectives of the Programme were :

- (a) to acquaint the participants with some of the concepts, techniques and problems of educational planning and administration;
- (b) to familiarise them with new educational trends and programmes of qualitative improvement; and
- (c) to enable them to improve their technical competence and effectiveness as educational supervisors.

### **Participants**

A group of 20 Officers of the Directorate of Public Instruction, Government of Madhya Pradesh, consisting of six Divisional Superintendents of Education, one Deputy Director of Public Instruction and 13 Principals and Professors of Colleges of Education/State Institute of Education participated in the programme.

### **Course Design**

The programme was designed in close consultation with the Directorate of Public Instruction, Government of Madhya Pradesh, to meet the professional needs of Class I Education Officers in the State.

Besides usual lecture-discussions there were five panel-discussions :

- (i) Teaching of Educational Planning and Administration at M.Ed. Level in Madhya Pradesh;

- (ii) Non-formal Education : The Concept and Methods;
- (iii) Inspection and Supervision;
- (iv) Improvement of Educational Administration in Madhya Pradesh;
- (v) Decentralisation of Administration of Elementary Education in the State.

### Themes

The main themes covered in the programme were :

- Review of Educational Developments in India since Independence;
- Educational Developments in M.P. in relation to National Policy Revolution;
- Universalisation of Primary Education;
- Educational Planning in India : An Overview;
- Curriculum Renewal and New Techniques of Teaching;
- New Pattern of Education: Its Philosophy and Problems of Implementation;
- Basic Concepts and Techniques of Educational Planning;
- Matters Relating to Law and Departmental Enquiries;
- Teaching of Educational Planning and Administration at M.Ed. Level in M.P.;
- Innovations and Experimentation in Education : Role of Education Officers;
- Scholarships and Talent Search;
- Educational Planning at Block/District Level;
- Service Rules (Fundamental Rules, Govt. Service Conduct Rules and Leave Rules);
- Improvement in Science Education;
- Institutional Planning;
- Non-formal Education : The Concept and Methods;

- Modernisation of Educational Administration in M.P.;
- School Buildings;
- In-service Training of Teachers: Role of Education Officers;
- Inspection and Supervision of Schools;
- Budgetary Reforms and Financial Management;
- Education for Rural Development;
- Work Experience : The Concept and Activities;
- Modern Management Techniques and their Application in Educational Administration : Systems Approach and PERT;
- Decentralisation of Administration of Elementary Education in M.P.;
- Financial Rules (including Returns and Audit, etc.) of M.P.;
- Personnel Management; and
- Special Programmes of Education for Girls and Backward Sections of the Community (with Special Reference to Tribal Children in M.P.)

### **Inauguration and Valediction**

The programme was inaugurated by Shri Hari Bhau Joshi, Education Minister, Madhya Pradesh, on October 3, 1977. It concluded on October 13, 1977 when Shri O.P. Rawal, Minister of State for Education, Madhya Pradesh, delivered the valedictory address.

**Orientation Programme in Educational Planning and Administration  
for School Principals and Education Officers of Andaman &  
Nicobar Islands**

*(Port Blair : October 26-November 7, 1977)*

**Introduction**

The National Staff College for Educational Planners and Administrators at the request of and in collaboration with the Directorate of Education, Andaman and Nicobar Islands, organised a two-week Orientation Programme in Educational Planning and Administration for School Principals and Education Officers of A & N Islands from October 26 to November 7, 1977.

**Objectives of the Programme**

The Orientation Programme was designed in consultation with the Directorate of Education, A& N Islands to meet the professional needs of School Principals and Education Officers of the Union Territory Administration.

The main objectives of the Programme were :

- (a) To acquaint the participants with some of the important concepts, techniques and problems of educational planning and administration;
- (b) To familiarise them new educational trends and programmes of qualitative improvement; and
- (c) To help them to improve their technical competence and effectiveness as educational supervisors.

**Participants**

A group of 28 officers of Education Department of A & N Islands which included Principals of Higher Secondary Schools and Education Officers participated in the Programme.

## **Course Contents**

The programme was designed in consultation with the officers of the Union Territory Administration of A & N Islands having intimate knowledge of the Administration's educational problems, Director of School Education, Government of Tamil Nadu, and a faculty member of the Central Building Research Institute, Roorkee. The Programme covered the following themes :

- Universalisation of Primary Education;
- New Pattern of Education;
- Work Experience : The Concept and Activities;
- Vocationalisation of Secondary Education;
- Qualitative Improvement of Education;
- Improving Teaching of Science and Mathematics in Schools;
- Educational Planning at the District Level;
- Basic Data Needed for Educational Planning;
- Wastage and Stagnation;
- School Buildings with special reference to A & N Islands;
- Institutional Planning;
- Examination Reforms;
- In-service Training of Teachers;
- Inspection and Supervision;
- Supervisory Role of Principals;
- Problems of Multi-media Schools;
- Problems of Production and Distribution of Text-books;
- Introduction of Shift System in Schools;

- Special Programmes of Education for Girls and Backward Sections of Community with special reference to Tribal Children of A & N Islands;
- Non-formal Education : The Concept and Methods;
- Service Rules;
- Financial Rules; and
- Moderanisation of Educational Administration in A & N Islands.

Besides lecture-discussions, there were also panel-discussions on the themes mentioned above.

#### **Inauguration & Valediction**

The Programme was inaugurated on October 26, 1977 by the Chief Commissioner of Andaman & Nicobar Islands. The valedictory address was delivered on November 7, 1977 by Commodore H.M.L. Saxena, Fortress Commander, Andaman and Nicobar.

## **Orientation Programme in Educational Planning and Administration for Heads of Schools and Education Officers of Arunachal Pradesh**

*(Changlang : December 15-24, 1977)*

### **Introduction**

The National Staff College for Educational Planners and Administrators at the request of and in collaboration with the Directorate of Public Instruction, Arunachal Pradesh, organised a two-week Orientation Programme in Educational Planning and Administration for Heads of Schools and Education Officers of Arunachal Pradesh at BSB, Changlang from December 15-24, 1977.

### **Objectives of the Programme**

The Programme was designed in consultation with the Directorate of Public Instruction, Arunachal Pradesh, to meet the professional needs of Heads of Schools and Education Officers of the Union Territory Administration. The main objectives of the Programme were :

- (a) To acquaint the participants with some of the important concepts and techniques of educational planning and administration;
- (b) To familiarise them with new educational trends and programmes of qualitative improvement; and
- (c) To enable them to improve their effectiveness as educational supervisors.

### **Participants**

The Programme was attended by a group of 29 participants consisting of 18 Heads of secondary and higher secondary schools and 11 Education Officers of the rank of DEO and above of Arunachal Pradesh.

### **Main Themes**

The programme covered the following themes :

- New Pattern of Education : Its Philosophy and Problems of Implementation;

- Non-formal Education : The Concept and Methods;
- Universalisation of Primary Education;
- Work Experience : The Concept and Activities;
- Educational Planning in India-An Overview:
- Basic Concepts and Techniques in Educational Planning;
- Educational Planning at the Block/District Level;
- Basic Data Needed for Educational Planning;
- Girls Education;
- Institutional Planning;
- Vocationalisation of Higher Secondary Education;
- Improvement of Science Education at the School Level;
- Examination Reform;
- School Buildings;
- Supervisory Role of Heads of Schools;
- In-service Training of Teachers—Role of Education Officers and Heads of Schools;
- Personnel Management;
- Modern Management Techniques and Their Application in Educational Administration—PERT
- Wastage and Stagnation;
- Adult Education;
- Inspection and Supervision;

— Education for Rural Development; and

—Modernisation of Educational Administration in Arunachal Pradesh.

### **Course Contents**

Besides lecture-discussions, there were panel discussions on the themes mentioned above. The participants also conducted a field survey as a part of the Orientation Programme to identify non-formal education needs of non-attending children drop-outs and adults in Changlang village. The survey was conducted on the basis of a proforma developed by the Non-Formal Education Survey Proforma Committee. The purpose of giving this field experience to the participants was to enable them to conduct similar surveys in the areas of their posting and to develop suitable curricula to meet the non-formal education needs of these three target groups. The findings of the survey were discussed in a special session on 22.12.77.

### **Inauguration & Valediction**

The programme was inaugurated by Shri K.A.A. Raja, Lt. Governor of Arunachal Pradesh on 16th December, 1977. Professor M.V. Mathur, Director, National Staff College chaired the valedictory function on 24th December, 1977.

## **Training Programmes for State Education Planning Officers**

(New Delhi : Sept. 12-24, 1977, Jan. 16-25 & Feb. 6-16, 1978)

At the request of and in collaboration with the Union Ministry of Education and Social Welfare and the Education Division of the Planning Commission, the Staff College organised a series of training programmes for State Education Planning Officers. During the year under review, three programmes were organised : the first one from *September* 12-24, 1977, the second from *Jan.* 16-25, 1978 and the third from *Feb.* 6-16, 1978.

### **Objectives**

The main objective of the Programmes was to improve the technical competence of the State Education Planning Officers for handling the task of formulating the next Five Year Plan of Education.

