

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

Report on the Work and Activities

1970-71 to 1974-75

NIEPA DC



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INTRODUCTION

The National Staff College for Educational Planners and Administrators was set up to provide training and to undertake research in the field of educational planning and administration in the country in pursuance of the recommendations of the Education Commission (1964-66), as reiterated by the Working Party of the Planning Commission on Educational Planning, Administration and Evaluation in the Fourth Five Year Plan.

Though fully financed by the Government of India, the Staff College is an *autonomous institution* registered under Registration of Societies Act (Act XXI of 1860). It was registered on 31-12-1970; but it started functioning from 1-3-1971 when the staff working in the Indian Programme of the Asian Institute of Educational Planning and Administration,* along with their work, was transferred to the Staff College. This staff consisted of 3 Specialists, 1 Senior Research Officer and 3 Research Officers. However, all the persons, with the exception of 2 Research Officers, reverted to their parent offices soon after their transfer to the Staff College. Thus, during the period from 1-3-1971 to 1-3-1973 (when on the completion of ten - year agreement between UNESCO and the Government of India, the Asian Institute ceased to function and the entire staff working in the Asian Institute of Educational Planning and Administration was taken over by the Staff College), the staff in the Staff College consisted of only 2 Research officers. They continued to be accommodated in the Asian Institute which also provided them with supporting services. In addition to their work about preparing the reports of the State Seminars on Educational Planning and field visits to successful educational programmes developed in the States of Bihar, Gujarat, Kerala, Maharashtra, Mysore, Punjab, Rajasthan, Tamil Nadu and Uttar Pradesh, the two Research Officers continued to participate in the programmes of the Asian Institute.

* The Asian Institute of Educational Planning and Administration was set up in 1962 under a 10-year agreement between UNESCO and the Government of India. At the expiry of the 10-year period, the Institute was merged into the Staff College and now forms the International Division of the Staff College.

The work and activities of the Staff College from its inception up to 1974-75 have been reviewed in this report. It is divided into two sections. Section I gives the position about administration, funds and finance. Section II give a brief resume of the activities from inception to the end of 1974-75. The main activities are given below:

Training Programmes	Duration	No. of Participants
1. Tamil Nadu State Seminar on Educational Planning and Administration	May 25-29, 1971	70
2. Seminar of Principals of Higher Secondary Schools on Modern Management and Institutional Planning	June 21-26, 1971	32
3. Training Seminar for Direct Recruits to Maharashtra Educational Service	June 26- July 1, 1972	14
4. Training Course for State Education Officers from Uttar Pradesh	August 26-30, 1974	41
5. Training Course for State Education Officers from Uttar Pradesh	Sept. 2-6, 1974	39
6. Training Course for Education Officers on Modernisation of Educational Administration in Haryana	Jan. 21- Feb. 3, 1975	23
7. Training Course for Education Officers on Modernisation of Educational Administration in Haryana	Feb. 12-24, 1975	15

Internship Programme

Internship Programme for Direct Recruits to UP Education Service	August 5-17, 1974	2
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Seminars and Conferences

National Meet of Experts on Population Dynamics and Education	Oct 28-31. 1974	37
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Research & Studies

1. Study Group on the
Training of District Education
Officers
2. Review of Training Programmes
organised by the Asian Institute
(1962-72)
3. Quick Survey among the Alumni
of the Asian Institute about
the Past Experience and Future
Needs for the Training of
Educational Planners and
Administrators
4. All India Survey of Educational
Administration

Special Study Programme for Asian Countries

Special Study Programme for Senior Education Officers from Afghanistan	Nov. 11, 1974— Jan. 18, 1975	7
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Publications

Seventeen publications were brought out.

I

ADMINISTRATION, FUNDS & FINANCE

ADMINISTRATION, FUNDS & FINANCE

Background

With a view to improving and strengthening the educational administrative and planning services in the country, the Education Commission (1964-66) recommended the establishment of a National Staff College for Educational Planners and Administrators. The Working Party on Educational Planning Administration and Evaluation in the Fourth Five Year Plan reiterated this recommendation and suggested that, to start with, the possibility of developing an Indian Wing in the Asian Institute of Educational Planning and Administration may be explored.

The Government of India accepted these recommendations and initiated an Indian programme at the Asian Institute. The two main projects undertaken as a part of the Indian Programme were :

- (a) A series of 14 State-level Seminars on Educational Planning and Administration ;* and
- (b) A series of field visits by senior officers from the States and the Centre to selected educational institutions and projects in different parts of the country.**

The National Staff College for Educational Planners and Administrators was formally registered as an autonomous institution under the Registration of Societies Act (Act XXI of 1860) on 31-12-1970.

*The reports of all the 14 State Seminars on Educational Planning and Administration have since been published separately.

**The report of these field visits has been published under the title, "*Educational Innovations in India—Some Experiments*".

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 overall authority of the Staff College vests in the Council consisting of 23 members presided over by the Union Education Minister. The Director of the Staff College is ex-officio Member-Secretary. A list of the members of the Council is given in Appendix I.

Executive Committee

The administration of the Staff College is carried on by an 8-member Executive Committee, presided over by the Union Education Minister. The Director of the Staff College is the Member-Secretary. A list of the Members of the Executive Committee is given in Appendix II

During the period under review, two meetings of the Executive Committee were held on 10-8-1972 and 21-12-1973 to consider the programmes to be undertaken by the Staff College and various administrative matters.

Funds and Finance

The Staff College is fully financed by the Union Ministry of Education, Government of India. A brief abstract of the Receipts and Payments account since the inception of the Staff College is given on the following page :

Receipts and Payments Account

(Figures in Rs.)

Year	Receipts		Total	Payments		Total
	Plan	Non-Plan		Plan	Non-Plan	
1970-71*	Nil	—	Nil	Nil	—	Nil
1971-72	130000.00	—	130000.00	63,181.91	—	63,181.91
1972-73	166914.09	—	166914.09	88,428.71	—	88,428.71
1973-74	678581.38	—	678,581.38	685,827.44	—	685,827.44
1974-75	350000.00	240000.00	590000.00	270,615.16	2 68,336.24	5,38,951.40

*The Staff College was registered on 31-12-1970 but it started functioning from 1-3-1971.

The accounts of the Staff College for the period from 1-4-1970 to 31-3-1975 were audited by a Special Audit Party from the AGCR from 13-7-76 to 17-8 76. A copy of the Audit Report and replies thereto are given in Appendices III and IV respectively.

UNDP Support

Under the UNDP country programme, UNDP was approached in 1973 for assistance to the extent of \$ 125000 for 4 experts, 8 fellowships and books and equipment. It has since been decided to restrict the UNDP assistance to books and equipment only.

Hostel

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

Staff

As observed above, the staff working in the Indian Programme of the Asian Institute was transferred to Staff College on 1-3-1971. On 1-3-1973, the Staff College took over the entire staff working in the Asian Institute on its merger with the Staff College. A list of members of the Faculty as on the 31st March of each year during the period under review is given in Appendix V. The changes in staff during the period from 1-3-1971 to 31-3-1975 are given in Appendix VI.

II

REVIEW OF WORK AND ACTIVITIES

1970-71 to 1974-75

State Seminars on Educational Planning and Administration

One of the projects taken up under the Indian Programme of the Asian Institute related to the organisation of State Seminars on Educational Planning and Administration. The main themes considered at the seminars related to (i) Fourth Five-Year Plan of educational development of the State concerned, (ii) Pattern and problems of educational administration in the State, (iii) District educational planning, (iv) Institutional planning, (v) Programmes of educational improvement at the district level, and (vi) School improvement projects and community support.

A series of 14 State Seminars were organised : 13 under the auspices of the Asian Institute in the States of Andhra Pradesh, Bihar, Haryana, Jammu & Kashmir, Kerala, Mysore, Nagaland, Orissa, Punjab, Rajasthan, Uttar Pradesh and West Bengal - and one under the auspices of the Staff College in Tamil Nadu at Coimbatore (May 25-29, 1971), in which 70 Officers of the State Government participated. (Appendix VII A).

