



# तंत्रशिक्षण विभागीय कार्यालय

४९२, ई शिवाजीनगर पुणे - ४११ ०९६

☎ २५६५६२३४ फॅक्स २५६५६२३४ E-Mail - [ropune@temaharashtra.gov.in](mailto:ropune@temaharashtra.gov.in)

जा.क्र.तंत्रशिक्षण/आस्था-१/२०१९/ ५९३८

दिनांक : ०९ DEC 2019

प्रति,

संचालक / प्राचार्य

सर्व शासकीय पदवी व पदविका संस्था


विषय - राष्ट्रीय शैक्षणिक योजना व प्रशासन संस्था, नवी दिल्ली यांचे मार्फत आयोजित अभिमुखता कार्यक्रमासाठी नामनिर्देशने पाठविणेबाबत ...

संदर्भ - .मा.संचालक,तंत्रशिक्षण संचालनालय,मुंबई यांचा दिनांक ०३/१२/२०१९ रोजीचा मेल

उपरोक्त संदर्भिय पत्राचे अवलोकन करावे. दिनांक ०६/०९/२०२० ते १०/०९/२०२० या कालावधीत राष्ट्रीय शैक्षणिक योजना व प्रशासन संस्था, नवी दिल्ली यांचे मार्फत शैक्षणिक व वित्तीय योजनांचे नियोजन आणि व्यवस्थापन या विषयावर अभिमुखता कार्यक्रम आयोजित करण्यात आलेला आहे.

तदनुषंगाने सदर कार्यक्रमांत सहभागी होणेसाठी आपल्या संस्थेतील एका अधिका-यांचे नांव (प्राचार्य किंवा विभाग प्रमुख) आज दिनांक ०९/१२/२०१९ रोजी सायंकाळी ०४.०० वाजेपर्यंत या कार्यालयांस [est.ropune@gmail.com](mailto:est.ropune@gmail.com) या ईमेलवर न चुकता कळवावे.

अ.क्र.	अधिका-याचे नांव व पदनाम	संस्थेचे नांव	नियुक्तीचा दिनांक	मोबाईल नंबर	ईमेल

  
प्र.सहसंचालक, तंत्रशिक्षण विभागीय कार्यालय,  
पुणे

संगणक विभाग यांना संकेतस्थळावर प्रदर्शित करण्यासाठी.



Directorate Of Technical Education  
Mumbai, India

ropune regional office <ropune@dt Maharashtra.gov.in>

## तातडीचे :- राष्ट्रीय शैक्षणिक योजना एवं प्रशासन संस्थांन (NIEPA) यांचे Orientation Programmes साठी नावे उपलब्ध करुन देणेबाबत..

SPFU Maharashtra <desk17@dt Maharashtra.gov.in>

3 December 2019 at 16:50

To: rooffice@dt Maharashtra.gov.in, "est.ropune" <est.ropune@gmail.com>

Cc: "Dr.Suresh Yavalkar" <spyavalkar@dt Maharashtra.gov.in>

महोदय,

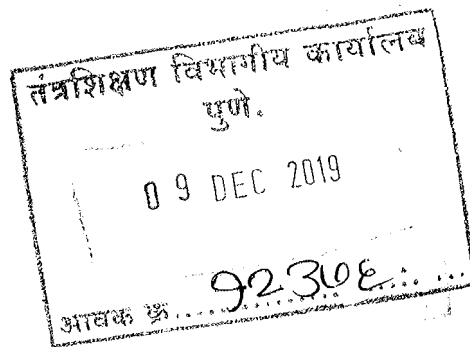
कृपया संदेशा सोबतच्या जोडलेल्या शासनपत्राचे व त्यासोबतच्या जोडपत्राचे अवलोकन करावे.

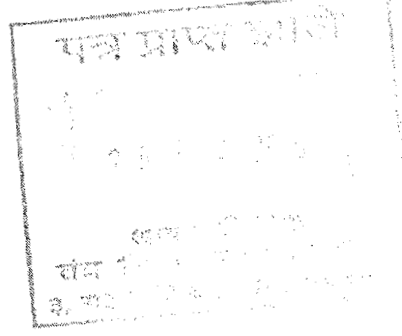
सदर शासन पत्रात नमूद केल्यानुसार दिनांक ०६ ते १० जानेवारी, २०२० या कालावधी दरम्यान शैक्षणिक व वित्तीय योजनांचे नियोजन आणि व्यवस्थापन या विषयावर अभिमुखता कार्यक्रम आयोजित करण्यात आलेला आहे.

त्याअनुषंगाने सदर कार्यक्रमांत सहभागी होण्यासाठी आपले विभागांतर्गत येत असलेल्या शासकीय संस्थामधील किमान १ अधिकाऱ्याचे (प्राचार्य/विभाग प्रमुख) नाव दि.०५.१२.२०१९ पर्यंत उपलब्ध करुन देण्यात यावे.