### **Participants**

Each State Government/Union Territory Administration was invited to send a team of 4-5 senior officers dealing with educational planning concerned with (i) School and Adult Education, (ii) Higher Education, (iii) Technical Education, and (iv) Educational Planning at the Secretariat Level. The main idea of taking a team of officers instead of a single officer from a State/Union Territory Administration was to enable the officers dealing with various sectors of education in the State to inter-act with one another to prepare an integrated Plan. So far 41 officers have participated in the three programmes.

### **Main Themes**

The Training Programme was designed after a detailed discussion with the Union Ministry of Education and Social Welfare and the Education Division of the Planning Commission, Government of India. It covered the following themes :

—The Concept of Rolling Plan

—Educational Planning at the Block/District levels

—Educational Programmes for the Weaker Sections of the Society

—Monitoring, Evaluation and Feedback in Educational Planning

### **Course Contents**

As stated above, the courses were carefully designed to meet the specific needs of the participants. Besides usual lecture-discussions there was also a panel-discussion on "Education for the Masses with special reference to universalisation of Elementary Education, Adult Literacy and Non-formal Education in the age-group 6-14 and 15-35."

### **Field Visits**

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

—Centre of Educational Technology, New Delhi

—Institute of Applied Manpower Research, New Delhi

—University Grants Commission, New Delhi

—Planning Commission, New Delhi

—Ministry of Education, Social Welfare & Culture, New Delhi.

### **Practical Exercise**

In the second phase of the programme which related to the practical exercise, the participants were required to sit down and to prepare what was called the "zero draft" of their State Plan in different sectors and working out requirements for inter-sectoral linkage. This involved, among other things, the following :

- (i) Estimating the position likely to be reached by the end of the Fifth Plan;
- (ii) Policies and Programmes for the Sixth Plan Priorities and Targets;
- (iii) Financial, physical and manpower implications of the programmes; and
- (iv) Inter-Sectoral linkages

The draft plans prepared by the State groups were presented at plenary sessions.

### **Guidelines**

Before concluding, the participants, on the basis of their experience, drew up guidelines for preparing the next five year plan of Education. These were carefully reviewed in each of the succeeding programme.

## **Orientation Programme for College Principals of Tamil Nadu**

(Madras : December 26-31, 1977)

The Staff College had initiated during 1976-77 a series of orientation programmes for College Principals so as to strengthen and maintain academic standards, particularly in view of the fact that a very high proportion of the enrolment in the field of higher education—89.4 per cent at the undergraduate level and 52.7 per cent at the post-graduate level—is found in the affiliated colleges. During 1976-77, four programmes were organised in which 57 Principals participated.

During the year under review, the Staff College, at request of the Directorate of Collegiate Education, Tamil Nadu, organised a short orientation programme for 26 Principals of Government Colleges in the State from December 26-31, 1977 at Madras.

### **Objectives**

The training programme was designed with the following main objectives :

- (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 the programme of institutional development, including institutional planning, student welfare, etc.
- (d) To promote an awareness of modern management techniques in general and their application in the field of educational administration in particular.

### **Contents**

The themes of the programme were carefully identified in close consultation with Directorate of Collegiate Education, Government of Tamil Nadu. These included :

- **World Trends in Higher Education**
- **Development of Higher Education Since Independence**
- **Problems of Higher Education and the Role of U.G.C.**
- **Institutional Planning**
- **Non-formal Education**
- **Performance Evaluation of the Faculty**
- **Group Dynamics and Transactional Analysis**
- **Role of principal in Developing College**
- **Financial Management at the College Level**
- **Cost-Benefit Analysis in Educational Planning**
- **Personnel Administration : Leadership and Motivation**
- **Impact of the 10+2+3 Pattern on Collegiate Education**
- **Innovation in Curriculum**
- **Hostel Management**
- **Examination Reforms**
- **College Development Programmes—Faculty Development, Library, Games and Sports and Student Welfare**
- **Application of Modern Management Techniques to Higher Education**
- **Student Leadership Styles in Action**
- **Role of Principals in National Service Scheme and in Promoting Higher Education of Women and other Weaker Sections of the Society.**

## **Reading Materials**

Select reading material was supplied to the participating principals which included "Tasks of Universities in India", "Draft Fifth Five Year Plan of University Education", "Preparation for Introducing 10+2+3 Pattern", "Improvement of Under-graduate Education", "Faculty Improvement Programmes", "Student Participation", "Non-formal Education", "Leadership Styles", "Innovative Curriculum", "Restructuring of Courses", "Examination Reforms"—"A new Perspective" "Performance Appraisal of College Teachers", "Indiscipline and Student Leadership in an Indian University", "Improving Hostel Management", "Educational Functions of a College Library", "Group Dynamics", "National Service Scheme—A Background paper", "Higher Education of Women in India, "College and Standards" (extracts from the report of the U.G.C. Review Committee). A select bibliography and relevant educational statistics relating to the State were also given to the participants,

## **Special Feature**

The training programme was planned as a seminar of equals and everyone—the participants and the resource persons had the opportunity to present his own views freely and frankly. Provision was also made for 'Participants Seminar', Apart from lecture-discussions and panel discussions on selected themes.

The programme focussed mainly on institutional planning including a practical exercise, and highlighted the role of principal in improving college administration and resolving the problems faced by him. The participants were also encouraged to prepare case studies on any problem of which he or she had personal experience and which was a challenging one, resulting either in success or failure. The concept of institutional planning stressed the importance of equality of opportunity, the need for qualitative improvement, curricular reforms linking of education with national development and manpower needs and the community service. Participants spelt out the goals and objectives of the institution and made an effort to evolve a strategy for optimum use of the scarce resources, emphasising the process of growth and change. The role of the principal in promoting non-formal education and higher education of women and scheduled castes/scheduled tribes was also emphasised.

The most outstanding feature of the programme was the drafting of a programme of action by the Principals attending the course for institutional development of their respective colleges with well-determined priorities for institutional growth.

### **Inauguration and valediction**

The programme was inaugurated on December 26, 1977 by Shri C. Aranganayagam, Education Minister of Tamil Nadu. Dr. Malcolm S. Adiseshiah, Vice-Chancellor, Madras University, delivered the valedictory address on December 31, 1977.

## **Orientation Programme in Management of Educational Resources for Principals of Higher Secondary Schools**

*(February 20-25, 1978)*

The National Staff College for Educational Planners and Administrators organised an Orientation Programme in Management of Educational Resources for Principals of Higher Secondary Schools at New Delhi from February 20-25, 1978. The Orientation Programme was designed in consultation with the Kendriya Vidyalaya Sangathan and the British Council in India to acquaint the Principals with the modern management techniques as applied in education.

### **Objectives**

The Orientation Programme was designed in consultation with the Kendriya Vidyalaya Sangathan and the British Council. The main objectives of the programme were :

- (a) to familiarise the participants with the application of modern management techniques in education.
- (b) to help them in practising certain management skills and
- (c) to enable them to develop plans for follow-up action.

### **Participants**

In all, 22 Principals of Higher Secondary Schools nominated by the Kendriya Vidyalaya Sangathan, Directorate of Education, Delhi Administration, and by Central Board of Secondary Education participated in the Programme. Out of these, 20 were from the Kendriya Vidyalaya Sangathan and one each from the Directorate of Education, Delhi Administration and the Central Board of Secondary Education.

### **Course Contents**

As observed above, the Course was carefully designed in consultation with the Kendriya Vidyalaya Sangathan and the British Council to meet the specific needs of the participants.

The Orientation programme included lecture discussions, panel-discussions, small group meetings and visits. The themes for discussion were :

- (1) *Management in Education*
  - (a) Concepts, Aims and Objectives
  - (b) Management Techniques
  - (c) Decision-making and Leadership
  - (d) Personnel Management—Supervisory Role of School Principals.
  - (e) Management of Innovations
- (2) *Management of Instructional Resources*
  - (a) Curriculum and Techniques of Teaching
  - (b) Educational Media
  - (c) Work Education
  - (d) School Library
- (3) *Management of Non-Instructional Resources*
  - (a) Games and sports
  - (b) Other Co-curricular Activities
  - (c) Budgeting and Financial Management
  - (d) School Health Services
  - (e) Community
- (4) *Institutional Planning*

In some of the sessions, the participants were divided in two groups to have deliberations on a theme introduced by a speaker and then to make group-wise presentations.

Visits had been organised to the Delhi Public School to give to the participants a first hand experience of the organisation of co-curricular activities and to the Delhi Television Centre to give them first-hand knowledge about educational telecasts. At each of these places, the concerned authorities gave a brief talk about the organisation of the respective activities.

An exhibition on "Educational Media" was organised with the help of the Centre for Educational Technology, Department of Teaching Aids and the British Council. Kits containing three dimensional material alongwith its literature, photographs, charts on audio-visual aids, selected charts, publications, educational toys etc. were exhibited for the entire period of the orientation programme.