Under the Asian Institute, Reports of 3 State Seminars, viz. Gujarat, Orissa and Mysore were published. Reports of the remaining seminars have been published by the Staff College during 1971-1973.

Field Visits of State Education Officers to Selected Educational Projects

Background

In May 1969, the Conference of State Education Secretaries recommended a programme of short visits by State Education Officers to other States where some important projects of educational development were in progress. The Ministry of Education accepted this recommendation and requested the Asian Institute to organise these visits as a part of its Indian Programme.

Projects

Seven field visits were organised to study the successful educational projects in the States of Bihar, Gujarat, Kerala, Maharashtra, Mysore, Punjab, Rajasthan, Tamil Nadu, and Uttar Pradesh. In all, 115 officers from 25 States/Union Territories, Planning Commission, Ministry of Education, and NCERT visited and studied 58 projects. These covered a wide spectrum of educational activities, e. g., experiments in excellence and nurturing of talent, production and distribution of textbooks, mobilisation of community resources for school improvement, school as a centre of community development, social education, work experience and vocationalisation of education, examination reform, inservice education of teachers, teachers' welfare, institutional planning and school complexes, reorganisation of educational administration, etc.

Consolidated Report

A consolidated report on all the field visits has since been printed under the title "*Educational Innovations in India — Some Experiments*".

Seminar of Principals of Higher Secondary Schools

(New Delhi : June 21-26, 1971)

In collaboration with the Central Board of Secondary Education, the National Staff College organised a seminar of Principals of Higher Secondary Schools in Modern Management and Institutional Planning at New Delhi from June 21-26, 1971.

Participants

The seminar was attended by 32 Principals of Higher Secondary Schools following the All-India syllabus of the Central Board of Secondary Education from all over the country, including 8 Principals of Keshriya Vidyalayas. (Appendix VII B).

The Seminar had the benefit of participation of ten distinguished educationists and management specialists who acted as resource persons, contributed papers and guided discussions at different sessions.

Themes

The Seminar concerned itself with three broad areas : (i) Modern trends in secondary education; (ii) Institutional planning, and (iii) Concepts and techniques of modern management.

Training Seminar for Direct Recruits to Maharashtra Educational Service

(New Delhi : June 26-July 1, 1972)

The National Staff College, in collaboration with the Asian Institute of Educational Planning and Administration, organised a one-week training seminar for direct recruits to the Maharashtra Educational Service as a part of their probationary training. The seminar was organised at the request of the State Government of Maharashtra and was held at New Delhi from June 26-July 1, 1972.

Themes

The topics discussed at the Seminar were : Survey of the Contemporary Educational Scene in India ; Changing Roles and Functions of the District Education Officers; Concepts & Techniques of Modern Management; Management Process—Organisation, Communication, Motivation, Control and Feedback; Tools of Management — PERT and PPBS; Concepts and Techniques of Educational Planning; District Educational Planning; institutional Planning; Institutional and Personnel Management; Data for Educational Planning and a short Practical Exercise in quantitative aspects of educational planning (analysis of wastage, projection of enrolments, estimation of teachers, unit costs, etc.).

Participants

A team of 14 direct recruits to Maharashtra Educational Service (Class I and Class II) along with Shri W.N. Dandekar, Deputy Director, State Institute of Education, Maharashtra, Poona, participated in the programme (Appendix VII C).

Collaboration with Central Statistical Organisation

At the request of the Central Statistical Organisation, the Asian Institute of Educational Planning and Administration had been organising every year a special one-week training programme for their trainees in Educational Statistics as a part of specialised training in selected subjects under the Statistical Officers' Training Course. From 1972-73 onwards, it is being continued by the Staff College.

The programme is tailor-made to suit the requirements and individual interests of the trainees. The main focus in the training programme is on the statistical data needed for educational planning and administration, educational finance, stagnation and wastage, cost-benefit analysis, organisation of educational surveys, etc. Besides working out brief computational exercises, the trainees are also introduced to some of the latest techniques like O. R./ mathematical models which could be adapted to educational planning and administration.

Internship Programme for Direct Recruits to Uttar Pradesh State Education Service

At the request of the Government of Uttar Pradesh, the Staff College organised a special two-week training programme from August 5-17, 1974 for direct recruits to the U.P. State Education Service.

The main elements in the programme were tutorials on basic concepts and techniques of educational planning, administration and management, institutional planning, inspection and supervision, and institutional and personnel management, guided readings and visits to selected institutions such as the National Council of Educational Research and Training, Ministry of Education, Planning Commission, Central Statistical Organisation and the Institute of Manpower Research.

Training Courses for State Education Officers from Uttar Pradesh

At the request of and in collaboration with the Government of Uttar Pradesh, the National Staff College organised (at Allahabad) two one-week training courses for District Education Officers and other senior State Education Officers on the Modernisation of Educational Administration in U.P. The first course was held from August 26-30, 1974 in which 41 officers participated. It was repeated from September 2-6, 1974 for another batch of 39 officers.

Main Objectives

The main objectives of the course were to help the participants to have a better appreciation of the State's Fifth Plan of Education, to consider some of the major administrative problems with particular reference to implementation of the State's Fifth Plan, and to acquaint the participants with some of the modern management techniques and their application in educational administration.

Themes

Some of the main themes discussed were : highlights of the State's fifth plan of education, planning and plan implementation, formal and non-formal education, systems approach and problem-solving techniques in educational administration, PERT, communication and human relations, vocationalisation of secondary education, education and manpower planning, financial management, and application of cost-benefit analysis to education.

Modernisation of Educational Administration in Haryana (New Delhi : January 21-February 24, 1975)

At the request of and in collaboration with the Government of Haryana, the National Staff College organised 2 two-week training programmes for District and other Senior Education Officers of Haryana. The first course was run from January 21 to February 3, 1975 and the second from February 12 to February 24, 1975. (Appendices VII D and VII E).

Objectives

The main objectives of the course were :

- (a) To acquaint the participants with some of the concepts fundamental to educational planning and modernisation of educational administration with particular reference to Haryana;
- (b) To help the participants to have a better appreciation of the State's Fifth Five-Year Plan of Education in the context of the Fifth Five-Year Plan of the country ;
- (c) To acquaint them with the latest developments in the field of education in India and abroad; and
- (d) To familiarise the participants with the service and financial rules of the Government of Haryana.

Participants

In all 38 officers participated in the two courses, 23 in the first and 15 in the second. Of these, 7 were DEOs, 19 were Sub-Divisional Education Officers, 9 were Dy. DEOs, and 2 were Assistant Directors.

Main Themes

Both the courses had common themes. The main themes covered in the two courses were :

- (i) Review of Educational Developments in India and Abroad;
- (ii) Five Year Plan of Education — National and State ;
- (iii) Institutional and District Planning;

- (iv) Plan Implementation and Evaluation;
- (v) Modern Trends in Educational Administration;
- (vi) Non-formal System of Education;
- (vii) Vocationalisation of Secondary Education and the 10+2+3 Structure;
- (viii) Personnel and Financial Management;
- (ix) School Improvement, Inspection and Supervision; and
- (x) Changing Role of the District Education Officer and the Question of his Reorientation.

Course Contents

- (i) 49 Lecture-discussions on themes of topical interest
- (ii) Three panel discussions : (i) Modernisation of educational administration in Haryana; (ii) Inspection and supervision; and (iii) Changing role of DEOs and their inservice training
- (iii) Field visits to : (i) TV Centre, (ii) Planning Commission (Computer Centre), (iii) Bal Bharati Air Force School, (iv) Parliament House, and selected educational institutions.

National Meet of Experts on Population Dynamics and Education

(New Delhi : October 28-31, 1974)

As a part of the celebrations organised in connection with the World Population Year, the Staff College in collaboration with the UNESCO Regional Office for Education in Asia, Bangkok, organised a four-day National Meet of Experts on Population Dynamics and Education from October 28-31, 1974. 37 Experts from various national organisations/agencies in Delhi representing different disciplines like Education, Demography, Sociology, Economics, Medicine, Public Health, Family Planning etc. participated in the Meet

(Appendix VIII).

