

Institutional Development Plan (IDP)

2023-2027



**Krishna Kanta Handiqui State Open University
(KKHSOU)**

City Campus: Resham Nagar, Khanapara, Guwahati 781 022
Headquarters: Patgaon, Rani Gate, Guwahati 781 017

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Preamble

Krishna Kanta Handiqui State Open University, Guwahati (Assam) has been established by an Act of Government of Assam in the year 2005 with the specific goals of providing higher education to the diverse sections of the society “beyond barriers” through the Open and Distance Learning mode. Clearly, this highlights, the myriad “barriers” in the form of social, economic, political and institutional those systematically exclude large section of population from the opportunities of higher education, thereby, limiting their scope of enhancing quality of life as well as gainful employment avenues. The University, accordingly, is poised uniquely in this context, and envisions fulfilling the given mandate through various academic programmes.

Notwithstanding, during the recent past there have been some distinct changes in the global and national contexts which are anticipated to impact the mode and purpose of education in general. Globally, Sustainable Development Goals (SDGs) have emerged as the overarching agenda wherein commitments to provide “equitable” and “quality” education for everyone have been ascertained. Besides, ever-increasing inequalities of various sorts have emerged as one of the most worrying concerns.

At the national level, given the global changes and contexts, attempts have been made to overhaul the education system through the National Education Policy (NEP, 2020) that underscores the need for reconciliation of Indian’s traditional knowledge system and values with the competitive global requirements. Accordingly, the NEP 2020 specifically focuses on greater accessibility along with quality. The Policy attempts at removing the compartmentalisation of education and intends to bring in academic flexibility. Most importantly, it puts forth an ambitious target of doubling the Gross Enrolment Ratio (GER) by 2035, especially in higher education to 50 percent.

In this changing context, Open and Distance Learning has assumed utmost significance. With its unique pedagogy and systemic flexibility, Open and Distance Learning is uniquely placed in an advantageous situation to contribute to the GER. The KKHSOU, therefore, is committed to the principles and goals of the NEP 2020 and intends to contribute significantly to the improvement of the GER in higher education of the State.

This IDP is prepared considering the views, input, feedbacks received from the different stakeholders including NAAC peer team and; accordingly, outlines the broad framework and strategies to achieve the vision, mission and goals of the University keeping in view the challenges offered by the changing contexts globally, nationally and locally. More specifically, this IDP focuses on the following broad objectives:

- Enhancing “access” and “quality” in providing higher education in the state
- Strengthening the Learner Support Services of the University
- Promoting the ideals of Life Long Learning by offering need-based and relevant academic programmes
- Achieving the state of the art infrastructure including the digital infrastructure
- Ensuring motivation of the faculty and employees of the University by adopting measures required for academic as well as professional development

Social and Academic Mission

Vision

In the spirit of reaching out to the unreached, KKHSOU endeavours to provide higher education and training in various skills using the latest educational inputs and technology,- to emerge as a premier Institute of higher education in the NE region of India, with adequate display of social responsibility- to equip the learners with necessary knowledge and skills- to enable the learners to compete and excel in their respective areas of interest, and to live a life of their choice with dignity.

Mission

With the motto “Education beyond Barriers”, the Mission of the University entails imparting innovative and contextually relevant education and providing opportunities for lifelong learning to its learners through excellence in education, research and innovation. The University, accordingly, envisages formulating its academic programmes in such a way so as to attract learners from all sections of the society, with, however, a specific focus on the underserved, disadvantaged and marginalised. The University, therefore, targets to provide quality education, knowledge and training in various skills to the following groups of people.

- Women learners, especially housewives, who want to get empowered with higher education and acquire professional skills
- Differently-abled persons
- Persons who could not complete higher education in time during their student days
- People hailing from far flung remote areas and living in other disadvantageous conditions
- Employed/self-employed persons with penchant for higher education and learning skills
- Persons who couldn't get access to higher education in conventional system for various reasons
- Working people who wish to hone their professional skills

Motto & Objectives

Motto

The very purpose of establishment of the University is to promote education that reaches the unreached through the Open and Distance Learning system and the motto of the University is ‘Education Beyond Barriers’ of age, academic background and geographical boundaries.

Objectives

The main objectives of the University are

- To provide access to higher education to large segments of the population, and in particular the disadvantaged groups such as those living in remote and rural areas including working people, housewives and other adults who wish to upgrade or acquire knowledge through studies in various fields
- To provide opportunities for higher education to a larger segment of the population, including those who are unable to pursue higher education at the appropriate time due to one reason or the other
- To strengthen and diversify the degree, diploma and certificate courses related to the needs of employment and necessary for building the economy of the country on the basis of its natural and human resources
- To contribute towards the improvement of the educational system in the State by providing a non-formal channel that is complementary to the formal system of education
- To advance and disseminate learning and knowledge through diversified means including the use of Information and Communication Technology
- To provide education and training in order to develop skills in the various arts and crafts together with raising their quality and improving their availability to the people.
- To provide counselling and guidance to the learners.

Basic Principles

The present IDP is based on a set of already adopted Basic Principles which can be summed up as under:

- Freedom, Flexibility and Openness to Ideas and Values

- Providing Inclusive and Equitable Education
- Respect to Tradition, Culture and Environment
- Changing Lives through Participatory and Lifelong learning
- Transparency and Accountability across Functional Areas

Strategic Goals and Development Objectives

(a) Identification of Strategic Goals

Through the Strategic Action Plan of the University, which was adopted in the 65th Board of Management Meeting held on 30th December, 2021, KKHSOU has tried to visualise its Vision Document in juxtaposition of the overall Vision and Mission statements of the University. It is expected that these would help the University to accumulate a permanency in a few parameters with the philosophy of 'Dynamism through Activism and Measured Performances'. Therefore, the University aspires to emerge as a 'Transnational Dynamic Leader in Academic Excellence'. The University, accordingly, outlines the following four pillars of the prospective institutional development:

- (a) Learner at the Centre-stage,
- (b) Achieving Excellence in everything University Intends to perform
- (c) Employee Involvement and Ownership and
- (d) Inclusive Services and Community Involvement.

It is proposed that the four pillars outlined above will be achieved with the following set of Guiding Principles:

- Environmental sustainability
- Partnership and collaboration
- Appreciating diversity
- Entrepreneurial spirit
- Support mechanism (24X7)
- Equality of access and opportunity
- Social responsibility
- Transparency

(b) SWOC Analysis

Institutional Strength: The followings are the major strengths of the University:

- Implementing NEP 2020 in letter and spirit as the first Open University in India providing Four Year Under-Graduate Programmes as per the National Credit Framework.
- Quality Curricula, ensuring seamless mobility of learners.
- Quality Self Learning Materials (SLM), prepared using best resources of the Country.
- Regular updation of courses fulfilling Local, Regional, National and Global needs.
- UGC NCrF is a point of reference for the revision of the courses and programmes.
- The SLMs of various programmes are provided in the local languages.
- Modular approach in programme development and course material preparation.
- Adoption of CBCS Framework in all the degree programmes.
- Systematic delivery mechanism of the learning materials through courier services and own delivery van.
- ICT-based Learner Support Services organised through multiple channels including the University's own Learning Management System (LMS) – *e-bidya*.
- Introduction and implementation of e-Mentoring System of learners.

- Clear and visible penetration into rural and remote areas.
- A Learners' Charter adopted by the University to uphold commitment towards academic excellence.
- Feedback mechanism and a Single Window Grievance redress mechanism are well placed.
- Free education to jail inmates and *divyangjan*.
- SLMs in Braille and audio format.
- State of the art infrastructure in the City Campus.
- Strong IT facility and capacity.
- Clearly defined Policy Guidelines and SOPs for academic and administrative activities.
- Transparency in Academic and Administrative decisions and activities.
- A healthy research culture evidenced by publications, participations in national and international seminars/conferences, Fellowships, Awards and Research Projects.
- Extension activities through adopted villages and Community Radio service.