#### **Inauguration & Valediction**

The Programme was inaugurated by Prof. Nitish R. De, Director, Public Enterprises Centre for Continuing Education on 20.2.1978 and Shri L. K. Advani, Union Minister for Information and Broadeasting delivered the valedictory address on 25.2.1978,

## **Third Training Programme in Financial Management for Finance Officers of Universities in India.**

*(New Delhi : August 29 - September 9, 1977)*

Finance function is one of most important aspects of modern management. The need for training of University Finance Officers has been recognised for quite sometime now. The Staff College therefore in collaboration with the Faculty of Management Studies, University of Delhi, organised the Third Training Programme for the Finance Officers in the Universities at New Delhi from August 29-September 9, 1977.\*

### **Objectives**

The main objectives of the training programme were :-

- (a) to enable the participants to appreciate the role of education in general and higher education in particular and especially 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 the 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**

Nine finance Officers from the Universities of Rohilkhand,

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*\*The first two training programmes were held in 1976-77. 24 persons participated in the First Training Programme (May 31-June 11, 1976) and 23 persons in the Second Training Programme (July 5-15, 1976).*

Calcutta, North Eastern Hill University, Bangalore, Magadh, Garhwal, Calicut, Himachal Pradesh and Meerut, participated in this training programme. The Finance Officer of Madhya Pradesh *Uchha Shiksha Anudan Ayog* also participated as a special invitee.

### **Course Design**

The training programme was designed after a careful and detailed discussion of the professional needs of the Finance Officers with the University Grants Commission and the Faculty of Management Studies, Delhi University. In addition to usual lecture-discussions, there were two panel discussions on "The Role of Finance Officers" and "The format of the University Budget".

One of the main features of the training programme was the preparation of an 'action programme' by the participants for their respective universities. The participants were also given an opportunity to visit the Faculty of Management Studies and the Financial Administration Section of Delhi University.

### **Main Themes**

The main themes covered in the programme were :-

- Role of Finance Officers
- Higher Education in India
- Education Planning in India ; Quality and Quantity
- Concepts and Techniques in Educational Finance
- System of Financial Administration in Universities
- Group Dynamics and Sensitivity Training
- Management Accounting as a Tool in Educational Management
- Financial Aspects of Planning Higher Education
- U.G.C.* and its working
- U.G.C.* and Financing of Higher Education
- Grant-in-aid to Universities by State Government

- University-Financial Relation with *U.G.C.*
- Internal Audit
- Cash Flow Analysis
- Planning-Programming-Budgeting-System (PPBS)
- Delegation and Control in Universities
- Effective Utilization of Financial Resources
- Financial Information System
- Composition and Working of the Finance Committee
- Role and Functions of Finance Committee
- An Introduction to Operational Research
- Format of the University Budget
- Systems Approach to Educational Administration
- Preparation and Interpretation of University Balance Sheet
- Revenue, Planning and Monitoring
- Preparation and Maintenance of Accounts
- State Grant to Collegiate Institutions-Patterns and Procedure

#### **Inauguration and Valediction**

The Programme was inaugurated on August 29, 1977 by Dr. B. Ramachandra Rao, Vice-Chairman, University Grants Commission. It concluded on September 9, 1977 when Shri Satish Chandra Aggarwal, Minister of State for Finance, Government of India, delivered the valedictory address.

## **Orientation Programmes for Key Personnel of National Service Scheme**

*(New Delhi : April 11-14, July 25-28 and August 22-25, 1977)*

At the request of the Youth Bureau of the Union Ministry of Education and Social Welfare and in collaboration with the Delhi School of Social Work, the Staff College initiated during 1976-77 a series of orientation programmes for Key Personnel of National Service Scheme (NSS). The first orientation programme was held from February 14-17, 1977 in which 39 persons participated. During the year under review, three more programmes were held on April 11-14, 1977, July 25-28, 1977 and August 22-25, 1977.

### **Objectives**

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**

105 persons participated in the three programmes organised during the year under report : 42 in the second programme (April 11-14, 1977), 28 in the third programme (July 25-28, 1977) and 35 in the fourth programme (August 22-25, 1977).

### **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, Cooperation and Coordination under NSS
- Audit and Accounts under NSS

### **Course Contents**

The orientation programme was carefully designed in consultation with the Youth Bureau of the Ministry of Education and Social Welfare, Government of India and the Delhi School of Social Work 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

The programmes were conducted more like seminars of equals promoting free and frank discussions among them and the resource persons. A special session was devoted to the exchange of experiences among the participants which brought out not only success stories but also the difficulties encountered by them in the implementation of NSS activities.

### **Reading Materials**

A single volume containing selected papers on different aspects of NSS was prepared for the first two programmes for distribution among the participants, while the participants of the third and fourth programmes were provided with two volumes. Volume II contained relevant extracts from Seminar Reports, Minutes of the Meetings of Association of Indian Universities, Conference of Vice-Chancellors, and Reports on Special Camps held during 1973-74 and 1974-75 etc. This Volume also contained some of the important tables showing Regular Strength under NSS and Expenditure on NSS (Centre's Share) for 1974-75, 1975-76 and 1976-77 and organisational set up of NSS at the Central/Regional and State levels.

A background paper on NSS, a paper containing details of schemes involving students in National Development in some other countries of the Asian Region and a select Bibliography on 'Youth and Their Problems' were also distributed among the participants. In addition, notes were got prepared by the participants highlighting their experiences in implementing NSS programmes and the difficulties encountered by them in the process of implementation.

**Orientation Programme for a select group of College Principals  
going to U.S.A.**

*(New Delhi : April 5-7 1977)*

At the request of the United States Educational Foundation in India, the National Staff College for Educational Planners and Administrators organised an Orientation Programme for duration of three days from April 5 to 7, 1977 for a select group of College Principals going to USA under USEFI's University Administrators Project.

**Objectives**

The main objectives of the Programme were :

- (a) To acquaint the participants with the development of higher education in India with particular reference to their respective States ;
- (b) To enable them to exchange their experience with respect to different problems of educational administration ;
- (c) To familiarise them with the pattern of higher education in USA ; and
- (d) To enable them to compare the latest trends in the development of higher education in India and USA.

Six Principals participated in the Programme from the States of Tamil Nadu, Orissa, Bihar, Andhra Pradesh, Rajasthan and Union Territory of Delhi.

The orientation programme was designed after a detailed discussion with the United States Educational Foundation in India. It covered the following themes :

- Review of Development of Higher Education in India since Independence ;
- Higher Education in USA ;

- Problems of College-Community Relationships ;
- UGC & Development of Higher Education in India
- Concepts and Feasibility of Autonomous Colleges ;
- Faculty Improvement Programme ;
- Student Service Programmes in Indian Higher Education.
- Evaluation in Higher Education.

The orientation programmes were planned on an inter-disciplinary basis and consisted of lecture-discussions and panel discussions.

## **Seminar on Some Aspects of Higher Education**

*(New Delhi : August 4-6, 1977)*

The National Staff College organised a seminar on Some Aspects of Administration of Higher Education, from August 4-6, 1977. This was a follow up programme for the select group of Principals who had been impounded an orientation programme by the Staff College from April 5-7, 1977 and had visited United States of America under the USEFI's Indian University Administrators Project 1977.

The purpose of the programme was to review the recent trends in Higher Education in the United States which are relevant to the Indian situation. Six Principals representing Andhra Pradesh, Bihar, Orissa, Rajasthan, Tamil Nadu and the Union Territory of Delhi attended the seminar. A select group of eminent educationists including Vice-Chancellor of Patna University, Directors of Higher Education of Andhra Pradesh, Bihar, Rajasthan and Tamil Nadu, a representative of Indian Institute of Management, Ahmedabad, Chief (Education) Planning Commission, Secretary, U.G.C. also shared their experiences with the Principal with a view to work out an action programme for implementation in the participants' States.

**Second Orientation Programme for a select group of College Principals going to U.S.A.**

*(New Delhi, March 20-22, 1978)*

At the request of the United States Educational Foundation in India, the National Staff College for Educational Planners and Administrators organised a three-day Orientation Programme for a Select Group of College Principals going to USA under the USEFI's University Administrators Project 1978 from March, 20-22, 1978

**Objectives**

- (a) To acquaint the participants with development of higher education in India with particular reference to their respective states;
- (b) To enable them to exchange their experience with respect to different problems of educational administration;
- (c) To consider possible educational innovations within the existing framework ; and
- (d) To familiarise them with the pattern of higher education in USA and to compare the latest trends in the development of higher education in India and USA.

**Participants**

Six Principals of Colleges one each from the States of Bihar, Gujarat, Tamil Nadu, Assam, Maharashtra and Union Territory of Delhi participated in this programme.

**Main Themes**

The Orientation Programme was designed after a detailed and careful discussion with the United States Educational Foundation in India.

It covered the following themes :

- Restructuring of Higher Education in India;
- Higher Education in USA;
- Higher Education in India-An Overview;
- UGC's Role in Higher Education;
- Students Services in Indian Higher Education;
- Faculty Improvement Programme;
- Evaluation in Higher Education;
- College-Community Interaction;
- Improving College Administration; and
- Introductory Cultural Survey of the USA.