Main Objectives

The meet had three main objectives: (i) to examine different aspects of the relationship between population dynamics and education, (ii) to identify and delineate areas of high priority for further enquiry and research in this field, and (iii) to make concrete recommendations towards promoting a clearer understanding of the relationship between population dynamics and education among educational planners and administrators.

Themes

The main themes considered at the meet related to census, literacy and educational attainment, migration, women's education and family planning, child care, population education, non-formal education, training of educational administrators and medical personnel and research. Fourteen papers on different themes were considered at the meet. Besides, a set of nine papers was also circulated to the participants as background material.

A small exhibition of selected literature and visual materials relevant to population education was also arranged on this occasion in co-operation with national and international organisations, e.g. UNDP,

ILO, WHO, UNICEF, FAO, NCERT and the National Institute of Family Planning.

The Report of the National Meet entitled *Growing Multitudes and the Search for Educational Opportunity* has been brought out separately (Mimeographed).

Study Group on the Training of District Education Officers

In pursuance of the recommendations of the National Seminar on the Role, Function, Recruitment and Training of District Education Officers (DEOs) organised by the Asian Institute as a part of Indian Programme on February 11-13, 1970, the Union Ministry of Education set up on April 23, 1970 a Study Group on the training of DEOs under the chairmanship of Prof. M. V. Mathur. The Study Group consisted of 15 members—including State Education Secretaries, Directors of Education/Public Instruction and prominent educationists and specialists in the field of management (Appendix IX).

Terms of Reference

The terms of reference to the Study Group were :

1. To identify the training needs of the District Education Officers keeping in view their long-range career planning and management.
2. To specify the type and duration of courses needed for different types of entrants, namely, direct recruits, lateral entrants and promotees, keeping in view the recommendations of the National Seminar on recruitment policy.
3. To indicate the objectives of these courses and suggest their content as well as the methods most appropriate for such training.
4. To recommend the necessary institutional and departmental arrangements at the Central and State levels for organising training courses and programmes.
5. To suggest a suitable machinery for coordinating various types of training programmes for District Education Officers all over the country and for periodical review and revision of courses.

Opinion Survey

The Group decided to conduct a quick opinion survey on a stratified sample basis to identify realistically training needs of DEOs. The

sample consisted of 4 officers from each state - one DEO of 3-4 years' standing, one Deputy Director of Education of 3-4 years' standing, one Principal/Headmaster of Higher Secondary School and one Deputy Inspector of Schools on the verge of promotion to the post of DEO in about a year's time. The Study Group also decided to seek expert opinion and advice of some management experts and prominent educationists and administrators.

Questionnaire

A questionnaire was accordingly issued. Responses were received from 64 officers from 17 States. A comprehensive note was prepared on the basis of the replies received to the questionnaire and it was decided to discuss it with the respondents from various States who were invited to New Delhi on February 18, 19 and 21, 1972 for the purpose. 41 officers from 15 States participated in these discussions.

The Study Group has made a number of far reaching recommendations in its report regarding the organisation of different types of training courses to meet the requirements of officers belonging to the State Education Service; DEOs and potential DEOs and such other officers as may be deputed for training by the State Governments; the content, duration and institutional arrangements for such courses; and the policies and procedures about recruitment, training and long-term career management of the officers concerned.

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 task of organising the survey, the first of its kind to be undertaken in the country, was assigned to the Staff College.

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 analyse the data with the intention of bridging the gap between planning and implementation.

Scope

For the purpose of survey, UNESCO's definition of education, namely, "organised and sustained instruction designed to communicate a combination of knowledge, skill and understanding valuable for all activities of life" has been kept in view. The scope of the survey covers governmental set-up for all the stages of education — from the 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 of 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.

Methodology

The main areas to be covered under the survey were decided on the recommendations of an Advisory Committee consisting, inter-alia, of representatives of the State Governments. A set of 5 questionnaires was drawn up for the collection of data at different levels:

SA-1 : Secretariat Level

DA-2 : Directorate Level

RA-3 : Regional/Divisional Level

ZA-4 : District Level (basic data only)

ZA-5 : District level (more detailed information from a sample of 10% representative districts)

Apart from these 5 questionnaires, a separate questionnaire was drawn up for collection of data about educational administration at the Central Level.

In addition, a Career Information Blank was also developed to collect data about DEOs and other senior Education Officers from the point of view of career planning.

Close Collaboration with State Governments

One of the important features of the survey is that it was planned, right from the beginning, in close collaboration with and active cooperation of 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 on each of the State/Union Territory was sent for vetting to that government or administration, as the case may be, and was finalised in the light of the comments received and suggestions made, if any.

Reports

The reports are mainly based on the materials collected through the questionnaires. A separate report has been planned for each State/Union Territory and the Central Government. In addition, there would be an all-India report. Some of the difficulties faced by the administrative functionaries at various levels of administration have also been indicated. An effort has also been made to suggest in some cases the problems and issues in educational administration which need to be studied in depth in order to discover appropriate solutions within the means at our disposal.

Progress

The work relating to educational survey was initiated in the beginning of 1974. The main work during 1974-75 was preparation and finalisation of questionnaires and Career Information Blank. It was in the beginning of 1975 that the questionnaires duly filled in started coming in.

Special Programme for Education Officers from Afghanistan

(New Delhi : November 11, 1974 - January 18, 1975)

At the request of the Government of India, the Staff College through its International Division, organised a Special Study Programme for seven Education Officers from Afghanistan, sponsored under a UNDP Programme from November 11, 1974 - January 18, 1975. The names and addresses of the participants are given in Appendix X.

Course Content

The course was specially designed in consultation with the participants themselves to meet their specific needs keeping in view their limited knowledge of English. The main elements of the course were:

(A) *Theoretical*

(i) *Lecture-discussions*

16 Seminars on themes appropriate to educational planning and administration, with particular reference to the situation in Afghanistan.

(ii) *Tutorials*

The following topics were covered through tutorials :

- (a) Improving the quality of education in school and making education more relevant to the needs of the society;
- (b) PERT as a tool in educational management ; and
- (c) Teacher management.

(iii) *Guided Readings*

1. Institutional planning — Shri J.P. Naik
2. District planning — Shri J.P. Naik
3. Innovations in Education — National Staff College
4. Administration and Financing of Education — National Staff College

5. Costing of an Educational Plan — Mr. J. Vaizey, IIEP, Paris
6. Integration of Educational Planning with Economic Planning — Mr. Poignant, IIEP, Paris
7. Cost-Benefit Analysis in Education — Mr. M. Woodhall.
8. Lectures on Management — Dr. A.W.P. Guruge
9. Modern Management Techniques in Educational Administration — National Staff College

(B) Practical

1. Short computational exercises designed to enable the participants to do simple calculations involved in educational planning;
2. Use of hand-operated calculating machines;
3. A short language laboratory course specially designed to improve the spoken and written English of the participants (at the Language Laboratory of the NCERT).

Field Visits to selected educational institutions in and around Delhi formed the single-most important component of the programme. The basic principle in the selection of institutions was to enable the participants to visit and study at first hand a variety of institutions of special interest and significance to them. They visited 16 institutions.

Educational System in States

Since the educational system differs somewhat from State to State, the participants were taken round Bombay, Madras and Calcutta to give them an opportunity to study at first hand the system of education prevailing in different States.

Collaboration with ACEID

The Staff College has been recognised as an "Associate Centre" of the Asian Centre for Educational Innovation and Development (ACEID). During the period under review, the Staff College collaborated with the ACEID in the following two programmes in promoting Asian Programme for Educational Innovation and Development (APEID) right from its inception :-

(a) Participation in Planning Innovative Programmes and Review of their Implementation

Shri Veda Prakasha, the then Acting Director, participated in the Regional Field Operational Seminar (FOS) on Educational Innovations organised by the ACEID, Bangkok and the National Institute of Educational Research, Tokyo from August 26 - October 4, 1974.