Institutional Weakness: Despite the numerous strengths, there are, however, some weaknesses, which the University is continuously striving to overcome. The important weaknesses observed are the following:

- Alumni Engagement in various academic and developmental activities of the University is still to reach the desired level. even though the University has a registered alumni association.
- The University needs to develop a strong Industry Academia Relationship for improving the placement and absorption of the learners.
- Limitation of space for further expansion.
- Like other open universities in India, the University is yet to build a few more regional centres.
- Problem in learner retention
- The University is yet to build ICT and EMPC facilities to reach the learners effectively.
- The scope of research activities on diverse issues pertaining to the region to cater regional needs intensively remains to be fully explored and utilised by the University, especially research on ODL related issues.
- The University needs to expand Collaboration and Networking with the national and international academic and civil society bodies for better exchange of ideas and experiences.
- Resource constraints for developing high quality learning resources and augmentation of technology oriented support services.
- Infrastructural limitations of some of the study centres, particularly those located in remote and backward areas.
- UGC 12 (B) is a hindrance to obtain financial assistance from external funding agencies.

Institutional Opportunity: Being the first and the only State Open University with jurisdiction over the entire State, coupled with its myriad strengths as highlighted, KKHSOU sees a range of opportunities to emerge as one of the premier educational institutes of the region in providing accessible, flexible, learners centric, need based, affordable, relevant quality education to all and usher in desired transformation in the society. The University finds the following opportunities:

- The emphasis provided in the National Education Policy 2020 to increase the Gross Enrolment Ratio (GER) in higher education by ensuring access and equity for lifelong learning holds enormous scope and potential for ODL as the preferred mode of learning where KKHSOU can take the lead in the region and contribute profoundly.
- There is an increased demand for quality higher education among the learners who are already in various jobs or employment, which can be adequately harnessed.

- The Government of India's initiatives for various online programmes and courses, including MOOCs clearly opens up new areas where KKHSOU can contribute significantly.
- There is also a great scope to introduce relevant and effective Vocational, Skill-based programmes and courses across various disciplines for enhanced employment opportunities for the learners.
- The University can take the full advantage and benefit of the Choice Based Credit Systems (CBCS) and also of the built-in flexibility as envisioned in the National Education Policy 2020.
- The University with its School System has the structural advantage of introducing greater number of multi-disciplinary and inter-disciplinary programmes and courses to meet the requirement National Education Policy 2020.
- Application of ICT is emerging as the game-changer in the near future, and with its strong ICT capability, the University can create a niche in this domain and emerge as one of the leaders.
- With a strong alumni base, the University can explore opportunities to expand its engagement and activities through enhanced involvement of the alumni.
- India's Look (Act) East Policy offers enormous scope and opportunities for collaboration with the institutions and organisations of the south and south east Asia for promotion of research, and learner as well as faculty exchange.
- With the passage of time, the University may emerge as the Regional Open University for the entire north-eastern states of India.

Institutional Challenges: Providing equal access to quality education is still a big challenge for the University. Besides, reducing the dropout rate, proper maintenance of the Learner Support Services, maintaining proper coordination between the University and the Study Centres, the following are the major challenges the university is currently facing:

- Reaching the last mile by providing need-based educational facility to the remote learners.
- Overcoming the digital divide and providing the facility of online teaching learning to everyone alike.
- Existing digital divide to achieve 100 percent online-reach to the learners.
- Converting the traditional learners to digital learners.
- Automation in all processes of the University.
- Proper implementation of e-Mentoring System.
- Changing the perceptions of the stakeholders and general public about the ODL systems as well as the ODL graduates.
- Improving the employability quotient of distance learning.
- Ensuring quality underfund crunch and resource constraints.
- Maintaining and ensuring individual and customised contacts with the learners and other stakeholders

(c) Intra-Institutional Linkages

An effective intra-institutional linkage demands strong interactions among academics, research and extension activities of the University. Such interactions typically augment each other through exchanges of ideas and experiences. These also enhance the scope of offering multi and interdisciplinary programmes and diversify the learning outcomes.

The University with its School System has the structural advantage of introducing greater number of multi-disciplinary and inter-disciplinary programmes and courses to meet the requirements National Education Policy 2020. Currently the University has seven different schools of studies. In the near future, the University envisions introducing greater number of schools based on relevance and requirements.

At KKHSOU, the different Schools of Studies initiate, conceptualise, design and develop the academic programmes of the University. The programmes are developed and prepared, following the established norms and procedures with the involvement of eminent subject experts from outside, both academic as well as industry.

With particular reference to Research and Innovations the University undertakes research programmes and activities through newly established Research and Development Cell (RDC). The University also has established a research institute named as Banikanta Kakati Research Institute (BKRI) with an objective to promote research on Area Studies covering India's North East and its neighbouring regions. The University has signed MoUs with a number of national as well as international institutions, universities, industries for academic and research collaborations. Workshops and Training programmes on research methodology and innovative practices are also conducted on regular basis. Besides, a Peer- reviewed multi-disciplinary journal of the University *Journal of Open Learning and Research Communication (JOLRC)* is being published by the University.

In coming 15 years the University aspires to emphasise of research in two directions viz. systemic and discipline-based. Particular focus will be placed on having more research collaborations with national and international organisations and institutions. In order to steer the research programmes of the University focus will be placed on those research having strong policy orientations. Towards this, the University proposes to take necessary steps in capacity building of its faculty and researchers.

Further, the University will continue to undertake extension and outreach programmes to be conducted in collaboration with Community Based Organizations, Government and non-government Organizations. The University has its own Community FM Radio –*Jnan Taranga*.

Learner Support Services of the University: The University has three-tier Learner Support Services i.e., at the Headquarters, at the Jorhat Regional Centre (JRC) and the Learner Support Centres (LSCs) located mainly in Higher Education Institutions.

Learner Support Services provided from the University Headquarters:

- The KKHSOU website: It is one of the most important IT facilities as well as learner support service provided by the University. The website has a dedicated Learners' Corner that contains exhaustive information and links to useful resources which is accessible to the vast learner population.
- Learners' Charter: The University has brought out a Learners' Charter pronouncing the basic rights and responsibilities of its learners, and the learners, in the varied Induction Programmes at the Study Centres, are especially sensitized about this Charter.
- Handbook/SOP: The University has brought out a Handbook for the Study Centres and a Standard Operating System (SOP) of Examination.
- KKHSOU Mobile Application: This Android application provides learners an access to the University portal using mobile phones.
- Planning and development of Self Learning Materials (SLMs): The Academic Units of the University consists of seven Schools of Studies that take the responsibility of designing and developing the SLMs for all the programmes of the University.
- Distribution of Self Learning Materials (SLMs): The SLMs are sent by the University to the JRC and all LSCs through the dedicated SLM branch from where learners collect their SLMs.
- Community Radio Service: *Jnan Taranga* (90.0 MHz) of KKHSOU is also a platform to broadcast several educational programmes that include debates, discussions, and talks. Programmes are also available through internet-radio (i-radio).
- SMS and e-mail Alert Facility: The University has initiated an SMS and e-mail alert facility for the learners regarding any news, events and learner-related information of the University.

- Audio-Visual Lectures: Video classes and academic discussions are produced and uploaded in YouTube Channel of the University.
- *eBidya*: The University has introduced Learning Management System (LMS) using open source MOODLE where audio visual material, discussion forum, online chat along with e-learning materials has been uploaded.
- KKHSOU in Social Media: KKHSOU has incorporated social media sites like Facebook pages, WhatsApp group, Twitter Account that enables sharing and interaction with the students' community.
- Digital Library at KKHSOU: The Central Library of KKHSOU has started the Digital Library initiative.
- Face-to-face/Online Ticketing/Complaint System: Learners' queries are attended in the face-to-face mode, through telephone, SMS and emails. There is a dedicated online portal through which the queries received automatically move to concerned department for solving the same. Once the problem is solved, the learner will get SMS and email.
- Siksharathi Mitra: A few employees of the University have been engaged as Siksharathi Mitra in order to provide better technical support and assistance to the candidates during online admission process.
- Online Counselling: The faculty members of the University conduct regular counselling classes through different online platform like Zoom, Google Meet, Cisco Webex and Facebook etc.
- Online Mentoring: Online Learners' Mentoring System is introduced under which each faculty members of the University is assigned a specific numbers of learners through Telegram or WhatsApp groups.
- Walk-in Counselling: The University makes a provision of Walk-in Counselling in its City Campus for the learners.
- Face-to-face Counselling: The University organises face-to-face counselling on Sundays or on week days for the learners of its specially maintained city learner support centre located at the city campus.