#### **Course Contents**

The Orientation programme was planned on an inter-disciplinary basis and consisted of lecture-discussions and panel discussions.

#### **Inauguration & Valediction**

The Orientation Programme was given a start through a key-note lecture-discussion initiated by Professor M.V. Mathur, Director, National Staff College, on March 20, 1978 and the session was chaired by Dr. Prem Kirpal, formerly Education Secretary, Government of India and Chairman, Unesco Executive Board. The concluding session was chaired by Shri C.S. Ramakrishnan, Director, United States Educational Foundation in India on March, 22, 1978.

## **Workshop in Indian History And Culture For Social Studies Supervisors and Curriculum Directors From The United States Of America**

*(New Delhi : June 21-July 14, 1977)*

At the request of the United States Educational Foundation in India and with the approval of the Ministry of Education and Social Welfare, the Staff College organised a four-week Workshop in Indian History and Culture for Social Studies Supervisors and Curriculum Directors from the United States of America from June 21 to July 14, 1977.

### **Objectives**

The Workshop was designed in consultation with the United States Educational Foundation in India to meet the professional needs of the Social Studies Supervisors and Curriculum Directors from the United States.

The main objectives of the Workshop were :-

- (a) to acquaint the participants with the different aspects of Indian History and Culture.
- (b) to familiarise them with the main trends in education and development in India;
- (c) to promote among them understanding of the historical currents and cross currents of modern India so as to enable them to improve the teaching of Indian History and Culture in U.S. Schools, and
- (d) to further mutual understanding between India and the U.S.A. through the participants.

### **Participants**

19 educationists from 11 states of USA participated in the programme.

## **Academic Programme**

The Workshop consisted of :

- (a) A four-week academic programme organised by the National Staff College which provided for 31 lecture-discussion sessions on several aspects of Indian History and Culture including two themes identified by the participants. These lectures provided a broad historical perspective and cultural background for understanding modern India and her enlightened past;
- (b) Field visits of Museums, Industrial Estate, Institutions, Cultural sites and villages; and
- (c) Informal meetings with faculty members of the National Staff College and other experts in the field.

## **Main Themes**

The Workshop covered the following themes :

- India through the Ages An Overview
- Indian Art and Architecture
- Pre-historic and Ancient India
- Impact of Islam
- The European Epoch
- Changing Role of Women in India
- Child Rearing and Home Life
- The National Movement and Legacy of Gandhi
- Indian Social System
- India's Foreign Policy-Rationale and Methods
- Sports and Games in India
- The Industrial Scene

- Indian Policy
- Indian Poverty
- Planning for Social and Economic Development
- Public Health in India
- The religions of Indian Origin
- Faiths of Non-Indian Origin
- Use of Traditional Media in Modern Communication
- Indian Value System
- Tradition and Change in Rural India
- Resources and Potential of Indian Science and Technology
- Demographic Factors and Development
- Tradition of Indian Painting
- Issues and Problems of Indian Education
- Educational Administration in India
- Educational Planning in India
- The Emerging Pattern of Indian Education
- Indian Agricultural Scene
- Indian Youth

### **Field Visits**

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

- Gandhi Museum
- Qutub Minar, Mehrauli

- Okhla Industrial Estate : Design Centre
- Non-formal Education Centre at Najafgarh
- Indian Agricultural Research Institute
- Lok Sabha (Lower. House of the Parliament of India)
- National Council of Educational Research & Training
- State Institute of Education, Delhi
- Indian Institute of Technology, New Delhi.
- Barwala village : National Service Scheme Centre (Delhi School of Social Work)
- Delhi Public School, Rama Krishna Puram, Sector XII, New Delhi.
- National Archives
- International Dolls Museum
- National Museum
- Nehru Memorial Museum and Library
- Delhi Zoo

#### **Audience**

The participant also had audience with Shri B.D. Jatti, the then Acting President of India, Shri Morarji Desai, Prime Minister of India and Dr. Pratap Chandra Chunder, Union Minister for Education and Social Welfare.

#### **Film Shows**

Film Shows were arranged with the cooperation of Ministry of Information and Broadcasting, National Museum and Centre for Educational Technology (NCERT).

#### **Inauguration & Valediction**

The Programme was inaugurated by Prof. M.V. Mathur, Director, National Staff College on June 21, 1977 and Prof. Satish Chandra, Chairman, University Grants Commission delivered the valedictory address on July 14, 1977.

**Programme for Mr. M.T. Porojosh, President Education Planning  
Department, Government of Afghanistan**

*(New Delhi : December, 4-12 1977)*

At the request of the Unesco Regional Office, Bangkok, a programme of observation-cum-discussions was arranged for Mr. M. T. Porojosh, President of Educational Planning Department, Government of Afghanistan. Mr. Porojosh arrived on the 4th of December, 1977, Discussions were arranged for him with various members of the faculty who gave him a bird's eye-view of the educational system in India; the problems faced and the solutions found or attempted. He was also given an idea of the programme which the National Staff College was organising to strengthen the machinery of educational planning and administration at the Centre and in the States. Discussions were also arranged for him with the Ministry of Education, the Planning Commission, the N.C.E.R.T. the University Grants Commission and the Institute of Applied Manpower Research.

On the 8th December he departed for Madras where he had discussions with the State Government and got a peep into the educational planning process at the State and lower levels. In Madras he met the Director of School Education and other officers. He also had a meeting with the Vice-Chancellor of the Madras University the Director of Technical Education, the State Planning Commission and the Director of Collegiate Education. He also paid a visit to the Office of the Chief Education Officer, Kancheepuram, District Education Officer, Chingleput to study the problems of educational planning and administration at the district level. Later he met the Education Secretary to round of his discussions at Madras.

## **Study-cum Observation Programme for Afghan and Burmese Education Officers**

*(New Delhi : January 2-14, 1978)*

At the request of the Unesco Regional Office for Education in Asia Bangkok, the Staff College organised a brief study-cum-observation programme for Senior Afghan and Burmese Education Officers at New Delhi from January 2-14, 1978.

### **Objectives**

The main objective of the programme was to acquaint the participants with the system of educational planning and administration in India at various stages (from pre-primary to post-graduate) and at various levels—national, state, district and block.

### **Participants**

13 persons including 5 Afghans and 8 Burmese participated in the programme,

### **Course Contents**

The Course was carefully designed keeping in view the main objective of programme, viz. to acquaint them with the system of educational planning and administration in India. Besides lecture-discussions on selected themes, the participants were taken out on field visits to certain selected institutions responsible for policy formulation and setting it into motion at the national level to see the things at first hand. The participants also visited Maharashtra to study the system of educational planning and administration at the state level and democratic decentralisation of education at the local level. They also visited Agra to study the working at the District level.

### **Themes**

The main themes for lecture-discussions were :

- Planning for Universalisation of Elementary Education - Indian Experience.
- Introduction to Education system in India—Structure and Organisation.

- Introduction to the Educational Planning System in India (including micro-planning at the Block level)
- Planning for Non-formal Education and Adult Education in India.
- Inspection and Supervision of School in Delhi
- Planning for Reforms in School Curriculum—Recent Indian Experience

#### **Field Visits**

- Centre for Educational Technology
- University Grants Commission
- Jawaharlal Nehru University (Centre for Regional Development)
- Directorate of Education, Delhi Administration
- Planning Commission
- Ministry of Education, Government of India
- South Delhi Educational District
- Education Department, Delhi Municipal Corporation
- Kendriya Vidyalaya (Central School) R.K. Puram Sector IV
- Institute of Applied Manpower Research

#### **Inauguration & Valediction**

The programme was inaugurated by Dr. Prem Kirpal, Former Education Secretary, Govt. of India and Chairman of the Unesco Executive Board on January 2, 1978 and Prof. M.V. Mathur, Director, National Staff College delivered the valedictory address on January 13, 1978.

## **Participants and Resource Persons**

The participants in the training and orientation programmes organised during the year included 41 State Education Planning Officers representing Jammu & Kashmir, Tamil Nadu, Nagaland, Gujarat, Kerala, Rajasthan, Uttar Pradesh, Assam, Karnataka, Punjab, West Bengal and Union Territories of Delhi and Goa, Daman & Diu, 10 Finance Officers and Development Officers from different Universities, 166 District Education Officers and other Senior Officers of the Central and State Governments and School Principals representing Uttar Pradesh, Tamil Nadu, Sikkim, Madhya Pradesh, Union Territory of Arunachal Pradesh and Andaman & Nicobar Islands and Kendriya Vidyalaya Sangathan; 38 College Principals from Tamil Nadu, Orissa, Bihar, Andhra Pradesh, Rajasthan, Gujarat, Assam, Maharashtra and Union Territory of Delhi; 105 Key Personnel of National Service Scheme from Assam, Bihar, Kerala, Uttar Pradesh, Andhra Pradesh, Gujarat, Rajasthan, Tamil Nadu and Union Territories of Delhi and Arunachal Pradesh; 1 Afghan President of Educational Planning Department, 13 Afghan and Burmese Education Officers sponsored by Unesco; and 19 Americans sponsored by USEFI.