(b) Collaboration with other Associate Centres

The Staff College collaborated with the sister associate centre, NCERT, in organising a Technical Working Group meeting on the Management of Educational Innovations. Shri Veda Prakasha, the then Acting Director of the Staff College, participated in this Working Group meeting from March 17-29, 1975.

Library and Documentation Services

The National Staff College maintains a well stocked library in educational planning, administration and related areas. The library has about 14,000 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. in such areas as economics 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

The library subscribes to nearly 150 periodicals in educational planning, administration, management and development and 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 training courses, one of the sessions is reserved for Library to enable the participants to familiarise themselves with the vast literature that has since grown in the field of educational planning, administration and management.

The Library also brings out a list of latest additions to the Library every three months.

The number of volumes added to the Library since 1973-74 (i.e. after its take-over by the Staff College) is given below:

1973-74	—	675
1974-75	—	475

These include 200 books received as a gift from the British Council during 1973-74.

PUBLICATIONS

The following publications have been brought out by the Staff College during the period under review:

- (1-11) Reports of the State Seminars on Educational Planning and Administration: Andhra Pradesh, Bihar, Haryana, Jammu & Kashmir, Kerala, Nagaland, Punjab, Rajasthan, Tamil Nadu, Uttar Pradesh and West Bengal (1972-74)
- (12) Report of the Study Group on the Training of District Education Officers (1972)
- (13) Educational Innovations in India — Some Experiments (1974)
- (14) Administration and Financing of Education in India with special reference to the Fifth Five Year Plan (1974)
- (15) Review of the Training Programmes organised by the Asian Institute — 1962-72 (1974) (Mimeo)
- (16) Report of the Special Study Programme for Education Officers from Afghanistan (1975) (Mimeo)
- (17) Modernisation of Educational Administration in Haryana (Report of the Training Course for State Education Officers) (1975) (Mimeo)

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

*All the publications of the Staff College are non-priced and a limited number of copies are available on request.

5.

LIBRARY & DOCUMENTATION CENTRE
National Institute of Educational
Planning and Administration,
17-B, Sri Aurobindo Marg,
New Delhi-110016
DOC, No D-9355-
Date 5-12-96

APPENDICES

APPENDIX I

List of Members of the Council

1. Prof. V.K.R.V. Rao,
Union Minister of Education and Youth Services
Chairman
2. Dr. D.S. Kothari,
Chairman, University Grants Commission, New Delhi
3. Shri J N. Avasthi,
Education Minister,
Madhya Pradesh
4. Shri D. B. Bandodkar,
Education Minister
Goa, Daman and Diu
5. Shri P. V. Narasimha Rao,
Education Minister,
Andhra Pradesh
6. Shri M. M. Chaudhary
Education Minister,
Assam
7. Shri V. K. Malhotra,
Chief Executive Councillor,
Delhi
8. Shri T. P. Singh,
Secretary to Government of
India, Ministry of Education
and Youth Services,
New Delhi
9. Shri M.R. Yardi,
Secretary to the Government
of India, Ministry of Finance
(Expenditure)
New Delhi
10. Shri Govind Narain,
Secretary to Government
of India,
Ministry of Home Affairs,
New Delhi
11. Shri S.V.C. Aiya,
Director,
National Council of
Educational Research and
Training,
New Delhi
13. Shri N.D.J. Rao,
Educational Commissioner,
Bihar
14. Dr. C.M. Bhatia,
Director of Education,
Uttar Pradesh
15. Shri V.R. Mehta,
Education Secretary,
Gujarat
16. Shri P.K. Umashankar,
Education Secretary,
Kerala

17. **Shri J.S. Mehta,**
Education Commissrener,
Rajasthan.
18. **Shri N.D. Sundaravadivelu,**
Vice-Chancellor,
Madras University
19. **Prof. Iqbal Narain,**
Head, Department of
Political Science,
Rajasthan University,
Jaipur
20. **Shri J.P. Naik,**
Adviser,
Ministry of Education
and Youth Services,
New Delhi
21. **Shri R.D. Sathe,**
Director,
National Academy of
Administration,
Mussoorie
22. **Prof. A. Das Gupta,**
Head, Department of
Business Management,
Delhi school of Economics,
Delhi
23. **Prof M.V. Mathur,**
Director,
National Staff College for
Educational Planners and
Administrators,
New Delhi
(Member-Secretary)

APPENDIX II

List of Members of the Executive Committee

1. Prof. V.K.R.V. Rao,
Minister of Education and
Youth Services — Chairman
2. Dr. D.S. Kothari,
Chairman,
University Grants Commission
3. Shri T.P. Singh,
Secretary,
Ministry of Education and
Youth Services
4. Shri P.V. Narasimha Rao
Education Minister,
Andhra Pradesh
5. Shri N.D.J. Rao,
Educational Commissioner
Bihar
6. Shri J.P. Naik,
Adviser,
Ministry of Education
and Youth Services
7. Shri M.R. Yardi,
Secretary,
Ministry of Finance (Expenditure)
or his nominee
8. Prof. M.V. Mathur,
Director,
National Staff College for
Educational Planners and Administrators — Member-Secretary

Audit Report for the Years 1971-1975

General

The National Staff College for Educational Planners and Administrators was set up in December 1970 as a Society registered under the Registration of Societies Act 1860. The main objective of establishing the National Staff College was to continue the facilities for training and research in educational planning and administration for Indian Personnel previously provided by the Asian Institute for Educational Planning and Administration. On the expiry of 10 year agreement between the Government of India and UNESCO concerning the governance of the Asian Institute of Educational Planning and Administration in 1973, that Institute was merged with the National Staff College and now functions as its International Division. The posts of the erstwhile Asian Institute of Educational Planning and Administration alongwith its assets and liabilities were transferred to the college from 1st March, 1973.

2. Regulations and Bye-laws

As provided in Rule 20 (1) of the Memorandum of Association of the National Staff College, the Council (set up under Rule 6 (1), *ibid*) is required to frame regulations with the approval of the Government of India for the administration and management of the affairs of the college and for carrying out its objectives. The council is also required to frame bye-laws for carrying out the purposes of the Staff College and its day-to-day administration (*vide* Rule 21, *ibid*). No bye-laws have been framed by the college so far; the draft Service Regulations which were prepared in June 1973 have not been approved by the Council so far (August 1976), though these are being applied in day-to-day working of the college.

3. Form of Accounts

According to the Rule 37 of the Memorandum of Association of the college, the form of Receipt and Payment Accounts is to be prescribed by the Government of India in consultation with the auditors. In the absence of any prescribed forms of accounts, the college has been preparing upto 1974-75 a skeleton Receipt and Payment Account on different forms in different years. However, the Government of India, Ministry of Education and Social Welfare, prescribed a form of Receipt and payment Account in February 1976. The audit of the college was entrusted to the Comptroller and Auditor General of India in June 1976 under Section 20 Comptroller and Auditor General's (D.P.C.) Act, 1971.

4 Receipt & Payment Accounts

(a) 1971-72: The moneys required for the disbursement of pay, allowances etc. of the officers and staff of the National Staff College, for the period from 1-3-1971 to 31-3-1972 were drawn from the Indian Council of Social Science Research; the amount thus drawn was to be repaid by the college. A sum of Rs. 72,172.30 was received from the Council during 1971-72 which was repaid in the same year. Both receipts and payments of the amounts drawn from the ICSSR were not exhibited in the accounts. The other transactions which were not shown in the Receipts and Payment Account included Income-tax (Rs. 920) General Provident Fund recoveries (Rs.1,358), recoveries relating to conveyance advance (Rs. 4,380) and house rent recoveries (Rs. 293).

(b) 1972-73: As in 1971-72, transactions relating to Income Tax (Rs. 408), General Provident Fund (Rs. 1,110) and conveyance advance (Rs. 3,670) were not exhibited in the accounts.

(c) 1973-74: Normally gross transactions relating to both receipts and payments are required to be shown in the accounts. It was however, seen that instead of showing the gross receipts and payments, only the net effect of transactions (i.e. opening balance +receipts-payments) were shown in the accounts thus giving a distorted picture of the accounts.