Learner Support Services provided by the Jorhat Regional Centre (JRC):

The JRC acts as the nodal office of the university in the region and manages the functioning of LSCs within its jurisdiction. It supervises the academic activities being performed at the LSCs under its operational area and ensures their provisions to the learners as per University norms and guidelines. The following support services are provided by the JRC:

- Creating awareness through promotion and publicity of KKHSOU programmes
- Delivery of programmes
- Co-ordinates with SLM Branch for timely distribution of SLMs to LSCs under JRC
- Resource centre for the region
- Pre-admission counselling
- Attending to learner queries and grievance redressal
- Supervision coordination of induction meetings at LSCs
- Conduct of Practical Examination of various programmes as and when allotted by the Examination Branch
- Monitoring conduct of counselling sessions (both theory and practical) at the LSCs
- Supervision of the conduct of term end examinations at exam centres
- Providing all necessary help during admission through the Admission Helpdesk

Learner Support Services provided by the Learner Support Centre (LSCs):

At the third level, in the LSCs, teaching learning is transacted through academic counselling sessions for both theory and practical courses with the support of the academic counsellors from amongst the faculty of the host institution (HEI). Practical sessions are arranged at select LSCs with specialized laboratories as per the programme requirements to provide hands on learning experience to the learners in need. In addition, the LSCs provide following supports to the learners:

- Informing, advising and counselling for the learners
- Promotion and publicity of academic and other programmes
- Conducting pre- admission counselling
- Organizing and conducting induction meetings
- Distribution of self-learning materials among the learners
- Conducting academic counselling for theory and practical courses
- Evaluation of assignments
- Conducting term end examination and
- Providing library support to the learners

Faculty Support Services provided by the University:

- The University from time to time organises workshops, seminars, talks, lectures for professional development
- The University deutes faculty to attend such events as well as orientation and refresher courses organised elsewhere for their capacity building and professional development.
- The University has signed a number of MoUs with different bodies such as Commonwealth of Learning, Rehabilitation Council of India etc. for promotion of Human Resource Development
- India's Look (Act) East Policy offers enormous scope and opportunities for collaboration with the institutions and organisations of the south and south-east Asia for promotion of research, and learner as well as faculty exchange. The University's Vision Document also aspires to undertake collaborative activities with like-minded institutions in the Pan-Asian region.
- The University follows strict policies for Promotion of Research and Research ethics.
- The University has a well-defined policy on Consultancy that determines the rule for sharing the revenue between the institution and the individual/agency.
- Workshops and Training programmes on research methodology and innovative practices are conducted on regular basis.
- Awareness Programmes on IPR and Research ethics are held from time to time in the University to sensitise the faculty members, research scholars and other learners regarding issues related to copyright.
- The University promotes and supports faculty engagement in research and publications. The peer- reviewed multi-disciplinary journal of the University Journal of Open Learning and Research Communication (JOLRC) lays particular emphasis on publishing research findings in the field of ODL.
- The University has an Academic Integrity Panel and all publications, research papers by the faculty and the Doctoral thesis/MPhil dissertations go through plagiarism-check.
- The University has a fully automated Central Library, well-equipped with books, journals, reports, theses, KKHSOU archives, other study material and e-resources in diverse disciplines to authorized users. It has designated reading areas for faculty members, research scholars and other learners.
- The University has acquired the institutional membership of the National Digital Library of India (NDL), *e-Shodhsindhu* and *Shodhganga*.

(d) Specific, Time-bound and Quantifiable Objectives

The followings are the specific, time-bound and quantifiable objectives as per perspective and short-term operational plans:

Establishment of Select Organs of the University - Perspective Plan

| Key Task Areas | Detail Activities | Responsible Departments | Key Indicators | Suggested time-line |
|---|--|--|---|---------------------|
| Model Study Centre | Facilities for LSS, coordination, ICT enabled classrooms, online, walk in counselling, career guidance and placement cell | Model Study Centre Committee | <ul style="list-style-type: none"> ✓ Number of classes, ✓ Placements ✓ Visitors and grievances redressed | 2023 |
| Fully Functional Library | <ul style="list-style-type: none"> ✓ Seating and stacking arrangements ✓ Digital library ✓ Referencing ✓ Book Bank | Library-in-charge | <ul style="list-style-type: none"> ✓ Records maintained ✓ Books/Journals procured ✓ Visitors | 2023 |
| Modern Infrastructure (City Centre) | Eight storied four blocks with learner friendly facilities | Office of VC, Registrar and Finance Officer | Extent of use | 2024 |
| Modern Infrastructure (Auditorium, Seminar Halls, Multimedia Studio, IT Cell) | State of the art equipment for benefiting learners and stakeholders | Office of VC, Registrar and Finance Officer | Extent of use | 2024 |
| Skill Development Centre | <ul style="list-style-type: none"> ✓ Functional skill Development Centre with monthly plan ✓ Residential facilities for 30 trainees | Director, GPD School of Vocational and Interdisciplinary Studies | Transfer of learning | 2025 |
| Agricultural Hub in Rani Campus | <ul style="list-style-type: none"> ✓ Organic and integrated farming ✓ Nursery ✓ Extension to the adopted villages | Director, GPD School of Vocational and Interdisciplinary Studies | Extent of use and extension | 2025 |
| Staff quarters and Guest House in Rani Campus | Environment friendly construction | Registrar | <ul style="list-style-type: none"> ✓ Quality of construction ✓ Extent of use | 2025 |
| Complete automation of Examination Processes | <ul style="list-style-type: none"> ✓ Proctored examination ✓ No offline examination ✓ Scale related advantages. | Controller of Examinations | <ul style="list-style-type: none"> ✓ Extent of use ✓ Scale benefits ✓ Data base management | 2025 |
| Regional Centres | ✓ Arranging land in select | Registrar | Extent of use | 2026 |

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| | district headquarters ✓ Construction of Buildings with learner friendly infrastructure ✓ Provision of required manpower | | | |
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Short-term Operational Plan

(Based on the deliberations of the CIQA Committee Meeting held on 10th December, 2021)

| Sl. No. | Deliberations of CIQA Meeting | Current Status | Proposed Action Plan | Time line |
|---------|--|---|---|-----------------|
| 1 | The Perspective Plan of the University should be inclusive of all the components – academics, administration, technology and infrastructure. In this regard, the meeting highlighted the importance of resource mobilization and use of resources. | <ul style="list-style-type: none"> • The SAP prepared covers all the components. • The University also has a resource mobilisation plan. The same may be reviewed and adapted to make it more appropriate to the current needs. | <ul style="list-style-type: none"> • Review of Resource Mobilisation Plan | By March, 2024. |
| 2 | The University should plan for introduction of various academic programmes and ensure timely revision of the existing programmes. | Schools of Studies, Academic Council, CIQA | <ul style="list-style-type: none"> • School of Studies and CIQA should work together to assess current and future needs for the introduction of new programmes | Continuous. |
| 3 | The thrust should be on preparation of some skill-based courses. The University needs to plan to embed the same in the Rani Campus for benefitting the learners. | Schools of Studies, Academic Council, CIQA | <ul style="list-style-type: none"> • The HCB School of Vocational and Interdisciplinary Studies may be given the primary thrust to look for appropriate skill-based programmes. • CIQA may be involved in the initial planning phase. | Continuous |
| 4 | Strengthen the Model Study Centre in the City Campus by 2026 with provisions for regular online and offline | | <ul style="list-style-type: none"> • Proper action plan needs to be outlined. | March, 2026 |