 Orientation Programmes.pdf  
2571K

आस्था-१  
२१/१२/१९





क्र. संकीर्ण-११११/(२१२/१९)/तांशि-२  
उच्च व तंत्रशिक्षण विभाग,  
मादाम कामा मार्ग, मंत्रालय,  
विस्तार भवन, मुंबई -३२  
दि. २१ नोव्हेंबर, २०१९

प्रति,  
संचालक,  
तंत्रशिक्षण संचालनालय,  
महाराष्ट्र राज्य, मुंबई - ०१

विषय :- Orientation Programmes.....

महोदय,

उपरोक्त विषयाबाबत प्रा. शैक्षणिक वित्त विभागप्रमुख, राष्ट्रीय शैक्षणिक योजना व प्रशासन संस्था, नवी दिल्ली यांच्या दि. ८ नोव्हेंबर, २०१९ रोजीच्या पत्राची प्रत सोबत जोडण्यात आलेली आहे.

सदर संस्थेने शैक्षणिक व वित्तीय योजनांचे नियोजन आणि व्यवस्थापन या विषयावर दि. ६ ते १० जानेवारी, २०२० या दरम्यान अभिमुखता कार्यक्रम आयोजित करण्यात आलेला आहे. त्यानुषंगाने, सदर कार्यक्रमाकरिता विभागप्रमुख तसेच प्राचार्य यांना नामनिर्देशित करण्याबाबत विनंती करण्यात आलेली आहे. तसेच नामनिर्देशित केलेली व्यक्ति प्राचार्य किंवा विभागप्रमुख यांपेक्षा कमी दर्जाची नसावी.

आपणास विनंती करण्यात येते की, सोबत जोडलेल्या पत्राचे अवलोकन करून त्याबाबत आपल्या स्तरावर उचित कार्यवाही करण्यात यावी.

आपला,

*(Signature)*  
(प्रकाश भा. आढाड)

कक्ष अधिकारी, महाराष्ट्र शासन

सोबत : वरीलप्रमाणे

का. क्र.  
*(Signature)*

*(Signature)*  
२६/११

संदर्भ क्र. २०१९/११११ Letter (General Letter).doc

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*Smt. Rathod*  
*का. क्र. ३-११/११११*  
*(३-११/११११)*  
*(३-११/११११)*  
*(३-११/११११)*

*(Signature)*  
०३/१२

तंत्रशिक्षण संचालनालय  
महाराष्ट्र राज्य, मुंबई

संदर्भ क्र. २०१९/११११

दिनांक २६/११/१९

कक्ष अधिकारी

*(Signature)*  
Not for B-5  
0-96



# राष्ट्रीय शैक्षिक योजना एवं प्रशासन संस्थान

(मान्यता विश्वविद्यालय)

17-बी, श्री अरोबिन्द मार्ग, नई दिल्ली 110 016

NATIONAL INSTITUTE OF EDUCATIONAL PLANNING AND ADMINISTRATION

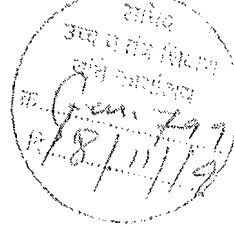
(Deemed to be University)

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

Telephone Off. 91-11-2654-4865 Fax: 91-11-2685-3041, 2686-5180

E-mail: hodecufinmk@niepa.ac.in; mona\_khara@rediffmail.com; Website: www.niepa.ac.in

**Dr. Mona Khare (Ph.D.)**  
Professor & Head  
Department of Educational Finance



No.F.53/2019/Edu.Fin/mk  
8 November, 2019

Dear Sir/Madam,

You may be aware that NIEPA has been organizing orientation programmes in Planning and Management of Educational Finances for the last several years. This year we propose to organize a five-day Orientation Programme on 'Planning and Management of College Finances' from January 6-10, 2020 at NIEPA, New Delhi. Preliminary details of the programme are enclosed herewith.

I request you to nominate 3-4 college principals, heads of departments and officers dealing with college finances from your State/UT for the proposed programme. Nominations of officers of lower rank may not be accepted.

An early response will facilitate us to organize the programme efficiently. Since all further communications will be sent directly to the nominees, it is advised to provide us the complete address, phone/fax/Mobile numbers, email address etc., of the nominees.

Travel assistance and local hospitality is provided to the participants as per NIEPA rules. TA is restricted to Lowest Economy Air fare/ Apex fare by Air India only (Private Airlines not admissible) in the shortest route, to the officers who are eligible for air travel. For those officers who are not eligible for air travel, NIEPA will pay train/State Road Transport Bus fare with receipt as per NIEPA rules. TA will be paid only to those officers who attend all the five days of the training programme.

Kindly send the nominations with all the details of the nominees (e-mail and mobile number etc.), latest by 16<sup>th</sup> December, 2019 by e-mail to my colleague Dr.Vetukuri P.S. Raju, Assi. Professor, Department of Educational Finance, NIEPA, 17-B, Sri Aurobindo Marg, New Delhi-110016 (Tel. No. 011-26544870, Fax No. 011-26853041, 26865180, Mobile No: 91-9871239700, Email: vpsraju@niepa.ac.in), who is the coordinator of the programme.

Looking forward to hearing from you soon.