The payments on account of faculty programmes (Rs. 9210.24), establishment (Rs. 6,30003 39), printing and publications (Rs. 8,642.45) were merged together and shown as a single item in the accounts.

General Provident Fund recoveries, Rs. 18,921) which were required to be deposited in the bank, were actually not remitted to the bank; instead only net effect of such transactions (i.e. difference of recoveries and advances) was shown in the accounts under the head 'Suspense'. However, a General Provident Fund Account was opened with the State Bank of India in February 1974 by withdrawing Rs. 500.00 from the grant received by the college from the Government. This amount was not subsequently refunded to the college funds.

(d) 1974-75: Irregularities noticed in the accounts for 1973-74 viz. exhibition of net transactions, discrepancies in working out the amounts under different heads, merger of transactions relating to different categories in one head etc. continued to persist.

5. Statement of Assets and Liabilities

No statement of Assets and Liabilities has been prepared by the college since its inception although this was pointed out in the Inspection Report of the college for 1973-74.

Sd/-
Accountant General
Central Revenues
New Delhi
Dated 10 January 1977.

AUDIT CERTIFICATE

I have examined the accounts of the National Staff College for Educational Planners and Administrators, New Delhi for the years 1971-72, 1972-73, 1973-74 and 1974-75 and obtained all the information and explanations that I have required, and subject to the observations in the Audit Report appended, I certify, as a result of my audit, that, in my opinion, these accounts are properly drawn up so as to exhibit a true and fair view of the state of affairs of the college according to the best of my information and explanations given to me and as shown by the books of the college.

New Delhi

Dated : 10 January 1977

Sd/-

Accountant General
Central Revenues

Note

There were no transactions in 1970-71 and the Assets and Liabilities of the erstwhile Asian Institute had been duly taken over.

**Receipt and Payment Account for
the Year ended 31. 3. 1972.**

<i>Receipts</i>		<i>Payments</i>	
1. Opening balance		1. Pay and Allowances of staff	Rs. 44,887.25
2. Grants from Govt. of India	Rs. 1,30,000.00	2. TA/DA of staff and for meetings of the committee	Rs. 7,318 91
3. Other Receipts : C.G.H.S.	Rs. 96.00	3. Publications	Rs. 5,827.43
		4. Other Charges	Rs. 3,388.32
		5. Leave Salary and Pension Contributions	Rs. 1,760.00
Grand Total :-	Rs. 1,30,096.00	Total :-	Rs. 63,181.91
		Closing Balance (Cash in Bank)	Rs. 66,914.09
		Grand Total :-	Rs. 1,30,096 00

Certified that the Grant received has been utilized for the purpose for which it was sanctioned.

Sd/-
N. Ramachandran
Registrar
17.8.76
National Staff College for
Educational Planners and Administrators,
New Delhi.

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

Receipt and Payment Accounts for 1972-73

<i>Receipts</i>		<i>Payments</i>	
Opening balance (as on 1. 4. 1972)	Rs. 66,914.09	Salary and allowances to staff	Rs. 29,126.45
Grants -in-aid from Govt. of India	Rs. 1,00,000.00*	TAHDA for staff and meeting	Rs. 10,320.10
Receipts on a/c of CGHS	Rs. 96.00	Printing and Publication	Rs. 29,160.44
Receipts from UNESCO	Rs. 34,657.20	Other charges	Rs. 3,541.98
		Grant-in-aid for Research Project	Rs. 13,228.00
		Hospitality charges	Rs. 212.25
		Leave Salary and Pension contribution	Rs. 2,309.25
		Imprest advance	Rs. 500.00
		Other advances	Rs. 30.24
			<u>Rs. 88,428.71</u>
			1,00,000.00*
		Closing balance as on 31.3.1973	<u>1,13,238.58</u>
	<u>Rs. 2,01,667.29</u>		Rs. 2,01,667.29
Total	Rs. 1,00,000.00*		Rs. 1,00,000.00*

*Grant in-aid sanctioned in March 100,000.00 Ministry of Education and Social Welfare but taken in the cash book in. April 1973

Certified that the Grant received has been utilized for the purpose for which it was sanctioned.

Sd/-
N. Ramachandran
17.8.76
Registrar
National Staff College for
Educational Planners and Administrators
New Delhi.

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

**Receipts and Payment Accounts for the
Period from 1. 4. 1973 to 31. 3. 1974**

<i>Receipts</i>		<i>Payments</i>	
Opening balance	Rs. 78,581.38	Faculty Programme, Publication and Establishment	Rs. 6,47,856.08
Grants - in - aid received from Government	Rs. 6,00,000.00	Library	Rs. 25,554.36
UNESCO Receipts	Rs. 7,948.61	Suspense	Rs. 12,417.00
Survey	Rs. 22,012.84	Closing balance*	Rs. 22,715.39
Total :-	Rs. 7,08,542.83	Total :-	Rs. 7,08,542.83

*Mainly funds for ad-hoc project of Edl. Survey paid to us by N.C.E.R.T.

Certified that the Grant received has been utilized for the purpose for which it was sanctioned.

Sd/-
N. Ramachandran
17.8.76
Registrar
National Staff College for
Educational Planners and Administrators
New Delhi.

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

**Receipt and Payment Accounts for the
Period from 1. 4. 1974 to 31. 3. 1975.**

<i>Receipts</i>			<i>Payments</i>		
Opening balance	Rs.	22,715.39	Faculty, Programme,	Rs.	5,07,275.22
Grants - in - aid	Rs.	5,90,000.00	Publication and		
Survey	Rs.	1,29,643.39	Establishment		
Hostel	Rs.	12,057.00	Library	Rs.	31,036.53
G.P. Fund	Rs.	4,705.00	UNESCO	Rs.	639.65
			Closing balance	Rs.	2,20,169.38
Total :-	Rs.	7,59,120.78	Total :-	Rs.	7,59,120.78

Certified that the Grant received has been utilized for the purpose for which it was sanctioned.

Sd/-
N. Ramachandran
Registrar
National Staff College for
Educational Planners and Administrators,
New Delhi.

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

**Replies of the National Staff College to the Observations
contained in the Audit Report of the period 1971-75**

Para 1. General-No comments.

Para 2. Regulations and Bye-Laws

The Council has already framed its draft regulations for the administration and management of the college. These draft regulations were approved by the Government of India in terms of a D.O. letter No. F. 4-1-74-INC dated 28th May, 1975, from the Ministry of Education and Social welfare.

Before formal adoption of the Draft Service Regulations, it was felt necessary to give a second look at these draft regulations. Steps are being taken to finalise the draft regulations as soon as possible for adoption.

The Staff College has not experienced any difficulties in its working for want of Bye-Laws. As and when the need to frame any Bye-laws arises, necessary action will be taken in the matter in due course.

Para 3. Form of Account - No comments.

**Para 4. Receipts and Payment Accounts (a) 1971-72, (b) 1972-73,
(c) 1973-74, and (d) 1974-75**

The accounts of the National Staff College are being recast as advised by Audit.

A number of members of the Staff of the erstwhile Asian Institute, which was a Government office, were taken over by the National Staff College, an autonomous body set up by the Government of India. The Provident Fund accumulation of the staff members so taken over were held by the AGCR and were not transferred to the National Staff College Pending the transfer of the Provident

Fund accumulations of these staff members, the National Staff College received several requests from its staff members for advances against their Provident Fund holdings. In order to meet such requests the Staff College was obliged to utilise its own funds. Until such time as the Provident Fund Accounts of the individual members of the staff taken over from the erstwhile Asian Institute were opened, the National Staff College treated the recoveries towards GPF advances made to them under 'Suspense' account. To open a bank account in respect of the Provident Fund account of the staff of the National Staff College, a sum of Rs. 500.00 was utilised for the purpose. This amount has now been transferred from the Provident Fund Account of the Staff College to the general account relating to the grant-in-aid of the Staff College.

It may, however, be mentioned in this connection that the deficiencies pointed out are being set right in the recast accounts to meet the requirements of Audit.

Para 5. Statement of Assets and Liabilities

A Statement of Assets and Liabilities is being prepared. It may, however, be mentioned that a Register of Assets is already being maintained by the National Staff College.