The Resource Persons included senior officers from the Ministry of Education & Social Welfare, Planning Commission, University Grants Commission, National Council of Educational Research and Training, Kendriya Vidyalaya Sangathan, Delhi University, Jawaharlal Nehru University etc. apart from the faculty members of the Staff College.

## **Evaluation of Training Programmes**

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, to see what changes in the programme need to be made in the light of experience as it becomes available from day to day.

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. This is followed by an evaluation session taken by the Director on the last day when participants are free to express their views on any matter, academic or organisational.

The Staff College tries to profit from the-feedback given by participants to design its training and orientation programmes. In several of the courses organised during the year, practical exercises figured more prominently than before. At Bhimtal, for example, a practical exercise based on simulation and role-playing techniques was the main component of the training programme for senior Education Officers in the hill districts of U.P. In the training programmes of State Education Planning Officers, the participants were given exercises for preparing 'Zero Draft' of their next five year plan in different sectors and working out requirements of inter-sectoral linkages. Some exercises on administrative aspects like decision-making, etc., were specially devised for the Orientation Programme in Management of Educational Resources for Principals of Higher Secondary Schools. Suitable field visits were also included in the programmes.

The course contents have been enriched keeping in view fresh developments and the felt needs of the participants.

Training and Orientation Programmes of varying durations have been organised to suit the requirements of the participants and the sponsoring authorities.

## **RESEARCH AND STUDIES**

### **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 objective 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 1977-78**

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 related to analysis of questionnaires, preparation of draft reports, getting the draft reports vetted by the State Governments/United 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 reports published during 1977-78 are as follows :

Karnataka, Madhya Pradesh, Maharashtra, Orissa Tripura, Tamil Nadu and West Bengal.

Reports already published	:	A & N Islands, Andhra Pradesh, Arunachal Pradesh, Chandigarh, Dadra & Nagar Haveli, Delhi, Goa, Daman & Diu, Haryana, Himachal Pradesh, Lakshadweep, Mizoram, Pondicherry, Uttar Pradesh, and Government of India
Reports under Print	:	Assam, Bihar, Nagaland, and Kerala
Reports sent to the State Governments	:	Jammu & Kashmir
Reports being drafted	:	Gujarat, Manipur, Meghalaya, Punjab, Rajasthan and All India Report.

## **Management of Local Support to Education in India : A Case Study**

At the request of the Unesco Regional Office for Education in Asia, Bangkok, the Indian National Commission for Unesco asked the Staff College to prepare a case study on the Management of Local Support to Education in India.

The main objectives of the study were to review the various forms in which local support to education has been forthcoming; to examine existing arrangements to mobilize such community contribution; to identify the new challenges which the management of local support to education implies for educational administration at local and institutional levels; to analyse the problems encountered and the solutions tried out, particularly in preparing the personnel for special responsibilities engendered by local support and to assess the national procedures to mobilize local support and manage it effectively.

The study was covered in two parts. The first part consisted of a brief all India survey of local support to identify the different approaches being adopted and problems being faced in various parts of the country. The second part consisted of an intensive study of the experience of Tamil Nadu which has been in the forefront in this sphere.

The brief all India survey was carried out through a mailed questionnaire whereas the intensive study in Tamil Nadu was done by three instruments namely semi-structured interview, self-administered questionnaires and an opinionnaire for ascertaining the view of the people working at various levels in the Management of local support to education. The interview schedule was for grass root level officers, the questionnaire for the middle level management and the opinionnaire for the higher level management.

The main conclusion of the study pointed out that the school and college community should be trained for leadership at various levels in life. The walls of the school and the community must be broken so as to enhance the available resources for education. The study also revealed that so far as the 'sources' of support were concerned, individual members had been the most important donors and therefore it was very necessary to give them proper incentives and recognition.

The other sources in order of importance were parent-teacher association and voluntary organisations. The help by local governmental officers in the field of agriculture, art and craft, cooperation, health etc. was found to be minimal and depended on the equation between local officers and the teachers. The study has, therefore, suggested very strongly that the school must be helped by the local officers of the other departments. The communities support to the education had been mainly in the form of raising school buildings. It has been pointed out that the non-formal education has not received adequate attention by the people. It has been suggested that an awareness to this should be created among people to attract the largest public support. Local ad-hoc community in Tamil Nadu to support the schools has been found very useful.

The report of the case study has since been sent to UNESCO.

## **Education for International Understanding Cooperation and Peace and Education Relating to Human Rights and Fundamental Freedoms**

The 19th General Conference of Unesco held at Nairobi in October-November, 1976 recommended that a small member of UNESCO National Commissions of Member-States with different educational systems may be invited to take studies on practical means of applying the comprehensive recommendation concerning education for international understanding, cooperation and peace and education relating to human rights and fundamental freedoms adopted at its Eighteenth Session held at Paris in November, 1974. One of the Commissions invited for carrying on such a study was the Indian National Commission which, in turn, assigned the study to the National Staff College.

### **Aims & Objectives**

The study aims at ascertaining the present position regarding promotion of international understanding, cooperation and peace and respect of human rights and fundamental freedoms through educational programmes; examining in-depth the practical possibilities of incorporating the components of international education in different educational settings; identifying the problems involved and suggesting the forms of action. The project covers the major levels and forms of education starting from pre-primary education to higher education, including teacher preparation and non-formal education.

### **Scope**

The design of the study includes analysis of syllabi and text-book of different school subjects developed by NCERT, Council of Indian School Certificate Examination and the State of Tamil Nadu; collection, compilation and analysis of information from the selected institutions located in different parts of the country; conducting case studies of some of the institutions connected with UNESCO—associated school project and analysis of university level text-books on international understanding written by Indian authors.

## **Correspondence Course in Educational Planning and Management**

The Staff College, in association with the Unesco Regional Office of Education, Bangkok (Thailand), is planning to organise a Correspondence Course in Educational Planning and Management for senior Education Officers, preferably not below the rank of the District Education Officers/Research Officers, at the centre and in the States/Union Territories. The Course is being designed keeping in view the needs of the educational planners and administrators to improve their technical competence without taking them away from their desk.

### **Objectives**

The main objectives of the course will be :

- (a) to acquaint the participants with the developments in the field of Education in India in the post-independence period;
- (b) to familiarise the participants with the latest trends in the field of education in general, and educational planning and management in particular;
- (c) to develop among the participants requisite attitudes, skills and knowledge to improve their technical competence and effectiveness as educational planners and administrators; and
- (d) to introduce the participants to a process of self-learning aimed at their continuing professional growth.

### **Course Contents**

The main areas to be covered in the course will be :

- (i) Review of Educational Planning and Administration in India ;
- (ii) Principles and Techniques of Educational Planning ;
- (iii) Statistics required for Educational Planning ;
- (iv) Economics of Education ; and
- (v) Basic Principles and Techniques of Modern Management with particular reference to their applicability to Educational Administration.

## Cooperation with International Agencies

Mr. Lim Teh Eng, Federal Inspector of Schools, Ministry of Education, Kuala Lumpur, Malaysia, sponsored by Unesco Regional Office for Education in Asia, Bangkok, visited the National Staff College on 13.11.1977 and had discussions with the Director and the Faculty with regard to the programmes of the College and exchanged experience about the supervision and inspection of schools.

Dr. Satish B. Parekh, Director, Educational Centre for College and University Planning, Boltimore, Maryland, visited the National Staff College on 3.12.1977 and had discussions with the Director and members of the Faculty about the possibilities of his association in some of the forthcoming programmes of the College.

A five member delegation headed by Prof. N.S. Egorov, Deputy Minister, Higher and Specialised Secondary Education, USSR, visited the Staff College on January 30, 1978. They met the Director and the Faculty Members of the Staff College. Problems of mutual interest relating mainly to educational planning and administration were discussed. The training programmes and research projects undertaken by the Staff College were also explained to the Soviet Delegation. They showed keen interest in the work of the Staff College and expressed the desire that they would also like to start similar work in their own country.

Mr. P.S. Watts Principal, Shorecitch School, Palkirk St., London and Mr. C.J.C. Bolton of Thames Polytechnic Dartord College of Education, Oakfield Lane, Dartford, Kent, acted as Resource Persons in the Orientation Programme in Management of Educational Resources for Principals of Higher Secondary Schools organised by the Staff College in collaboration with the Kendriya Vidyalaya Sangathan and British Council from February 20-25, 1978.

Dr. Peter Williams of the Institute of Education, London, visited the Staff College on 17.3.1978 and had a meeting with the Director and the Members of the Faculty.

Mr. W.R. Knight, Director of Educational Services, Bradford Municipal County, England, visited the Staff College on 17.3.1978 and had a meeting with the Director and the Members of the Faculty to exchange views on many issues.