With kind regards,

(Mona Khare)

Encl: As above.

Sri Sitaram Jangde, IAS  
Secretary  
Department of Educational Finance, Government  
of Maharashtra  
Mahalaya Annex  
Mumbai-400032

DS/B  
DS/TE  
15/11  
DTE  
18/11

In recent past a wide variety of policy programmes have been launched by the central government to promote the educational development like RUSA. No doubt the States/UTs had made some visible progress.

Thus resource management and utilization stands utmost important. More important are:

1. Adequacy of funds for expansion of higher Education
2. Exploring an alternative paradigm for resource generation.
3. There is an insistence on devising need-based concerns of regional and social equity norms rather than formulaic norms when dealing with issues of resource allocation in the backward regions.
4. Capacity building for efficient service delivery calls for proactive administration and instituting a system of checks and balances.
5. An effective expenditure monitoring system need to be worked out from the Institution level to state level with systematic monitoring indicators.

It is with this background that the Department of Educational Finance, NIEPA proposes to conduct orientation programme on 'Planning and Management of College Finances'. The objectives of the programme are as follows.

#### Objectives of the programme

- To enable the participants to appreciate the role of financial planning and management in colleges and higher education institutions.
- To facilitate the application of financial planning and management techniques in colleges and higher education institutions.
- To orient the participants to the existing system of financial planning and management in Indian colleges and higher education institutions.
- To facilitate review of global trends and practices of financing higher education in the context of changing requirements of the system.

#### Themes

The following themes would be covered during the programme

##### 1. General discussion of policies and practices in financing of higher education

- Economic policies and financing of higher education
- Sources of finance in education- Trends in public financing
- Financial planning and management in educational institutions
- Regional disparities in financing education
- Foreign aid and collaboration in higher education

## 2. Technical sessions

- Fund flow and Ratio analysis in education
- Budgeting methods in education
- Institutional budgeting
- Gender budgeting
- Accounting methods in colleges

## 3. Institutional challenges

- Innovative methods in financing higher education
- Utilization of resources in colleges
- Linking performance indicators for grants
- Scholarship/Incentive schemes in higher education
- College case studies (by Participants)

### Programme Methodology

The programme will generate discussion around all the stated objectives. The programme will be based on thematic lecture sessions. Each theme will be addressed to reflective discussion. Group work is also planned to identify the issues, concerns and challenges at institutional level.

### Reading Material

A set of relevant papers and documents on planning and management of college finances will be distributed to the participants as background material. These materials are related to the various themes to be discussed during the programme.

**Duration of the programme:** Five Days

**Date and Venue:** 06-10 January, 2020 at NIEPA, New Delhi

**Participants and Target Groups:** College Principals, Heads of Institutions and officers dealing with college finances.

**Funding:** Travel expenses will be reimbursed by NIEPA (as per the entitlement and NIEPA rules). Free lodging (Twin sharing basis) and boarding arrangements will be made at NIEPA hostel.

**Programme Director/Coordinator:** Dr. Vetukuri P. S. Raju

**Orientation Programme on 'Planning and Management of College Finances'**  
(06-10 January, 2020 at NIEPA, New Delhi)

### Introduction

Financing of Higher education in the 21st century has been dominated by two phenomena. First, higher education is increasingly becoming important to economies, individuals and societies striving for democracy and social justice. Second, the cost of higher education is rising significantly. Massification, driven by demographics and the higher percentage of students completing secondary school and desiring higher education, is driving up unit costs of instruction and research. The overall cost pressure is growing at rate beyond what most countries' public revenue streams can pace with. This is a critical trend, given that public revenue has traditionally accounted for some, if not all, of the higher education expenses in a majority of the world's countries.

The proportion of Education funds allocated to higher Education declined steadily throughout the 2000s, in many countries as the governments shifted away from a policy of fully funding higher education to one of cost recovery methods. Public institutions are managed and primarily funded by a combination of state and private resources. Fee levels vary among public institutions, with greater levels of cost recovery in professional and technical courses. However, fee levels generally remained low and institutions face intense political pressure not to raise fees. Private institutions are usually financed almost entirely from tuition fees, but often receive support in the form of capital or land grants from governments in the start up phase. There has been much experimentation around the world with new ways of financing in higher Education. To this end, private universities are now increasingly funded through their boards to trustees, who generate income through fees and commercial ventures. Even in countries where private sector activity has been minimal, there is growing recognition of the need to consider new financing models that require higher education to at least partially their own activities, drawing on non-public sector sources of funding.

Universities/Colleges throughout the world faced increasing financial crisis. The problem is more severe in the developing countries like India, particularly in the wake of economic reform policies and serious budgetary constraints. The system of financial administration and methods of management of finances have been found to be partly responsible for this. The heads of institutions working in Indian colleges need to be equipped with recent changes in financing of higher education and techniques of modern financial management in higher education. There is need to develop better comprehension of the existing system of financial planning and management in Indian colleges.

Most of the States/UTs which may be doing relatively well on some education indicators, yet there are major concerns relating to:

1. The quality of education
2. Expansion of higher education and
3. Limited state income sources