APPENDIX V (A)

Members of the Faculty

(As on 31-3-1971)

*Director	-	Professor M.V. Mathur
Specialist	-	Professor B. Misra
Senior Research officer	-	Shri M. Abu Baker
Research Officer	-	Dr. K.J. Joseph
Research Officer	-	Shri S.S. Dudani

APPENDIX V (B)

Members of the Faculty

(As on 31-3-1972)

Director	-	Professor M.V. Mathur
Research Officer	-	Dr. K.J. Joseph
Research Officer	-	Shri S.S. Dudani

***Professor M.V. Mathur, Director, Asian Institute of Educational Planning and Administration also looked after the work of the National Staff College for Educational Planners and Administrators.**

APPENDIX V (E)

Members of the Faculty

(As on 31-3-1975)

Acting Director	-	Shri Veda Prakasha
Economist	-	Shri C.B. Padmanabhan
Research Officer	-	Shri S.S. Dudani
Research Officer	-	Shri A.H. Hemrajani

Survey of Educational Administration

Officer-on-Special Duty	-	Dr. P.D. Shukla
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APPENDIX (VI)

STAFF CHANGES

(1-3-1970 to 31-3-1975)

Professor M.V. Mathur took over as full-time Director from 1-3-1973. He left on 16th April, 1974 to join as Director-General, National Council of Applied Economic Research, New Delhi.

Shri Veda Prakasha, Head, Asian Division took over as the Acting Director from 16th April, 1974*.

Professor B. Misra, Specialist, reverted back to the Government of Orissa on 30-6-1971**.

Shri M. Abu Baker, Senior Research Officer, reverted back to NCERT on 31-3-1971**.

Shri C.P. Tewari, Research Officer, reverted back to the Ministry of Education on 10-3-1971**.

Dr. K.J. Joseph, Research Officer, left on 16-1-1975**.

Dr. P.D. Shukla, formerly Joint Educational Adviser, Ministry of Education and Chairman Central Board of Secondary Education joined as Officer-on-Special Duty (Survey of Educational Administration) on 1-1-1974.

Shri A.H. Hemrajani, formerly Director, Education Division, Planning Commission joined as Research Officer on 5-3-1975.

*Taken over in the Staff College on the merger of the Asian Institute of Educational Planning and Administration with effect from 1-3-1973

**Taken over from the Indian Programme of the Asian Institute of Educational Planning and Administration on 1-3-1971

APPENDIX VII (A)

**Tamil Nadu State Seminar on Educational
Planning and Administration
(Coimbatore : May 25-29, 1971)**

LIST OF PARTICIPANTS

1. Shri S.V. Chittibabu,
Director of School Education,
Madras-6.
2. Shri J.A. Ryan,
Deputy Director of School
Education (Elementary),
Madras-6.
3. Shri R. Perumal,
Joint Director of School
Education (Finance)
Madras-6.
4. Shri K. Mohanarangam,
Joint Director of School
Education (Personnel)
Madras-6.
5. Smt. R. Kantimathi,
Director of State Institute
of Education,
Madras-34.
6. Shri R. Thiruganasambandam,
Deputy Director of School
Education (Planning),
Madras-6.
7. Shri A.R. Khan,
Chief Educational Officer,
Madras & Chingleput.
8. Shri A. Jacob Justus,
Chief Educational Officer,
South Arcot.
9. Smt. C. Visalakshi,
Chief Educational Officer,
Thanjavur.
10. Shri S. Perimbamuthu,
Chief Educational Officer,
Madurai
11. Shri B. Dharmarajan,
Chief Educational Officer,
Ramanathapuram.
12. Shri K. Kandaswamy,
Chief Educational Officer,
Triunelveli.
13. Shri T. Aiyaperumal Pillai,
Chief Educational Officer,
Vellore.
14. Shri K. Gopalan,
Chief Educational Officer,
Salem.

15. Shri M. Sambasivam,
Chief Educational Officer,
Coimbatore.
16. Shri J. Samuel Adik,
Special Officer for School
Meals,
Madras-6
17. Shti M.R. Chandrasekharan,
Special Officer for Libraries,
Madras-6.
18. Shri K.S. Srinivasan,
Assistant Secretary for
Syllabus Revision,
Madras.
19. Shri J. Gopalakrishnan,
Special Officer for Science,
Madras-6.
20. Shri K.R. Manickam,
Principal,
Teachers' College,
Saidapet.
21. Kumari K. Jegathambal.
Principal,
Govt. Training College for
Women,
Coimbatore.
22. Shri K. Narayana Reddi,
Principal,
Thiagaraja College of
Preceptors,
Madurai.
23. Shri Kulandaivelu,
Principal, R.K.M. Vidyalaya
Training College,
Peranaickenpalayam.
24. Shri G. Mahadevan,
District Educational Officer,
Trichirapalli.
25. Kumari N. Janaki,
District Educational Officer,
Kancheepuram.
26. Shri T. Krishnamurti,
District Educational Officer,
Usilampatti.
27. Kumari P. Ananthavalli,
District Educational Officer,
Karur.
28. Smt. N.E. Kamala,
District Educational Officer,
Tiruvellore.
29. Shri V.V. Ranganathan,
District Educational Officer,
Ariyalur.
30. Shri V. Seeranthia Pillai,
District Educational Officer,
Madurai.
31. Smt. C. Sarojini,
District Educational Officer,
Madras North.
32. Kumari M.V. Saroja,
District Educational Officer,
Chingleput.
33. Shri S. Rajan,
District Educational Officer,
Devakottai.
34. Kumari A. Meenakshi,
District Educational Officer,
Koilpatti.

35. Shri M. Sambandan,
District Educational Officer,
Sankaridrug.
36. Kumari A. Pennamal,
District Educational Officer,
Coimbatore.
37. Shri M. Vemkataraman,
District Educational Officer,
Thanjavur.
38. Shri L. Ramachandran,
District Educational Officer,
Pudukottai.
39. Shri S. Sadasivam,
District Educational Officer,
Tuticorin.
40. Shri H.R. Junsidy,
District Educational Officer,
Saidapat.
41. Shri G. Srinivasan,
District Educational Officer,
Nagercoil.
42. Smt. M. Sivakamasundari,
District Educational Officer,
Villupuram.
43. Shri R.S. Ramachandran,
District Educational Officer,
Pollachi.
44. Smt. R. Manomani,
District Educational Officer,
Ramanathapuram Central
at Madurai.
45. Smt. S. Saraswathi,
District Educational Officer,
Tirupattur.
46. Kumari N. Parvadhavardhini,
District Educational Officer,
Vellore.
47. Shri A. Muthukrishnan,
District Educational Officer,
Cuddalore.
48. Kumari P. Rathinseamy,
District Educational Officer,
Dindigul.
49. Shri R. Kanniah,
District Educational Officer,
Cheyyar.
50. Smt. K. Henry,
District Educational Officer,
Cuddalore.
51. Shri S. Joseph George,
District Educational Officer,
Goonoor.
52. Shri T.P. Jeevanna Rao,
District Educational Officer,
Villupuram.
53. Smt. Girija Swaminathan,
District Educational Officer,
Tirunelveli Central.
54. Shri S. Raman,
District Educational Officer,
Salem.
55. Shri M.V. Govindan,
District Educational Officer
Madras, South.

56. Kumari G. Kappagavalli,
District Educational Officer,
Vridhachalam.
57. Shri T. Nelson Devadoss,
District Educational Officer,
Pudukottai.
58. Smt. V. Kantimathi,
District Educational Officer,
Periakulam.
59. Shri Y. R. Guruswamy,
District Educational Officer.
60. Shri J. S. Dhanasingh David,
District Educational Officer,
Erode.
61. Shri Y. M. Kandaswami,
District Educational Officer,
Dharampuri.
62. Shri S. Natarajan,
District Educational Officer,
Virudhunggar.
63. Shri R. Srinivasagopalan,
District Educational Officer,
Thuckalay.
64. Smt. S. N. Kamala,
District Educational Officer,
Nagapattinam.
65. Smt. R. Kokila,
Inspectress of Girls School,
Madras.
66. Smt. Kousalaya Govindarajan,
Inspectress of Girls School,
Madurai.
67. Smt. A. Kadiresan,
Inspectress of Girls Schools,
Tirunelveli.
68. Smt. K. Rajammal,
Inspectress of Girls Schools,
Madurai.
69. Smt. K. J. Barnabass,
Inspectress of Girls Schools,
Coimbatore.
70. Smt. Inayathunnisa,
Inspectress of Girls Schools,
Chingleput.