## **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 17000 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 them 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 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 Orientation Programme for a select group of College Principals (going to USA) (April 5-7, 1977)\*
2. Report of the Second Orientation Programme for Key Personnel of National Service Scheme (April 11-14, 1977)\*
3. Report of the Training Course in Regional Educational planning for Hill Districts of Uttar Pradesh (May 5-14, 1977)\*
4. Report of the Orientation Programme in Educational Planning and Administration for Education Officers of Tamil Nadu (May 23-28, 1977)\*
5. Report of the Orientation Programme in Educational Planning and Administration for School Principals and Education Officers of Sikkim (June 2-14, 1977)\*
6. Report of the Workshop in Indian History and Culture for Social Studies Supervisors and Curriculum Directors from the United States of America (June 21-July 14, 1977)\*
7. Report of the Third Orientation Programme for Key Personnel of National Service Scheme (July 25-28, 1977)\*
8. Report of the Fourth Orientation Programme for Key Personnel of National Service Scheme (August 22-25, 1977)\*
9. Report of the Third Training Programme in Financial Management for Finance Officers of Universities in India (August 29 September 9, 1977)\*

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\**Mimeographed*

10. Report of the First Training Programme for State Education Planning Officers (Sept. 12-24, 1977)\*
11. Report of Orientation Programme in Educational Planning and Administration for Class I Education Officers of Madhya Pradesh (Oct. 3-13, 1977)\*
12. Report of the Orientation Programme in Educational Planning and Administration for School Principals and Education Officers of Andaman and Nicobar Islands (Oct. 26-Nov. 7, 1977)\*
13. Report of Orientation Programme in Educational Planning and Administration for Heads of Schools and Education Officers of Arunachal Pradesh (December 15-24, 1977)\*
14. Report of the Orientation Programme for College Principals of Tamil Nadu (December 26-31, 1977)\*
15. Report of the Study-cum-observation Programme for Burmese and Afghan Education Officers (January 2-14, 1978)\*
16. Report of the Second Training Programme for State Education Planning Officers (January 16-25, 1978)\*
17. Report of the Third Training Programme for State Education Planning Officers (Feb. 6-15, 1978)\*
18. Report of the Orientation Programme in Management of Educational Resources for Principals of Higher Secondary Schools (Feb. 20-25, 1978)\*
19. Report of the Second Orientation Programme for a select group of College Principals (going to USA) (March 20-22, 1978)\*
20. "Education for Rural Development" — Report of the National Seminar/Conference on Education for Rural Development (Dec. 15-23, 1976).
21. Full Report of the All India Conference of District Education Officers (March 6-8, 1976).
22. Reports of the Third All India Survey on Educational Administration :

— Karnataka

—Madhya Pradesh

—Maharashtra

—Orissa

—Tamil Nadu

—Tripura and

—West Bengal.

An upto-date list of publications of the Asian Institute/Staff College is given in Appendix VI.\*

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*\*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**



APPENDIX I

List of Members of the NSC Council

- |    |   |     |          |
|----|---|-----|----------|
| 1/ | Dr. P.C. Chunder<br>Union Minister of Education<br>Social Welfare and Culture<br>New Delhi. | ... | Chairman |
| 2. | Professor Satish Chandra<br>Chairman<br>University Grants Commission<br>New Delhi.          | ... | Member   |
| 3. | Shri Kali Charan<br>Education Minister<br>Uttar Pradesh.                                    | ... | Member   |
| 4. | Shri Navalbhai N. Shah<br>Education Minister<br>Gujarat.                                    | ... | Member   |
| 5. | Shri U.A. Beeran<br>Education Minister<br>Kerala.   | ... | Member   |
| 6. | Shri Thakur Prasad Singh<br>Education Minister<br>Bihar.                                    | ... | Member   |
| 7. | Shri Hira Nand<br>Education Minister<br>Haryana<br>Chandigarh.                              | ... | Member   |
| 8. | Shri P. Sabanayagam<br>Secretary,<br>Ministry of Education & SW<br>New Delhi.               |     | Member   |

- |       |   |   |        |
|-------|---|---|--------|
| ✓ 9.  | Secretary to Govt. of India<br>Ministry of Finance<br>New Delhi.<br>(or his representative)                     | — | Member |
| ✓ 10. | Secretary to Govt. of India<br>Ministry of Home Affairs<br>New Delhi.<br>(or his representative)                | — | Member |
| ✓ 11. | Secretary, Planning Commission<br>New Delhi.<br>(or his representative)   | — | Member |
| ✓ 12. | Dr. S. K. Mitra<br>Director<br>National Council of Educational<br>Research and Training<br>New Delhi.           | — | Member |
| ✓ 13. | Shri Ashok Bajpai<br>Director of Public Instruction<br>Madhya Pradesh<br>Bhopal.                                | — | Member |
| 14.   | Shri D.M. Sukhthankar<br>Education Secretary<br>Govt. of Maharashtra<br>Bombay.                                 | — | Member |
| ✓ 15. | Shri C.G. Rangabhashyam<br>Commissioner and Secretary<br>Education Department<br>Govt. of Tamil Nadu<br>Madras. | — | Member |
| 16.   | Shri P.C. Banerjee<br>Commissioner and Secretary<br>Education Department<br>West Bengal<br>Calcutta.            | — | Member |
| 17.   | Shri Sewa Singh<br>Director of Public Instruction<br>Education Department<br>Punjab<br>Chandigarh.              | — | Member |

18. ✓ Dr. Malcolm S. Adiseshiah  
Vice-Chancellor  
University of Madras  
Madras. Member
19. Dr. Abad Ahmed  
Professor  
Faculty of Management Studies  
University of Delhi  
Delhi. Member
20. ✓ Professor M.V. Mathur  
Director  
National Staff College  
New Delhi. Member-Secretary

*APPENDIX II*

**List of Members of the Executive Committee of the  
National Staff College**

- |    |   |   |                  |
|----|---|---|------------------|
| 1. | Dr. P.C. Chunder<br>Minister of Education Social<br>Welfare and Culture<br>New Delhi.       | — | Chairman         |
| 2. | Shri Hira Nand<br>Education Minister<br>Government of Haryana<br>Chandigarh.                | — | Member           |
| 3. | Shri P. Sabanayagam<br>Secretary<br>Ministry of Education & S.W.<br>New Delhi.              | — | Member           |
| 4. | Prof. Satish Chandra<br>Chairman<br>University Grants Commission<br>New Delhi.              | — | Member           |
| 5. | Dr. Malcolm S. Adiseshiah<br>Vice-Chancellor<br>Madras University<br>Madras.                | — | Member           |
| 6. | Secretary to Govt. of India<br>Ministry of Finance<br>New Delhi.<br>(or his representative) | — | Member           |
| 7. | Shri D.M. Sukhthankar<br>Education Secretary<br>Government of Maharashtra<br>Bombay.        | — | Member           |
| 8. | Prof. M.V. Mathur<br>Director<br>National Staff College<br>New Delhi.                       | — | Member-Secretary |

### APPENDIX III

#### Audit Report for 1977-78.

##### 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 in establishing the Staff College was to provide training to educational planners and administrators and to undertake research in the field of educational planning and administration in the field of education.

##### 2. Statement of Liabilities

Rule 37(a) of the rules of the Society, viz. the National Staff College for Educational Planners and Administrators Rules, 1970, requires the preparation of annual accounts comprising the Receipts and Payments Accounts, Statement of Liabilities etc. in such form as may be prescribed by the Government of India. No statement of Liabilities has been prepared by the Staff College despite comments to this effect in the audit reports on the accounts for the years 1970-71 to 1976-77. The Staff College stated (July, 1978) that the Statement of Liabilities would be prepared when the form of the Statement, which is under consideration of Government, is prescribed.

New Delhi.  
Dated 3rd November, 1978.

Sd/-  
(K.C. Das)  
Accountant General  
Central Revenues

### **Audit Certificate**

I have examined the foregoing accounts of the National Staff College for Educational Planners and Administrators, New Delhi for the year 1977-78 and obtained all the information and explanation that I have required and subject to the observations in the Audit Report appended, I certify, as a result of my audit, that in my opinion, the accounts are properly drawn up so as to exhibit a true and fair view of the state of affairs of the Staff College, according to best of my information and explanation given to me and as shown by the books of the Staff College.

New Delhi.  
Dated 3.11.78.

Sd/-  
(K.C. Das)  
Accountant General  
Central Revenues.

**Details of closing balance as on 31.3.1978**

<b>Name of Head</b>	<b>Total Receipt</b>	<b>Total Expenditure</b>	<b>Balance</b>
<b>Non-Plan</b>	2,91,000.00	2,47,205.30	43,794.70
<b>Plan</b> Previous balance	38,306.00	13,27,505.38	
Grant received	14,27,509.59	+ 53.25	
	<u>14,65,815.59</u>	<u>13,37,558.63</u>	1,38,256.96
<b>Unesco Coupons</b>			
Previous balance	4,049.57		
Purchase during the year	8,800.00		
	<u>12,849.57</u>	12,537.62	@ 311.95
DEO's Balance B/F Conference	39,779.66	1,632.57	38,147.09
<b>Survey</b>			
Previous balance	41,930.86		
Receipt during the year	470.33		
Grants during the year	62,000.00		
	<u>1,04,401.19</u>	1,05,145.14	(-) 743.96
<b>Unesco</b>			
International course.	-----	2,188.55	(-) 2,188.55
Rural Development.	3,508.77	3,763.10	(-) 254.33
Project (Receipt)	20.00	19,786.30	(-) 19,766.30
Training Educational	4,854.36	-----	4,854.36
Planning & Admn.	8,383.13		
Additional DA (CDS) received.	26,369.91	25,565.58	+804.03
			Contd.