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| | counselling and all modern facilities. | | | |
| 5 | Focus on development of ICT infrastructure. | | <ul style="list-style-type: none"> • Proper action plan needs to be outlined. | March, 2024 |
| 6 | The Study centres needs to be sensitized to use technology for providing Learner Support Services and submit reports to the University. | | | |
| 7 | Integrating extensive use of social media in different support services of the University for developing and strengthening the mechanisms for publicity of programmes, admission, teaching-learning, examinations and declaration of results etc. | Need for a Social Media Policy | <ul style="list-style-type: none"> • Proper policy to use social media, its objectives, scope needs to be outlined. | Dec, 2023 |
| 8 | Research activities are to be accorded a top priority, more specifically on systemic, discipline pedagogic and action based research on the recent initiatives and practices of the University for providing learner support services. | The SAP has made certain provisions for thrust on collaborative research. | <ul style="list-style-type: none"> • Detail action agenda should be designed. All the schools of studies may be involved in the design of their individual action agenda. • The Dean (Academic) should take the primary responsibility. | 2023-2024 |
| 9 | Quality control mechanism needs to be developed for quality check and quality improvement of Learner Support Services. | CIQA has already taken a number of initiatives. However, a detail road map is needed. | <ul style="list-style-type: none"> • A detail roadmap needs to be designed based on the AAOU Framework, NAAC manual and NEP provisions as has been outlined in this SAP. | Continuous |

(e) Identification of Tactics

Thrust Areas: The University identifies the following thrust areas for undertaking its programmes and activities:

1. Promotion and nurturing the philosophy of lifelong learning among learners.
2. Creation of a pool of motivated and engaging employees

3. Employee development
4. Expanding the scope of further engagement in the mission of social responsibility with appropriate work agenda.
5. Strengthen skill development-based programmes for linking with different government and non-government agencies.
6. Undertaking Strategic Partnerships with like-minded institutions of India and Pan-Asia-Pacific region.
7. Emerging as Peoples' University of Choice.

Mobilisation and Allocation of Resources: The bulk of the resources of the University are mobilised internally. There exists an Investment Committee to look after the fund management of the University. In order to augment the internal resource mobilisation, the University has a specific policy. Moreover, the University adopts the policy of allocating resources according to its thrust areas and their needs. Every year needs are assessed by various departments and disciplines and placed as “demands for grants” which are collated according to the thrust areas. Based on the available resources final allocations are decided in the form of an Annual Budget duly recommended by the statutory Finance Committee which is then approved by the BoM. Besides, all other sources of funding viz. Govt of Assam, PMUSHA, UGC-DEB etc. will be tapped to the optimum.

Initiatives: All initiatives – programmes as well as activities are planned carefully keeping in view budgetary allocations. Initiatives are prioritised based on Vision Document of the University, Strategic Action Plan or decisions undertaken in the Board of Management Meetings of the University. The University maintains and follows an Academic Calendar for most of its Activities. Further, Activities and Initiatives are also planned annually by Centre for Quality Assurance (CIQA). Reports of the activities are placed before the relevant statutory bodies of the University and after approval they are made available to the public.

Partnerships: The University emphasises on collaborations and partnerships with other academic and other likeminded institutions. Already, several MoUs have been signed for various partnerships and collaborations. In coming years the University envisages to have meaningful partnerships and collaboration with industrial entities for the benefit of the learners and faculty members.

II. Strategic Goals

The strategic goals of the University as outlined by the *Strategic Action Plan* of the University, (SAP, 2021) are as follows:

- Undertaking employee developmental activities to improve performance of employees (including those in the study centres).
- Creating a force of motivated and engaging employees in KKHSOU as an ethical organization.
- Promotion and nurturing the philosophy of lifelong learning among learners.
- Wider coverage of library and community services.
- Engagement in the mission of social responsibility with appropriate work agenda.
- Strategic Partnership.
- The research agenda of the University will lay particular emphasis on having an impact beyond academia that yields economic, social and cultural benefits.
- Emerging as Peoples' University of Choice.
- Establishment and strengthening of:

- Model Study Centre
- Fully Functional Library
- Modern Infrastructure (City Campus)
- Modern Infrastructure (Auditorium and Seminar Halls)
- Complete automation of Examination Processes
- Pre admission and post admission counselling centres
- Skill Development Centre
- Agricultural Hub in Rani Campus
- Staff quarters in Rani Campus
- Establishment of guest house and hostel (for boys and girls during the contact classes)
- Creation of at least 3 Regional Centres

III Development Objectives

(a) Academic Governance

- All academic decisions and activities of the University are discussed in the Academic Council meetings, proceedings of which are made available in the website.
- All relevant details and credentials of academic programmes of the University are made available in the website.
- Learning materials are open sourced under the Creative Commons licensing (CC-BY-NC-SA) and the study materials are uploaded in the website.
- Audio-Visual study materials are uploaded in the University website and are also kept open for scrutiny by all stakeholders and the general public.
- The University has adopted a Learner's Charter which highlights the Rights and Responsibilities of the learners as well as those of the University.
- The University follows a fully transparent examination system and a Standard Operating Procedure (SOP) is followed for the smooth conduct of examinations.
- The University follows online admission process which ensures bias free admission of the learners. Details of Study Centres where learners can enrol themselves are also available in the University website.
- There is a Learners' Feedback mechanism.

Governance Structure:

The Governance Structure of the University is defined in the Acts, Statutes and Ordinances. The Board of Management is the highest decision making body of the University. It consists of the following members:

- The Vice Chancellor
- The Registrar
- The Commissioner and Secretary to the Government of Assam, Higher Education Department.
- The Commissioner and Secretary to the Govt. of Assam, Finance department.
- A Vice Chancellor of the University in the State of Assam, nominated by the Vice-Chancellor by rotation for such a period as may be specified by the Statutes;
- The Dean (Academic)
- The Dean (Study Centres)

- Five distinguished persons from the educational scientific and administrative field to be nominated by the Chancellor. Provided that from amongst the nominated persons under this clause one shall be a person belonging to Scheduled Castes or Scheduled Tribes and one shall be woman.
- Two members of the Assam Legislative Assembly elected from among themselves.

The Vice Chancellor acts as the chief executive functionary of the University, and the registrar as the chief administrative officer.

Administrative Transparency: Transparency in administrative matters is achieved by:

- The key rules, policies and regulations governing the University administration are well-framed, notified as well as uploaded in the University website.
- The composition of the statutory bodies and their proceedings are available in the University website.
- The recruitment policy, placement and increments are well defined and notified to all the staff members. All recruitments of the University are done through open advertisement and via transparent process.
- All the official documents, notices etc. are made available in e-office for better transparency. The leave management is also made transparent through e-office.
- The University also has Grievance Redress mechanism (both online and offline) and Grievance Redress Committee.
- Administrative transparency is highly maintained through the fixed time period of 5 working days for responding/replying/resolving various issues raised by various stakeholders of the University.

b) Curriculum and Pedagogy:

Design and Delivery of Academic Programmes: The following are some of the important points relating to Curricular Aspects

- KKHSOU is the first Open University in India to implement the New Education Policy in its true letter and spirit. It is first among all Open Universities to introduced Four-Year Undergraduate Degree Programmes as per notified structure of the Government of Assam.
- The University has endeavoured to prepare curricula that address the educational needs of the desiring learners coming from diverse backgrounds for updating the knowledge base, retraining and personal enrichment of the learners.
- The programmes have well-defined objectives, and learning outcomes are aligned with the University's mission and vision.
- The University follows the credit system and the total credits required to complete a programme are clearly specified.
- The University ensures that the academic and professional programmes are relevant to local, regional, national and global contexts.
- Curriculum review is done at regular intervals to keep pace with the developments in respective fields.
- The professional programmes as well as the other academic programmes are designed to enhance employability, incorporating components like project work, field work, internships, practicum, lab based practical, internships, etc.