APPENDIX VII (B)

Seminar of Principals of Higher Secondary Schools
(New Delhi: June 21-26, 1971)

List of Participants

I Principals

1. Shri A. C. Agnihotri,
S. B. Mills Higher Secondary
School, Najafgarh Road,
Delhi.
2. Shri J. L. Anand,
The Rajputana Rifles Hero's
Memorial Higher Secondary
School, Delhi Cantt.
Delhi.
3. Km. K. Ansal,
Happy School,
Darya Ganj,
Delhi.
4. Shri P. D. Bhatia,
Roop Nagar Public School,
6/22, Roop Nagar,
Delhi.
5. Dr B. L. Chaturvedi,
Kendriya Vidyalaya,
Mathura.
6. Dr. S. Chaturvedi,
Hindi High School,
16/1, Morra St.
Calcutta.
7. Smt. Usha Chopra,
New Era Public School,
Rajouri Garden,
New Delhi.
8. Shri Raghubir Dayal,
Cambridge School,
Srinivaspuri,
Ring Road.
New Delhi.
9. Shri G. S. Dhillon,
Guru Harkrishna Public
School,
Puraha Qila Road,
New Delhi.
10. Shri K. D. Dwivedi,
Kendriya Vidyalaya,
Delhi Cantt.
Delhi-10.
11. Smt. D. Ghose,
Summer Fields School,
Kailash Colony,
New Delhi.
12. Smt. Radha Gupta,
Jai Higher Secondary School,
Dharampura,
Delhi-6.

13. Shri S. L. Gupta,
Air Force Higher Secondary
School Palam.
Delhi Cantt.
14. Sister M. Innocence,
Holy Child Higher Secondary
School,
Tagore Garden,
New Delhi.
15. Shri S. T. Iyengar,
R.B. Ram Roop Vidya Mandir
Higher Secondary School,
Bharat Nagar,
Delhi.
16. Shri J. D. Jain,
Jain Higher Secondary
School, Darya Ganj,
Delhi.-6
17. Km. K. M. Jain,
Lakshmi Devi Higher
Secondary School,
Pahari Dhiraj,
Delhi-6.
18. Shri N.K. Jain,
Kendriya Vidyalaya, No. 2,
Agra Cantt.
19. Shri H.L. Khosla,
Kendriya Vidyalaya,
R.K. Puram,
New Delhi.
20. Shri P.K. Madan,
The Mother's International
School, Sri Aurobindo Ashram,
New Delhi.
21. Rev. Fr. George Mangapilly
S.J.,
St. Xavier's School,
Jaipur.
22. Shri R.M. Mathur,
Bal Bharti Public School,
Poorvi Marg,
New Delhi.
23. Smt. K.R. Mitra,
Kendriya Vidyalaya,
Gole Market,
New Delhi.
24. Shri R.M. Nayak,
Sardar Patel Vidyalaya,
Lodhi Estate,
New Delhi.
25. Fr. George Pankal,
Rosary School,
Kingsway Camp,
Delhi
26. Shri B.R. Pasricha,
Lawrenee School,
Sanwar (Simla Hills)
27. Shri Kailash Nath Rai,
Railway Mixed (English
Medium)
Higher Secondary School,
Bilaspur.

28. Smt.R. Singh,
Kendriya Vidyalaya,
Ferozepur Cantt.
29. Shri M.R. Subramaniam,
H.V.F.
Avadi,
Madras.
30. Shri O.P. Taneja,
Kendriya Vidyalaya,
Tagore Garden,
New Delhi.
31. Shri S.K. Vadhera,
J.D. Tytler School,
East Park Road, Karol Bagh,
New Delhi.

II State Institute of Education

1. Dr. (Km.) A. Nanda,
Principal,
State Institute of Education,
Delhi.

III. Ministry of Education and Social Welfare

1. Shri T.R. Jayaraman,
Joint Secretary
2. Shri J.P. Naik,
Adviser

APPENDIX VII (C)

**Training Seminar for Direct Recruits to
Maharashtra Educational Service
(New Delhi : June 26-July 1, 1972)**

List of Participants

1. Shri Vijay Govindrao Patil
2. Shri Sudhir Purushottam Paranjape
3. Shri Baliram Antu More
4. Shri S.V. Petkar
5. Shri Raghwendra Gangadhar Patil
6. Shri Vasant Sitaram Patil
7. Shri Veersingh Babu Wani
8. Shri Niranjana Ratanlal Kalamkar
9. Shri S.S. Salgaonkar
10. Shri Sitaram Annandro Deokar
11. Shri Gulab Tulshiramji Deshmukh
12. Shri K.D. Mankar
13. Shri Rajan J. Beky
14. Shri D.Y. Shringiriwar
15. Shri W.N. Dandekar
Deputy Director
State Institute of Education
Maharashtra State
Poona

APPENDIX VII (D)

**First Training Course for Education Officers of Haryana
(New Delhi: January 21-February 3, 1975)**

List of Participants

1. Km. Shanta Razdan,
District Education Officer,
Ambala.
2. Dr. S.N. Batra,
District Education Officer,
Kurukshetra.
3. Shri Inderjeet Singh,
District Education Officer,
Karnal.
4. Shri M.P. Jain,
District Education Officer,
Sonapat.
5. Shri S.L. Kashyap,
District Education Officer,
Rohtak.
6. Smt. P. Kapoor,
Sub-Divisional Education
Officer,
Jagadhari.
7. Shri Walaiti Ram Goel,
Sub-Divisional Education
Officer,
Kurukshetra.
8. Dr. P.S. Mishra,
Sub-Divisional Education
Officer,
Karnal.
9. Shri P.C. Mehta,
Sub-Divisional Education
Officer,
Gohaha.
10. Shri Suraj Lal,
Sub-Divisional Education
Officer,
Jhajjar.
11. Shri Gian Sarup Sharma,
Sub-Divisional Education
Officer,
Hansi.
12. Shri O.P. Seth,
Sub-Divisional Education
Officer,
Loharu.
13. Shri Dhan Singh,
Sub-Divisional Education
Officer,
Narwana.

14. Shri Amir Singh,
Sub-Divisional Education
Officer,
Rewari.
15. Shri Sohan Lal Bhasin,
Sub-Divisional Education
Officer,
Nuh.
16. Shri Kanwar Rajinder Singh,
Sub-Divisional Education
Officer,
Bhiwani.
17. Shri Dharam Vir Kapoor,
Sub-Divisional Education
Officer,
Naraingarh.
18. Smt. P. Chadha,
Sub-Divisional Education
Officer,
Palwal.
19. Shri Sohan Lai Sharma,
Sub-Divisional Education
Officer,
Mohindergarh.
20. Km. Parkash Devi,
Dy. District Education
Officer,
Jind.
21. Smt. P. Jolly,
Dy. District Education
Officer,
Gurgaon.
22. Shri Chander Bhan,
Asstt. Director of Public
Instruction (Teacher Estab-
lishment), Chandigarh.
23. Shri S.S. Kaushal,
Astst. Director of Public
Instruction,
(Social Education),
Chandigarh.