@ This represents UNESCO Coupons in rupee value.

+ This represents erroneous Payment by Regional Provident Fund Commissioner to be returned.

Receipt (Misc.)			
during the year.	34,439.50		
Permanent advance	500.00		
Recoverable advance	5,650.00	---	40,589.50
	<u>40,589.50</u>		<u>2,66,758.59</u>
		(--)	<u>22,953.13</u>
			<u>2,43,805.46</u>

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

Sd/-  
(D.P. Nayar)  
Acting Director  
National Staff College for  
Educational Planners &  
Administrators, New Delhi.

**Receipt & Payment Account for the period from 1.4.1977 to 31.3.1978**

<b>R E C E I P T S</b>			<b>P A Y M E N T S</b>		
	<b>Rs.</b>	<b>Rs.</b>		<b>Rs.</b>	<b>Rs.</b>
<b>Opening Balance</b>			<b>Non-Plan (Establishment charges)</b>		
Out of Govt. Grants	58,033.27		Pay & Allowances to staff	2,06,688.30	
By way of Unesco Coupons Worth \$ 440.17	4,049.57		Pension & Gratuity	1,950.00	
Out of Ministry's Grants for DEO's Conference	39,779.66		P. Fund contribution	25,000.00	
Out of NCERT Grants for Third All India Educational Survey	41,930.68		Medical reimbursement	10,000.00	
Out of Unesco Grants for Education for Rural Development (—)	19,727.27	1,24,066.09	Over time allowance	3,567.00	2,47,205.30
<b>Grants-in-aid from Govt. of India</b>			<b>Plan</b>		
Non-Plan	2,91,000.00		Programme (Direct charges)		1,00,868.38
Plan	14,27,509.59	17,18,509.59	<b>Establishment charges</b>		
Permanent Advance Recouped		500.00	Pay & Allowances to staff	3,52,309.67	
<b>Misc. receipts.</b>			L.T.C. to staff	2,440.22	
(85) Hostel Rent	11,541.00		C.G.H.S. Contributions	1,019.50	
			Medical Reimbursement to staff	14,685.81	
			Over time allowance to staff	10,000.00	

**Receipt & Payment Account for the period from 1.4.1977 to 31.3.1978**

R E C E I P T S			P A Y M E N T S		
	Rs.	Rs.		Rs.	Rs.
Publications	17,033.67		TA/DA to staff members	19,008.35	
Library books (sale of raddi)	2,422.55		P. Fund Contributions	21,998.00	
Furniture and Furnishing	69.00		Leave salary & Pension	13,034.05	4,34,495.60
Office equipment and electric equipment	292.08		Contribution		
Telephone charges	22.50		<b>Other charges</b>		
TA/DA to staff members	185.00		Publications	71,222.79	
Pay & Allowances (Plan)	2,649.20		<b>Library</b>		
C.G.H.S. Contributions	224.50	34,439.50	Purchase of books	45,958.94	
Purchase of Unesco Book Coupons worth \$ 1000		8,800.00	Purchase of Unesco coupons	8,800.00	
			Purchase of books out of Unesco coupons	12,537.62*	
<b>Recoverable Advances :</b>			Other contingencies	6,816.30	
Conveyance advance	2,710.00		Furniture repair	541.61	
Festival Advance	2,940.00	5,650.00	Furniture & Furnishing	44,614.13	
C.D.S. of Additional D.A.		26,369.61	Electricity and water charges	10,172.00	
			Entertainment charges	406.45	



**Receipt & Payment Account for the period from 1.4.1977 to 31.3.1978**

R E C E I P T S		P A Y M E N T S		
	Rs.	Rs.	Rs.	Rs.
P.R.S.S. and C.T.D.		5,620.00	<b>Recoverable Advances :</b>	
Life Insurance/Central Government Employees Insurance Schemes.		1,411.45	Conveyance Advance	2,825.00
		<u>1,411.45</u>	Festival Advances	3,700.00
		<u>Rs.21,24,942.25</u>	Payment of Additional D.A. of C.D.S.	6,525.00
				25,565.58
			<b>Assigned Programmes :</b>	
			Ministry of Education DEO's Conference	1,632.57
			NCERT, Third All India Edul. Survey	
			(a) Pay & Allowances to staff	1,04,663.24
			(b) Other expenses	481.90
				1,05,145.14
			<b>Unesco Programmes :</b>	
			Education for Rural Development	3,763.10

**Receipt & Payment Account for the period from 1.4.1977 to 31.3.1978**

<b>RECEIPTS</b>		<b>PAYMENTS</b>	
<b>Rs.</b>	<b>Rs.</b>	<b>Rs.</b>	<b>Rs.</b>
		International course	2,188.55
		Project on Edn. for International Understanding coop. & Peace.	19,786.30
		Training of Edul. Plan. & Admin. through distance teaching techniques.	----- 25,737.95
		<b>Remittances :</b>	
		Income Tax	24,559.00
		G.P.F./C.P.F.	90,809.00
		House building advance	13,270.00
		P.R.S.S. and C.T.D.	5,620.00
<b>Total</b>	<u>21,24,942.25</u>		

**Receipt & Payment Account for the period from 1.4.1977 to 31.3.1978**

R E C E I P T S		P A Y M E N T S	
Rs.	Rs.	Rs.	Rs.
		House Rent	137.80
		L.T.C./C.G.E.I.S.	1,411.45
		Closing balance	2,43,805.46
Total	<u>21,24,942.25</u>	Total	<u>Rs. 21,24,942.25</u>

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

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

Sd/-  
D.P. Nayar  
Acting Director  
National Staff College for  
Educational Planners &  
Administrators, New Delhi.

**Proforma account for the Grants Received from the Ministry of  
Education and Social Welfare for conducting the conference of  
District Education Officers for the year 1977-78**

<b>Receipts</b>		<b>Payments</b>	
Opening balance	39,779.66	Expenditure incurred relating to Conference	1,632.57
Grants-in-aid.	-----	Closing Balance	38,147.09
<b>Total</b>	<u>37,779.66</u>	<b>Total</b>	<u>39,779.66</u>

Certified that the grants-in-aid released by the Ministry of Education and Social Welfare, New Delhi has been utilized for the purpose for which it was sanctioned.

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

Sd/-  
D.P. Nayar  
Acting Director  
National Staff College for  
Educational Planners and  
Administrators, New Delhi.

**Proforma Account for the Grants received from the National Council of Educational Research and Training, New Delhi for conducting the Third All India Educational Survey for the year 1977-78.**

<b>Receipts</b>		<b>Payments</b>	
Opening balance	41,930.86	Pay and Allowance to Staff	1,94,663.24
Grants-in-aid	62,000.00	Other expenses	481.90
Receipt (Misc.)	470.33	Closing balance	-----
	-----		-----
	Rs. 1,04,401.19		Rs. *1,05,145.14
	-----		-----

\* A sum of Rs. 743.95 has been over paid on the above assigned programme which was utilised from the Grants-in-aid sanctioned by the Government of India to National Staff College for the year 1977-78.

Certified that the Grants-in-aid released by the National Council of Educational Research and Training, New Delhi has been utilized for the purpose for which it was sanctioned.

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

Sd/-  
D.P. Nayar  
Acting Director,  
National Staff College for  
Educational Planners and  
Administrators, New Delhi.

**Proforma account for the Grants received from UNESCO for  
Conducting the Educational Programmes for the year 1977-78.**

<b>Receipts</b>		<b>Payments</b>	
Opening balance	-----	Education for Rural Development.	3,763.10
Grants for Education for Rural Development	3,508.77	International Course	2,188.55
Grants for Inter- national Course.	-----	Project on Edn. for International under- standing Coop. & Peace	19,786.30
Grants for Project on Education for Inter- national understanding. Cooperation & Peace.	-----	Training of Edul. Planners & Administrators through Distance Teaching Techniques.	-----
		<b>Total</b>	<b>25,735.95</b>
			-----

(b) Receipt. (Misc)                      20.00

Grant for Training of Edul. Planners & Administrators through Distance Teaching Technique	4,854.36
<b>Total</b>	<b>8,383.13</b>
	-----

A sum of Rs. 254.33+Rs. 2,188.56+Rs. 19,766.30 has been over  
paid on the above mentioned programme due to pending receipt of  
Contd.

grant-in-aid. The excess amount has been utilized from the Grant-in-aid released by the Govt. of India.

Certified that the Grants-in-aid released by the UNESCO has been utilised for the purpose for which it was sanctioned.

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

Sd/-  
D.P. Nayar  
Acting Director  
National Staff College for  
Educational Planners and  
Administrators, New Delhi.