- Learners are provided with the facility of flexible entry and exit with Lateral Entry and Modular Approach. CBCS mode suitably meets learners' interests and aspirations.
- To enhance employability of the undergraduate learners, various Interdisciplinary, Ability Enhancement, Skill Enhancement and Valued Added Courses are provided
- To make the general graduate learners more acceptable in the job market, the University has offered the learners with optional courses like Introduction to IT and Office Management.
- The University continuously incorporates the inputs from the outcome assessment and stakeholders' feedback surveys in improving its syllabi and curriculum.
- The Courses offered by the University facilitates understanding and analysing myriad cross-cutting issues like environment, gender, human values, and professional ethics, ethical and moral concerns in society and so on.
- KKHSOU also focuses on promoting good health by introducing Diploma programmes in YOGA which upholds positive health, prevention of stress related health problems as well as rehabilitation.
- The professional programmes like MBA, MScIT, PGDCA, PGDHRM, PGDMC focus on developing employability.

(c) Integration of Skills in Academics

KKHSOU is the first Open University in India to implement the New Education Policy in its true letter and spirit. It is first among all Open Universities to introduce Four-Year Undergraduate Degree Programmes as per notified structure of the Government of Assam. All programmes offered by the University are according to the requirements of NCrF, NHEQF and NSQF.

(d) Faculty and Staff – Recruitment and Development

Faculty recruitment is done as per standards set by the University Grants Commission. For recruitment of faculty, open advertisements are published in leading newspapers of the state and scrutiny and selection are done as per norms and regulations set in the Ordinances of the University and in line with broad UGC/Government of Assam Guidelines.

(e) Governance and Compliance

Compliance with legal and regulatory requirements: Annual Audit reports of the University are discussed and approved by the Statutory Authorities of the University. Approved audit reports are included in the Annual Reports of the University which are made available for the stakeholders and public through the University's website. Moreover, all financial transactions of the University are subjected to government audit at regular interval.

Financial Governance: The Finance Committee oversees the financial matters of the University. For the formulation of development proposals of the University and for accumulation of funds from various sources, the University has a Planning and Development Committee. The University follows clearly defined the rules and regulations for all procurements. In this regard, a Purchase Committee has been set up with the Finance Officer (FO) as the Chairperson and two other members. A Tender Committee has also been constituted for the purpose of procurement with the Finance Officer as the Chairperson and two nominated members by Board of Management, one member from the faculty and one

officer as the Convener. The University also has a Purchase Manual which sets the guidelines for the purchase and procurement of materials required. All the purchases and procurements are routed through the office of the Finance Officer for ensuring accountability. The procurements are reflected in the annual expenditure statements of the University which is subjected to scrutiny by qualified auditors appointed by the Board of Management.

(f) Research and Development

Research Goals and Objectives

The University has a well-defined policy on promotion of Research for systematic/discipline base research approved in the 51st Meeting of Board of Management held on 27/09/2019. Salient features of the policy include:

- Promoting ease of doing research on socially, politically and economically relevant areas.
- Conducting research on the existing and emerging areas of ODL.
- Ensuring integrity, quality and ethics in research.
- Building up national and international academic relationships.
- Encouraging need-based research in new areas through interdisciplinary approaches.

Research Funding

- The University encourages its faculty members by providing Minor Research project grant in different subjects and areas. The ambit of the project includes both practical and policy orientation preferably in interdisciplinary issues with special emphasis on ODL related areas.
- The faculty members are encouraged to represent the University and present their papers in seminars/Symposia/Workshops and have a well-defined regulation on Financial assistance for Attending conference/Seminar/Symposia/Workshop/Short- term Training to support teachers, Scientific/Technical officers, Administrative Staff viz., Registrar. The regulation is approved in the 40th BOM Meeting held on 07.11.2017. Efforts are on to create a fund in this regard.
- APJ Abdul Kalam Research Fellowship: The University provides a Research Fellowship for economically deserving candidates to pursue their Ph.D.

Research Infrastructure

The University currently has the following infrastructural facilities to promote research among its faculty members and research scholars:

- Reference Library equipped with reference book and periodicals.
- Online subscription to research journals
- Research/Statistical Databases
- Media Laboratory / studios
- Science laboratories
- Computing Laboratory and support for both qualitative and quantitative data analysis including software
- Data curation and sharing facility
- Language laboratory
- Central Instrumentation Centre
- Census Data Research Centre (in collaboration with the office of Registrar General of India).

Banikanta Kakati Research Institute (BKRI): The BKRI was established in 2016 with the objective of creating a space for research on area studies covering India's North East and its neighbours with a wider perspective vide approval of 30th Board of Management held on 31-03-2016.

Human Resource

- Faculty recruitment is done as per standards set by the University Grants Commission. For recruitment of faculty, open advertisements are published in leading newspapers of the state and scrutiny and selection are done as per norms and regulations set in the Ordinances of the University and in line with broad UGC/Government of Assam Guidelines.
- The faculty members are encouraged to represent the University and present their papers in seminars/Symposia/Workshops and have a well-defined regulation on Financial assistance for Attending conference/Seminar/Symposia/Workshop/Short- term Training to support teachers, Scientific/Technical officers, Administrative Staff viz., Registrar. The regulation is approved in the 40th BOM Meeting held on 07.11.2017.

Collaboration and Partnership

- India's Look (Act) East Policy offers enormous scope and opportunities for collaboration with the institutions and organisations of the south and south-east Asia for promotion of research, and learner as well as faculty exchange.
- The University has signed MoUs with a number of national as well as international institutions, universities, industries for academic and research collaborations.
- So far, the University has undertaken collaborative research works/research projects with financial received from COL-CEMCA, UGC-DEC, UGC-DEB, ICSSR and UNICEF. More such collaborative projects will be targeted in the near future.
- The university also has a well-defined policy on Consultancy that determines the rule for sharing the revenue between the institution and the individual/agency.

Research Integrity

- The University follows strict policies for Promotion of Research and Research ethics.
- Awareness Programmes on IPR and Research ethics are held from time to time in the University to sensitise the faculty members, research scholars and other learners regarding issues related to copyright.

Research Dissemination

- The University promotes and supports faculty engagement in research and publications.
- Peer-reviewed multi-disciplinary journal of the University Journal of Open Learning and Research Communication (JOLRC) lays particular emphasis on publishing research findings in the field of ODL.

Research Management

The University has established a Research and Development Cell (RDC) which looks after the overall research programmes and their management in the University.

(g) Infrastructure and Technology

The physical and digital infrastructural facilities of the University include the followings

The Patgaon Rani Campus has approximately 20 acres of land having a three-storied building. The building with lift facilities houses offices, Conference Hall, Cell for bulk distribution of SLMs and a Vocational & Skill Development Centre. Plan is there to develop residences for Officers, Faculty Members and Office Staff of the University in this campus.

The City Campus of the University has an area of about 3.5 acres of land with inter-connected four blocks of eight-storied building. Designed with the features of Green Building, the built-up area of the City Campus is approximately 96000 square feet. The Campus has the followings:

- The Office of the Vice Chancellor and different administrative wings which house six Schools and other offices. All rooms are provided with computers, printers, LAN and Internet and Wi-Fi connectivity.
- All the blocks in the city campus have provisions of lifts, ramps and rails, toilets for gents, ladies and differently abled. It has all amenities required in a modern building.
- Fully automated Central Library houses the collection of books of all disciplines; Reports, Journals with access to e-journals and e-books.
- The Examination Branch uses software like EDPS (Examination Data Processing Software) and ICR (Intelligent Character Reader)
- The Electronic Media Production Centre (EMPC) has a well-equipped studio with the latest technologies.
- The IT Cell has dedicated cloud spaces for hosting major online application and services of the University.
- The Campus has a 1.0 GBPS bandwidth internet connectivity provided by NKN.

Regional Centre at Jorhat: The Regional Centre (RC) in Jorhat is presently housed in a rented premise. The University has its own land of 1 Bigha, 1 Katha and 13 Lecha in Jorhat town. The Centre has rooms for the Vice-Chancellor, Assistant Regional Director, administrative staff, conference, storage and reception, a library with books and SLM etc. The JRC is equipped with internet, computers, printers and other office equipment.

Other than the JRC, Regional Centres are being planned in (a) North Lakhimpur (b) Barak Valley, (c) Bongaigaon. The Government of Assam has already allotted land in North Lakhimpur.

