

## PLANNED CHANGE

### Introduction

Planned Change programme in Gujarat state was introduced in 1976 as a follow up of the Principals conference held at Indore in January 1976. To accomplish planned change in the polytechnics, an effective collaboration started amongst Directorate of Technical Education the Polytechnics the NITTTR Bhopal and the British Consulate.

### Aims

The following were the main aims of the Planned Change programme:

1. To create environment conducive to teaching learning process to improve the quality of pass-outs through application of educational technology.
2. To plan effective utilisation of available resources, and to anticipate and provide for future developmental needs.
3. To build up the corporate reputation of the institutions.

### Process

With the aim of ensuring that the planned change occurs smoothly from very early stages of project in each polytechnic, a senior teacher was designated as Change Agent.

Change Agents were trained and retrained. The Change Agent shouldered much responsibility for day-to-day routine function in the management of change. He/She helped the Principal in the preparation and implementation of action plans. Before implementation, these plans were discussed with the Director of Technical Education to provide a basis for making relevant policies and resources sharing.

The action plans were based on 2 to 4 key areas out of the following key areas identified during Indore Conference.

- Improvement of Laboratory Instruction
- Selection, use and evaluation of teaching and learning methods
- Improving subject matter competence of teacher
- Preparation and use of inexpensive teaching aids
- Staff appraisal
- Improvement of polytechnic performance
- Institutional management
- Development of student centred learning material
- Provision of reprographic and other support services for better instruction.

Later on it was found that the planning on the basis of key areas does not take into account the total growth and change in the institution. Therefore after discussion among the concerned, it was agreed to make the following critical success factors as the basis of action plans.

- i. Social tune
- ii. Cost effectiveness
- iii. Course development and implementation
- iv. Corporate reputation
- v. Investment in human capital
- vi. Development of physical facilities
- vii. Student relations
- viii. Employee relations
- ix. Public responsibility.

Each of the critical success factors was further broken in to elements and indicators. As a consequence of this decision the action plans since 1980 were based on the critical success factors. The output targets were defined in terms of measurable performance indicators.

During the proceeds of developments in the polytechnics in Gujarat, the following projects were also undertaken.

- Curriculum development
- Engineering experimentation course
- Comprehensive scheme of assessment
- Community polytechnics
- Preparation and tryout of software
- Educational research.

### **Project Outcomes**

The following are some of the accomplishments of the project:

- Development of appropriate structures (task groups/problem solving committees) in the institutions for achieving the objectives of Planned Change programme.
- Effective workings of inter-disciplinary groups.
- Development of skills of planning, implementation and monitoring of the Planned Change targets.
- Acquisition of additional managerial skills by Principals, Task group leaders and senior faculty.
- Scientific decision making to solve the academic and administrative problems.
- Sharing of information and experience of Planned Change process and outcomes with other institutions
- Working in an integrated manner with different agencies like NITTTR and British consultants for planned change in an institution.