APPENDIX VII (E)

Second Training Course for Education Officers of Haryana

(New Delhi : February 12-24, 1975)

List of Participants /

1. Shri I.C. Wadhawan,
District Education Officer,
Gurgaon
2. Shri R.N. Sarin,
District Education Officer,
Jind
3. Shri O.P. Batra,
Dy. District Education Officer,
Ambala
4. Mrs. Uma Chopra,
Dy. District Education Officer,
Kurukshetra
5. Mrs. Satwant Kaur,
Dy. District Education Officer,
Sonapat
6. Mrs. Sharanjit Kaur,
Dy. District Education Officer,
Karnal
7. Miss Sarla Sharma,
Dy. District Education Officer,
Rohtak
8. Miss Kamla Bhandari,
Dy. District Education Officer,
Bhiwani
9. Mrs. Ram Kumari Joshi,
Dy. District Education Officer,
Hissar
10. Mrs. Janki Bai,
Sub-Divisional Education
Officer,
Panipat
11. Shri V.S. Passi,
Sub-Divisional Education
Officer,
Rohtak
12. Shri Jagbir Singh,
Sub Divisional Education
Officer,
Sonapat
13. Shri Hirdey Ram Malik,
Sub-Divisional Education
Officer,
Jind
14. Shri R.C. Angira,
Sub-Divisional Education
Officer,
Gurgaon
15. Shri B.N. Diwan,
Assistant Director of Works,
Haryana, Chandigarh.

APPENDIX VIII

National Meet of Experts on Population Dynamics and Education

(New Delhi : October 28-31, 1974)

List of Participants

1. Prof. Rais Ahmed,
Director,
National Council of Educational Research and Training,
17-B Sri Aurobindo Marg,
New Delhi
2. Dr. N.A. Ansari,
Joint Director,
Directorate of Adult Education,
Ministry of Education and Social Welfare,
Hauz Khas, New Delhi-16
3. Dr. G.L. Bakshi,
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4. Miss Jatinder Bhatia,
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5. Mrs. K.S. Bhatia,
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Kotla Road, New Delhi
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8. Miss Atreyi Chatterjee,
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9. Mr. A. Deleon,
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10. Shri M. S. Desai
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11. Dr. (Miss) Sunitee Dutt,
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Central Institute of Education,
33, Chhatra Marg, Delhi-7
12. Dr (Mrs) Shanti Ghosh
Head of the Department of
Paediatrics,
Safdarjang Hospital,
New Delhi
13. Dr. Ashok Khosla,
Senior Specialist,
National Committee on
Environmental Planning and
Coordination,
Department of Science and
Technology,
New Delhi-29
14. Prof. M.V. Mathur,
Director-General,
National Council of Applied
Economic Research,
Parisila Bhavan, I.P. Estate,
New Delhi-1
15. Prof. Tapas Majumdar,
Chairman,
Dr. Zakir Husain Centre for
Educational Studies,
Jawaharlal Nehru University,
New Delhi
16. Shri Asok Mitra,
Secretary to the President of
India,
Rashtrapati Bhawan.
New Delhi
17. Dr. Shib K. Mitra,
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National Council of
Educational Research and
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18. Mrs. Vijay Mulay,
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Incharge of the Centre for
Educational Technology,
Sri Aurobindo Marg,
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19. Dr. J.P. Naik
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20. Dr. (Miss) A. Nanda,
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21. Shri K. S. Natarajan,
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22. Shri D. P. Nayar,
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23. Mrs. A. Pandit,
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24. Prof. B. S. Parakh,
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National Council of Educa-
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25. Dr. M. K. Premi,
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26. Mrs. Krishna Puri
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New Delhi-1
27. Dr. Gopal Rao,
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28. Dr. (Mrs.) K. G. Rao,
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29. Dr. V. R. Rao,
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30. Prof. P. K. Roy.
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31. Dr. Salamatullah,
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Teachers' College,
Jamil Milia Islamia
Jamia Nagar,
New Delhi-25
32. Dr. R. C. Sharma,
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K. V. S. Regional Office,
Faridabad.
33. Shri K. N. Shrinivasan,
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Central Statistical
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Sardar Patel Bhavan,
New Delhi.

34. Dr. R. P. Singhal,
Secretary,
Central Board of Secondary
Education,
Indraprastha Estate,
New Delhi-1

35. Shri J. Veeraraghavan,
Joint Secretary (Planning),
Ministry of Education and
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36. Dr. D. G. Berstecher,
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UNESCO Regional Office for
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37. Dr. H. K. Paik
Unesco Expert,
(Teacher Training in
Population Education)
UNESCO Regional Office for
Education in Asia,
Bangkok

APPENDIX IX

**Study Group on the Training of District Education Officers
List of Members**

1. Prof. M.V. Mathur
Director,
National Staff College for
Educational Planners and
Administrators, New Delhi
(Chairman)
2. Shri J.P. Naik,
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Ministry of Education and
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3. Shri T.N. Chaturvedi,
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Delhi Administration,
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4. Prof. Girijapati Mukharji,
Director,
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5. Dr. G.R. Dalvi,
Executive Director,
National Productivity
Council,
New Delhi
6. Dr. M.B. Buch,
Head, Centre of Advance
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M.S. University of Baroda,
Baroda
7. Shri A.P. Sexena,
Deputy Director (Training)
Department of Personnel,
Cabinet Secretariat,
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8. Shri D.P. Nayār,
Senior Specialist,
Education Division,
Planning Commission,
New Delhi
9. Shri N.D.J. Rao,
Education Commissioner,
Bihar, Patna
10. Shri K.R. Ramachandran,
Divisional Commissioner,
Belgaum (Mysore)

11. **Shri M V.Rajagopal,**
Educational Adviser and
(Ex-officio) Secretary
to Government,
Andhra Pradesh,
Hyderabad
12. **Dr. C.M. Bhatia,**
Vice-Chancellor,
Allahabad University,
Allahabad
13. **Shri G.C. Sahasrabudhe,**
Director of Education,
Maharashtra, Poona
14. **Shri S.V. Chittibabu,**
Director of School Education,
Tamil Nadu,
Madras
15. **Dr. S.N. Mehrotra,**
Coordinator of Studies,
Asian Institute of Educational
Planning and Administration,
New Delhi
Member Secretary

Special Study Programme for Education Officers from Afghanistan

New Delhi : November 11, 1974 — January 18, 1975

List of Participants

1. Mr. Mohammad Asif,
General Director of Education,
Ministry of Education,
Kabul.
2. Mrs. B. Habiba,
Principal,
Girls Secondary Education School,
Kabul.
3. Mr. Sher Mohammad Khawer,
Principal,
High School,
Ministry of Education,
Kabul.
4. Mr. G. Jelani Nabiyar,
Director,
Secondary Education Department,
Ministry of Education,
Kabul.
5. Mr. Sardar Mohammad Niazy,
Assistant Director of Education,
Ministry of Education,
Kabul.
6. Mr. Gulam Hazrat Roghman,
Office of the Principal General,
Directorate of Education,
Kabul.
7. Mr. Mir Bahadour Wasifi,
Administrative Assistant,
Directorate of Badasha Khan Province,
Afghanistan.

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. Padmanabhan (1969)
6. Some Reflections on the Administrative Aspects of Educational Planning in India — Shri Veda Prakasha (1969)
7. Some observations on the Training of Personnel for Educational Planning — Shri Veda Prakasha (1969)
8. Report of the National Seminar on the Role, Function, Recruitment and Training of District Education Officers (1970)
9. Life-Long Education — Report of the Meeting of Experts on Life-Long Integrated Education (1970)
10. Selected Statistics for Educational Planning in the Asian Region — Shri Veda Prakasha (1970)
11. The Social, Educational, Economic and Political Aspects of Administering Educational Planning — Prof. M.V. Mathur (1970)
12. Report of the State Seminars on Educational Planning and Administration:
 - Gujarat
 - Mysore
 - Orissa

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

By the National Staff College

1. Report of the Study Group on the Training of District Education Officers (1972)
2. Educational innovations in India — Some Experiments (1974)
3. Administration and Financing of Education in India with special reference to the Fifth Five Year Plan (1974)
4. Reports of the State Seminars on Educational Planning and Administration :
 - Andhra Pradesh, Bihar, Haryana, Jammu & Kashmir, Kerala, Nagaland, Punjab, Rajasthan, Tamil Nadu, Uttar Pradesh, and West Bengal (1972-74)
5. Review of the Training Programmes organised by the Asian Institute (1962-72) (1974).

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