(h) Planning and Implementation

Alignment of exiting courses with NEP, NCrF, NHEQF and NSQF: The University has already implemented the NEP, 2020 from the academic session of July-August, 2023. All the existing courses of the University have been revised in line with the NEP, 2020. All programmes of

the University conform to the NCrF and NHEQF. Again, relevant courses of different academic programmes, viz., relating to VAC, SEC have been designed to fulfil the requirements of NSQF. The certificate and Diploma programmes of the University have also been designed keeping in view the requirements of NSQF.

Faculty development, capacity development and training: Keeping in view the career development and CAS requirements for promotion to higher academic levels (as per UGC regulations), faculty members of the University are encouraged to undergo Orientation and Refresher Courses conducted by the UGC-HRDC centres of different Universities across the country. The faculty members are encouraged to represent the University and present their papers in seminars/Symposia/Workshops and have a well-defined regulation on Financial assistance for Attending conference/Seminar/Symposia/ Workshop/Short- term Training to support teachers, Scientific/Technical officers, Administrative Staff viz., Registrar.

Preparing learners of the University to update them with new age skills, including up-skilling and rescaling of existing workforce in the economy: From the July-August 2023 academic session, with the implementation of NEP, 2020, the University has integrated IDC, VAC, SEC and AEC courses to enhance the employability of the learners. It should be noted here that right from beginning, the University has been offering skill-based courses like Computer Applications and Office Management in its BA programme, so that the employability of its pass-outs is enhanced. Learners of the University are also up-skilled with ethical use of social networking skills, as the University widely use social networking tools like WhatsApp, Telegram, X, Facebook and also YouTube Channel to transact its academic curriculum and also in other support services.

Offering Multi-disciplinary skills, micro-credentials, and new age certificate, diploma and degree programs: In all its UG and PG Degree programmes offered by the University from the July-August 2023 academic session, the University is offering inter-disciplinary courses. Again, following the credit structure of NCrF, the programmes of the University has been so designed that the learners can opt for inter-University mobility and undergo certain credit-based courses from other Universities and thereby fulfil the credit requirements of a programme. Similarly, the University also keeps its courses open for learners of other Universities.

Keeping in view the recent demands, the University has introduced certain new-age short-term programmes, viz., Diploma/certificate programmes like: (a) Yoga, (b) Creative writing in English, (c) Library and Information Science (d) Sanskrit Learning, (e) Parliamentary and Constitutional Studies, (f) Nursery Management, (g) Tea Cultivation and Plantation Management, (h) Security Personnel, (i) Welding and Cutting, (j) Electrical House Wiring, (k) Post-Graduate Certificate Programme in Geo-Informatics, (l) Applied Data Analysis and (m) Early Childhood Education.

Improving enrolment in all courses with integrated skilling: In all the UG Degree programmes introduced since the July-August 2023 academic session, the University has integrated number courses as inter-disciplinary (IDC), ability enhancement (AEC), value added (VAC) and skill-enhancement (SEC) courses. It is expected that these courses will enhance the employability skills of the pass-out learners and in the long-run will also gradually increase enrolment in the University.

Common Basket of Interdisciplinary Courses (IDC), Ability Enhancement Courses (AECs), Value Added Courses (VACs) and Skill Enhancement Courses (SECs)

| Semester | Course Type | Course Name | |
|--|--|--|---|
| I | IDC (any one course needs to be selected from the basket) | 101 Functional Assamese* <i>(open to all except those with Assamese as major or minor)</i> | |
| | | 102 Reading and Writing Skills* | |
| | | 103 Media Studies* | |
| | | 104 Distance Education <i>(open to all except those with Education and Sociology as major or minor)</i> | |
| | | 105 Constitution of India <i>(open to all except those with Political Science as major or minor)</i> | |
| | | 106 Economy of the North East India <i>(open to all except those with Economics as major or minor)</i> | |
| | | 107 Understanding Indian Society <i>(open to all except those with Sociology as major or minor)</i> | |
| | | 108 Introduction to Indian History <i>(open to all except those with History as major or minor)</i> | |
| | AEC | 101 General English* | |
| | VAC | 101 Environmental Studies and Disaster Management* | |
| | SEC (any one Course only) | 101 Office Management* | |
| 102 Organic Farming* | | | |
| 103 Introduction to Geo-informatics* | | | |
| II | IDC (any one course needs to be selected from the basket) | 201 Select Assamese Literary Texts* | |
| | | 202 General Principles of Writing* | |
| | | 203 Environmental Education <i>(open to all except those with Education as major or minor)</i> | |
| | | 204 Issues in Development Communication* | |
| | | 205 Perspectives on Indian Economy <i>(open to all except those with Economics as major or minor)</i> | |
| | | 206 Introduction to Ethics <i>(open to all except those with Philosophy as major or minor)</i> | |
| | | 207 Understanding Social Problems <i>(open to all except those with Sociology as major or minor)</i> | |
| | | 208 Introduction to History of Assam <i>(open to all except those with History as major or minor)</i> | |
| | AEC (any one Course only) | 201 MIL Assamese* | |
| | | 202 Alternative English* | |
| | | 203 MIL Bengali* | |
| | | 204 MIL Hindi* | |
| | | 205 MIL Bodo* | |
| | VAC | 201 Introduction to Yoga* | |
| | SEC (any one Course only) | 201 Tea Cultivation and Management* | |
| | | 202 Electricity and Electrical Wiring* | |
| | III | IDC (any one Course needs to be selected from the basket) | 301 English for Professional Studies* |
| | | | 302 Economics of Education* <i>(open to all except those with Education as major or minor)</i> |
| | | | 303 Business Communication and Media Management* |
| 304 Understanding North East India <i>(open to all except those with Sociology s as major or minor)</i> | | | |

| | | |
|-----|-------------------------------------|--|
| | | 305 Rural Development in India <i>(open to all except those with Economics as major or minor)</i> |
| | | 306 Essentials of Indian Philosophy <i>(open to all except those with Philosophy as major or minor)</i> |
| | AEC | 301 Life Skills* |
| | SEC | 301 Cyber Security* |
| IV | AEC (any one Course only) | 401 Studies of Assamese Culture* <i>(open to all except those with Assamese as major or minor)</i> |
| | | 402 Spoken English* |
| | | 403 English for Media Studies* |
| VII | SEC | 701 Research Methodology |

Note: All Courses marked by * are open to all irrespective of Choices of Major and Minor Subjects

Similarly, in the PG Degree programmes as well, the University has integrated number courses as inter-disciplinary (IDC), ability enhancement (AEC), value added (VAC) and skill-enhancement (SEC) courses. It is expected that these courses will enhance the employability skills of the pass-out learners and in the long-run will also gradually increase enrolment in the University.

Common Basket of Ability Enhancement Courses (AECs) and Value Added Courses (VACs) for PG Programmes

| Semester | Course Type | Name of the Course | |
|------------|--------------------------------|---|----------------------------|
| I | AEC (any one course) | 101 Essential Assamese <i>(Open to all except those from Assamese)</i> | |
| | | 102 English for Media Studies | |
| | | 103 Social Entrepreneurship and Project Management | |
| | VAC (any one course) | 101 Introduction to Ethics <i>(Open to all except those from Philosophy)</i> | |
| | | 102 Essentials of Indian Constitution <i>(Open to all except those from Political Science)</i> | |
| | | 103 Indian Traditional Knowledge System | |
| | | 104 English Communication Skills | |
| | | 105 Traditional Media | |
| | II | VAC (any one course) | 201 Advertisement Strategy |
| | | | 202 Cyber Security |
| III | AEC (any one course) | 301 Life Skills | |
| | | 302 Computer Applications in Quantitative Analysis | |
| | | 303 Writing for Media | |

Outreach programmes of the University: The University has undertaken the following major Extension Activities:

Village Adoption: Five economically and socially backward villages have been adopted and several initiatives like creating financial awareness, environmental awareness, organising health camps and programmes on women empowerment, mother counselling, etc. have been taken. Besides, the University is also offering free admission into different academic programmes for learners from these adopted villages.