APPENDIX IV

**Members of the Faculty**

*(As on 31.3.1978)*

Director	—	Professor M.V. Mathur
Consultant	—	Shri D.P. Nayar
Fellows	—	Shri C.L. Sapra
	—	Dr. R.N. Chowdhuri
	—	Dr. N.M. Bhagia
Associate Fellow	—	Shri K.G. Virmani
Research/Training Associates	—	Shri S.S. Dudani
	—	Shri T.K.D. Nair
	—	Dr. R.S. Sharma
	—	Shri C. Mehta
	—	Dr. A.K. Gopal
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Registrar	—	Shri L.K. Rathod
Librarian	—	Miss Nirmal Malhotra

Staff Changes

Dr. R.N. Chowdhuri, retired Director of College Education, Government of Rajasthan, Jaipur, joined as Fellow on 1 April, 1977.

Miss Nirmal Malhotra, Librarian Gr. II, Department of Culture (Central Secretariat Library Service), joined as Librarian Gr. I on deputation on 7 April, 1977.

Dr. T.K. Jain joined as Research/Training Associate on 16 April 1977 and left on 1 December, 1977 to join South Gujarat University, Surat as Lecturer.

Shri K.G. Virmani, Scientific Officer (Psychology), Research Designs & Standards Organisation, Ministry of Railways, Lucknow, joined as Associate Fellow on 13 May 1977 on deputation.

Dr. R.S. Sharma, Specialist, State Institute of Education, Haryana, Gurgaon, joined as Research/Training Associate on 8 June 1977 on deputation.

Shri Charanjiv Mehta joined as Research/Training Associate on 5 August 1977.

Shri N. Ramachandran, Registrar left on 17 October 1977 to join his parent office (Indian Council of Social Sciences Research, New Delhi).

Shri L.K. Rathod, Under Secretary, Ministry of Finance (Department of Expenditure), New Delhi, joined as Registrar on 17 October 1977 on deputation.

Dr. Nirmal M. Bhagia, Reader, Department of Education, Indore University, joined as Fellow on 15 November 1977.

Dr. Arun Kumar Gopal, Research Assistant, National Institute of Public Co-operation & Child Development, New Delhi, joined as Research/Training Associate on 25 February 1978 on deputation.

**An Up-to-date list of Publications of the Asian Institute/Staff College**

**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. Padma-nabhan (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).

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\* Mimeographed

**12-14. Reports of the State Seminars on Educational Planning and Administration.**

- Gujarat
- Mysore
- Orissa

15. Report of the Study Group on the Mobilisation of Resources for Education, (1971).
16. Modern Management Techniques in Educational Administration (1971).
17. Report of the Regional Training Seminar on Educational Statistics (1971)\*
18. Garudaland Planning Exercise (Volumes I and II) (1971)\*
19. 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)\*
- 4-14. Reports of the State Seminars on Educational Planning and Administration :

- Andhra Pradesh
- Bihar
- Haryana
- Jammu & Kashmir
- Kerala
- Nagaland
- Punjab

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\* Mimeographed

- Rajasthan
- Uttar Pradesh
- Tamil Nadu
- West Bengal (1969-71)

15. Review of the Training Programmes organised by the Asian Institute (1962-72) (1974)+
16. 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)+
17. Report of the Orientation Course on Modernisation of Educational Administration in Haryana (January 10-February 24, 1975)+
18. Report of the Special Study Programme for Education Officers from Afghanistan (November 11, 1974 to January 18, 1975)+
19. Report of the Training Course for Education Officers of Himachal Pradesh (April 17-29, 1975)+
20. Report of the Orientation Course for Principals of Kendriya Vidyalayas (June 5-13, 1975)+
21. Report of the Orientation Course for Principals of Kendriya Vidyalayas (October 16-28, 1975)+
22. Report of Three-month Training Course in Educational Planning and Administration for State Education Officers from North-Eastern Region (January 1-March 31, 1976)\*
23. Report of the Orientation Programme for Principals of Colleges in Jammu & Kashmir (February 16-26, 1976)+
24. 10+2+3 : Brief Report of the All India Conference of District Education Officers (March 6-8, 1976)
- 25-47. Reports of Survey on Educational Administration :-

#### **Printed Reports**

25. Andhra Pradesh

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\* Mimeographed

26. Assam
27. Bihar
28. Haryana
- 28A. Himachal Pradesh
29. Karnataka
30. Madhya Pradesh
31. Maharashtra
32. Nagaland
33. Orissa
34. Tripura
35. Tamil Nadu
36. Uttar Pradesh
37. West Bengal
38. Government of India

#### **Mimeographed Reports**

39. Andaman & Nicobar Islands
40. Arunachal Pradesh
41. Chandigarh
42. Dadra and Nagar Haveli
43. Delhi
44. Goa, Daman and Diu
45. Lakshadweep
46. Mizoram
47. Pondicherry
48. Report of the First Training Programme in Financial Management for Finance Officers of Universities in India (May 31-June 11, 1976)+
49. Report of the In-Service Training Course for Statistical Officers (June 21-26, 1976)+
50. Report of the Second Training Programme in Financial Management for Finance Officers of Universities in India (July 5-15, 1976)+
51. Report of the Training Programme for Principals of Colleges in Jammu & Kashmir (August 2-13, 1976)+
52. Report of the Seminar of Education Secretaries/DPIs from the North Eastern Region (August 27-28, 1976)+

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+ Mimeographed

53. Report of the Orientation Programme in Educational Planning and Administration for Education Officers from Haryana (October 25-November 3, 1976)+
54. Report of the Orientation Programme in Educational Planning and Administration for Education Officers from Rajasthan (November 8-20, 1976)+
55. Report of the Training Programme in Educational Planning and Administration for the Heads of Secondary and Senior Basic Schools in Lakshadweep (November 27-Dec. 2, 1976)+
56. Report of the Orientation Course for College Principals of Haryana (January 27-February 5, 1977)+
57. Report of the Orientation Programme for Principals of Colleges of North-Eastern Hill University from Meghalaya, Nagaland and Mizoram (February 9-12, 1977)+
58. Report of the Orientation Programme for Key Personnel of National Service Scheme (February 14-17, 1977)+
59. Report of the Advanced Level Workshop on Education for Rural Development (March 17-26, 1977)+
60. Extending Educational Opportunity in Sikkim—Shri Veda Prakasha
61. Some Random Thoughts on Unesco's Contribution to Educational Planning and Administration—Dr. Malcolm S. Adiseshiah
62. Report of the Orientation Programme for a select group of College Principals (going to USA) (April 5-7, 1977)+
63. Report of the Second Orientation Programme for Key Personnel of National Service Scheme (April 11-14, 1977)+
64. Report of the Training Course in Regional Educational planning for Hill Districts of Uttar Pradesh (May 5-14, 1977)+
65. Report of the Orientation Programme in Educational Planning

and Administration for Education Officers of Tamil Nadu (May 23-28, 1977)+

66. Report of the Orientation Programme in Educational Planning and Administration for School Principals and Education Officers of Sikkim (June 2-14, 1977)+
67. Report of the Workshop in Indian History and Culture for Social Studies Supervisors and Curriculum Directors from the United States of America (June 21-July 14, 1977)+
68. Report of the Third Orientation Programme for Key Personnel of National Service Scheme (July 25-28, 1977)+
69. Report of the Fourth Orientation Programme for Key Personnel of National Service Scheme (August 22-25, 1977)+
70. Report of the Third Training Programme in Financial Management for Finance Officers of Universities in India (August 29-Sept. 9, 1977)+
71. Report of the First Training Programme for State Education Planning Officers (Sept. 12-24, 1977)+
72. Report of the Orientation Programme in Educational Planning and Administration for Class I Education Officers of Madhya Pradesh (Oct. 3-13, 1977)+
73. Report of the Orientation Programme in Educational Planning and Administration for School Principals and Education Officers of Andaman and Nicobar Islands (Oct. 26-Nov. 7, 1977)+
74. Report of the Orientation Programme in Educational Planning and Administration for Heads of Schools and Education Officers of Arunachal Pradesh (Dec. 15-24, 1977)+
75. Report of the Orientation Programme for College Principals of Tamil Nadu (Dec. 26-31, 1977)+
76. Report of the Study-cum-Observation Programme for Burmese and Afghan Education Officers (Jan. 2-14, 1978)+

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+ Mimeographed

77. Report of the Second Training Programme for State Education Planning Officers (Jan. 16-25, 1978)+
78. Report of the Third Training Programme for State Education Planning Officers (Feb. 6-15, 1978)+
79. Report of the Orientation Programme in Management of Educational Resources for Principals of Higher Secondary Schools (Feb. 20-25, 1978)+
80. Report of the Second Orientation Programme for a select group of College Principals (going to USA) (March 20-22, 1978)+
81. "Education for Rural Development"—Report of the National Seminar/Conference on Education for Rural Development (Dec. 15-23, 1976)
82. Full Report of the All India Conference of District Education Officers (March 6-8, 1976)