Relief Activities: The University has extended relief to flood victims, victims of terrorism and the poor and underprivileged sections of the society. During the Covid 19 Lockdown,

the University fraternity has extended help to as many as two hundred twenty-nine families from its adopted villages by providing basic ration and hygiene kits’.

Livelihood Skills: The University organises various training programmes and workshops with an aim to cater to the means and processes of providing basic skills and thereby setting a decent standard of life aiming to train young aspirants to develop basic skills like computer, electrical wiring, etc.

Socio-cultural initiatives: The University has undertaken various steps like information dissemination regarding gender equality and other social issues, given platforms to discuss the problem of flood in Assam, preservation of the works of Assamese cultural icons, produced documentaries highlighting the plight of victims suffering from fluoride contaminated water.

Inter-Study Centre Music Competition: Inter-study centre music competition is organised to promote peer culture and feeling of solidarity and cooperation besides giving the opportunity to celebrate the compositions of some of the great cultural icons of the State like Jyotiprasad Agarwalla, Bhupen Hazarika, etc.

Community Radio Service: “Jnan Taranga” of KKHSOU– the first Community Radio Station of the North East region broadcasts programmes on various socially relevant issues, disseminating information to the public and aims to propagate community awareness in various socio-economic issues.

Activities undertaken for the Jail inmates: The University not only offers free education to the jail-inmates at various Central jails across the state but also organises various programmes like documentary film festivals, programmes for the female jail inmates, etc. to uplift their mental and psychological well-being.

Formation of Welfare Mission: The University has formed two Welfare Funds, namely, Mother Teresa Welfare Mission and APJ Abdul Kalam Mission for providing relief, and scholarships to economically disadvantaged but meritorious students respectively.

Learner Support Services

The different categories of learner support services provided to the learners have been broadly categorised as: (a) learner support services provided from the university headquarters, (b) learner support services provided by the Jorhat Regional Centre (JRC) and (c) learner support services provided by the LSCs. Details have already been provided.

E Operationalisation

IDP Strategy Team

The University has constituted a committee for developing IDP for the University with the following members:

Chairman

Vice Chancellor

Members

Registrar
Dean Study Centre
Dean Academic

Controller of Examinations
 Professor N N Sarma
 Dr Pranab Saikia
 Dr Prasenjit Das
 Dr Ridip Dev Choudhury
 Dr Bhaskar Sarmah
 Dr Ritimoni Bordoloi
 Deputy Director, EMPC
 System Analyst
 Assistant Registrar SLM
 Assistant Registrar JRC

Convenor cum Coordinator

Professor Joydeep Baruah

IDP Framework

| Components | Description | Present Status | Plan Target | Tentative Timeline |
|--------------------------------|---|--|---|---------------------------|
| Physical Infrastructure | | | | |
| <i>Headquarters</i> | Headquarters of the University is located in Patgaon, Rani Gate, Guwahati 781 017 | The Patgaon Rani Campus has approximately 20 acres of land having a three-storied building. The building with lift facilities houses offices, Conference Hall, Cell for bulk distribution of SLMs and a Vocational & Skill Development Centre. | Developing the Rani Campus as a fully Residential Vocational and Skill-based programme campus with the following components: <ul style="list-style-type: none"> • Fully equipped Training cum Workshop Hall • Hostel for learners and research scholars • Guest House • Residences for VC, Registrar, Faculty and Employees • Agricultural Hub with Organic and integrated farming and Nursery | 2023-27 |
| <i>City Campus</i> | City Campus of the University is located at Khanapara, Guwahati | The City Campus of the University has an area of about 3.5 acres of land with inter-connected four blocks of eight-storied building. Designed with the features of Green | To develop the City Campus as the state of the art building with all facilities for academic and other supports to learners with the following | 2023-24 |

| | | | | |
|-------------------------|---|--|---|------|
| | | <p>Building, the built-up area of the City Campus is approximately 96000 square feet with Academic and Administrative Blocks including EMPC and IT Cell. Construction of the City Campus is partially completed.</p> | <ul style="list-style-type: none"> • Modern Auditorium and Seminar Halls • Upto-date Multi Media Course Material Centre • Fully equipped Community Radio Station • Well stocked the Central Library with remote access facility • Psychological Laboratory (for Education) • Most upto-date Artificial Intelligence and Machine Learning (AI-ML) lab • Augmented Reality (AR)/Virtual Reality (VR) Research Laboratory for the ODL Learners • Digital Classrooms • Dedicated IT Cell and Computer Laboratories • Integrated Learners' Support Centre • Green Campus Facilities and Landscaping | |
| <i>Regional Centres</i> | <p>The University has Regional Centres to coordinate and to act as the link between the University and learners from different areas of the state besides</p> | <p>The Regional Centre (RC) in Jorhat is presently housed in a rented premise. The Centre has rooms for the Vice-Chancellor, Assistant Regional Director, administrative staff, conference, storage and reception, a</p> | <p>The University plans to develop fully operational own infrastructure of Regional Centres in the following places</p> <ul style="list-style-type: none"> • Jorhat – (The University has already procured its | 2025 |

| | | | | |
|--------------------------------|---|--|---|--------|
| | providing various supports to the learners directly | library with books and SLM etc. | <p>own land of 1 Bigha, 1 Katha and 13 Lecha in Jorhat town)</p> <ul style="list-style-type: none"> • Lakhimpur (the Government of Assam has allotted a plot of land for Regional Centre in Lakhimpur recently) • Bongaingaon (Required land is to arranged) • Barak Valley (Required land is to arranged) <p>The Regional Centres will have Academic and Administrative Buildings along with Residential Quarters for Faculty and Staff</p> | |
| <i>Learner Support Centres</i> | The Learner Support Centres or Study Centres are the direct contact points for learners responsible for providing all required supports to the learners | There are 276 Learner Support Centres across the state located in provincialised colleges and public universities. Besides, Centres also provided in District central jails. The City Campus also hosts a Model Study Centre. | The University aims to increase the number of Learner Support Centres to cater to the needs of all areas of the State. To develop a set of Learner Support Centres in the line of Model Study Centre of the University covering all districts in the State. | Contd. |
| Digital Infrastructure | State of the art Digital Infrastructure is required for providing technology-enabled learning which will enhance access i.e. from anywhere, at anytime, by anyone to higher education | At present the Digital Infrastructure of the University includes the following <ul style="list-style-type: none"> • Online Admission System • Learning Management System • Electronic Multimedia Production Centre and Studios • Digital Library | Besides improving and enhancing the existing facilities and infrastructure, the University plans to develop the following: <ul style="list-style-type: none"> • Centre for Online Education and Lifelong Learning • High-end computing Lab with all required software | Contd. |

| | | | | |
|------------------------|---|--|--|--------|
| | | <ul style="list-style-type: none"> • Digital Class rooms/Seminar Halls • Digital Attendance System • 24x7 Power Back-up • Un-interrupted Internet and Networking • Wireless Campus • Server and Cloud Space • Online Learners' Support System • Online Examination and Evaluation System • E-Office • Security and Surveillance System | <ul style="list-style-type: none"> • Increased number of Digital Classrooms and Halls • Enhanced Capacity Server and Cloud Space • State of the Art Video Conferencing System • Language Lab • Up-to-date AI lab for ODL • Establishment of an Augmented Reality (AR)/Virtual Reality (VR) Research Laboratory for the ODL Learners • Data Centre • Fully proctored online examination system • Complete online evaluation system | |
| Human Resources | The University is required to have faculty, non-faculty and other support staff for running various academic programmes and other activities as per the UGC and Government of Assam's rules and norms notified from time to time. | At present the University has 44 sanctioned faculty and 85 non faculty staff including officers Besides, the University has 17 fulltime faculty members in different disciplines on contract basis | The University intends to address the requirements of human resources as given under: <ul style="list-style-type: none"> • To fill-up all vacancies in the University – existing as well as upcoming • To recruit required faculty and other non-faculty members to launch all new programmes as | Contd. |

| | | | | |
|------------------------------|---|---|--|--------|
| | | | <p>per the UGC's ODL Regulation</p> <ul style="list-style-type: none"> • To continue with the practice of the need-based capacity and professional development programmes for everyone • To ensure employee's benefits and welfare measures as per the Act, Statutes and Ordinances etc. | |
| Implementation of NEP | The University is fully committed to implement NEP 2020 | <p>The University implements NEP 2020 from the academic session of July-August 2023.</p> <ul style="list-style-type: none"> • It has implemented Four Year UG Programmes in CBCS mode as per the National Credit Framework • Provisions for flexible entry and exit has been introduced • All programmes are offered with interdisciplinary, value added, ability enhancement and skill-based courses • The University offers admission to pursue two programmes simultaneously | <p>In the years ahead, the University plans to introduce a series of new programmes and courses with greater employability for the learners.</p> <p>It also proposes to offer course-based registration allowing micro-credit to the learners along with facilities for seamless transfer of credits</p> | Contd. |
| Online Education | To initiate online education for the greater | <ul style="list-style-type: none"> • The University established the Centre | The University plans to equip the Centre for Online Education with all the required | Contd. |

| | | | | |
|--|---|---|--|--------|
| | excess of learners at an affordable cost | <p>for Online Education</p> <ul style="list-style-type: none"> • The Centre has taken proactive measures in launching a full-fledged Learning Management System with four quadrants of MOOC pedagogy • The University faculty members have developed 8 SWAYAM MOOCs to date and more courses are in the pipeline to launch on the SWAYAM platform | <p>infrastructural and human resources so that the University may launch a large number of need-based and relevant programmes for learners across the globe at an affordable cost.</p> <p>The University also plans to introduce more and more MOOC courses on the platform like SWAYAM etc.</p> | |
| Academic Bank of Credit | The UGC mandates the registration of all learners in the ABC portal for credit storage and transfer | The University has started registering learners in the ABC portal. Uploading of academic records of 28888 the registered learners are completed. So far, over 35000 learners' registration has been completed. | The University aims to ensure registration of each and every learner of the University in the ABC portal and upload all relevant data for facilitating seamless credit transfer. | Contd. |
| Research, Publication and Collaboration | | <p>The University has already set up the Research and Development Cell (RDC) as per the UGC directives and the Cell is actively working on to create a research ecosystem in the University.</p> <p>The University established Banikanta Kakati</p> | <p>The University will provide infrastructural and financial support to the faculty members to do research and publication.</p> <p>The University has already signed MoUs with many Universities and other HEIs for academic and research collaboration. Further, many government</p> | Contd. |

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| | | <p>Research Institute (BKRI) in the year 2016 with the objective of promoting research on Area Studies covering India's North East and its neighbouring regions in a wider perspective. The aim of this Institute is to undertake independent research on problems and processes of social transformation and economic and human development in the region, and contribute to the formulation of strategic programmes for integrated regional development. Since its inception, the Institute has conducted various programmes like organising public lecture, round table discussion, outreach programme and so on.</p> | <p>agencies also on discussion with the University to undertake research on implementation of various government schemes. The University plans to conduct collaborative research with different HEIs under the banner of RDC and BKRI of the University.</p> <p>The University has placed a special thrust on conducting Systemic Research for which the CIQA of the University has already taken initiatives to prepare the framework for such research activities. CIQA organised an interactive session on 11 August, 2023, by inviting external experts from IGNOU and CEMCA for preparing the roadmap to conduct outcome-based programme effectiveness research in the University.</p> <p>The University is on active discussion with CEMCA, New Delhi for establishment of a research centre on Open and Distance Learning (ODL). This Centre will be helpful to organised ODL in more consolidated and effective manner in the state.</p> | |
| Mobilisation of Resources | Adequate resource is necessary for sustainability of the University and its further expansion to | The University has adopted a resource mobilisation policy within the ambit of which required resources are mobilised, allocated and utilised. While | <p>In order to mobilise resources the University proposes to adopt the following:</p> <ul style="list-style-type: none"> • Based on annual financial targets, strategies for | Contd. |

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| | realise the objectives this IDP | utilising resources all statutory provisions are maintained. | <p>resource mobilisation will be devised</p> <ul style="list-style-type: none"> • Adequate focus will be placed on internal sources of resource mobilisation • As per the advice of the Investment Committee of the University, strategies will be adopted for prudent investments of the University's resources • Well thought-out plans will be made to tap all possible external sources like UGC, Govt of Assam, Govt of India, PMUSHA, NEC, MoDNER, ICSSR etc. • Policies and provisions will be made for generating revenue through consultancy, projects etc. | |
| Extension Activities | Extension services extend the reach of the University, enhance the learning experience, and contribute to the institution's mission of providing quality education to diverse and often | Being an open university, extension services have been given top most priority by the University since its inception. The University provides various extension services to society through the Mother Teresa Social Welfare Mission, APJ Abdul Kalam Student Welfare Mission and | The University plans to adopt villages across the state in collaboration with the Jorhat Regional Centre (JRC) and study centres. The Mother Teresa Social Welfare Mission and APJ Abdul Kalam Student Welfare Mission will take various extensive extension activities in the state in collaboration with the JRC, Study Centres, | Contd. |

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| | underserved populations. | University's Community Radio. The University has adopted five tribal villages, arranged donations for flood victims, organised free Health Check-up camps, organised different programmes in order to improve the mental health of women, and also provided skill training and free education to the youths of the adopted villages. | learners and alumni. The special focus will be given in the disadvantaged areas and people while organising the different extension activities. | |
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General Principles of Physical Infrastructure

Major principles for building a strategic physical infrastructure adopted by the University include the followings:

a) General Campus Planning Principles:

In the design of infrastructures of the existing and proposed sites of the University, University Headquarters at Rani, City Campus at Khanapara, Guwahati and Regional Centres at Jorhat, Lakhimpur, Bongaigaon and Barak Valley proper architectural design has been undertaken so that adequate open space, circulation, and utility systems can be achieved. The three physical sites of the University ensure the following:

- Academic, research, outreach, cultural, and operational activities can be undertaken in a positive atmosphere;
- Campuses are protected and strengthened as an integral part of the University's mission of living and learning;
- The sites preserve and enhance the aesthetic appeal of campus;
- The sites encourage environmental stewardship;
- The sites reduce energy waste, improve energy efficiency, and decrease energy impacts;
- Adequate infrastructure facilities and equipment have been provided/integrated with departments for Vocational Education, Training and Skilling Various parts of the campus are accessible for Persons with Disability (PwD); The campuses support integration of all genders and promote zero tolerance for gender-based discrimination, ragging and bullying etc. including on social media bullying;
- Proper fire and environmental and disaster and other risk management strategies are in place;
- Facilities are available for expression of artistic abilities, creativity and pursuit of sports and fitness regimes and interests;

- Basic Health facilities are made available and functional including for mental health like psychosocial counselling and wellbeing centres;
- Principles of Resource Generation and Management are followed especially in terms of Knowledge Management.

Green Initiatives

While developing and maintaining physical campuses the following principles will be adhered to for green initiatives:

- Energy Efficiency and use of Renewable Energy
- Rain Water Harvesting
- Waste Management
- Plantation and Landscaping including open and recreational spaces
- Plastic and Tobacco Free Campuses
- Use of Water Saving Technology
- Paper-less Work Environment

Digital Infrastructure

The University will have the following digital infrastructure:

- Website
- Learning Management System
- Electronic Multimedia Production Centre and Studios
- Digital Library
- High-end Computing Lab with all required software
- Digital Class rooms/Seminar Halls
- Digital Attendance System
- 24x7 Power Back-up
- Un-interrupted Internet and Networking
- Wireless Campus
- State of the Art Video Conferencing System
- Adequate Server and Cloud Space
- Digital Storage
- Language Lab
- Establishment of an Augmented Reality (AR)/Virtual Reality (VR) Research Laboratory for the ODL Learners
- Online Learners' Support System
- Online Examination and Evaluation System
- E-Office
- Security and Surveillance System
- Data Centre
