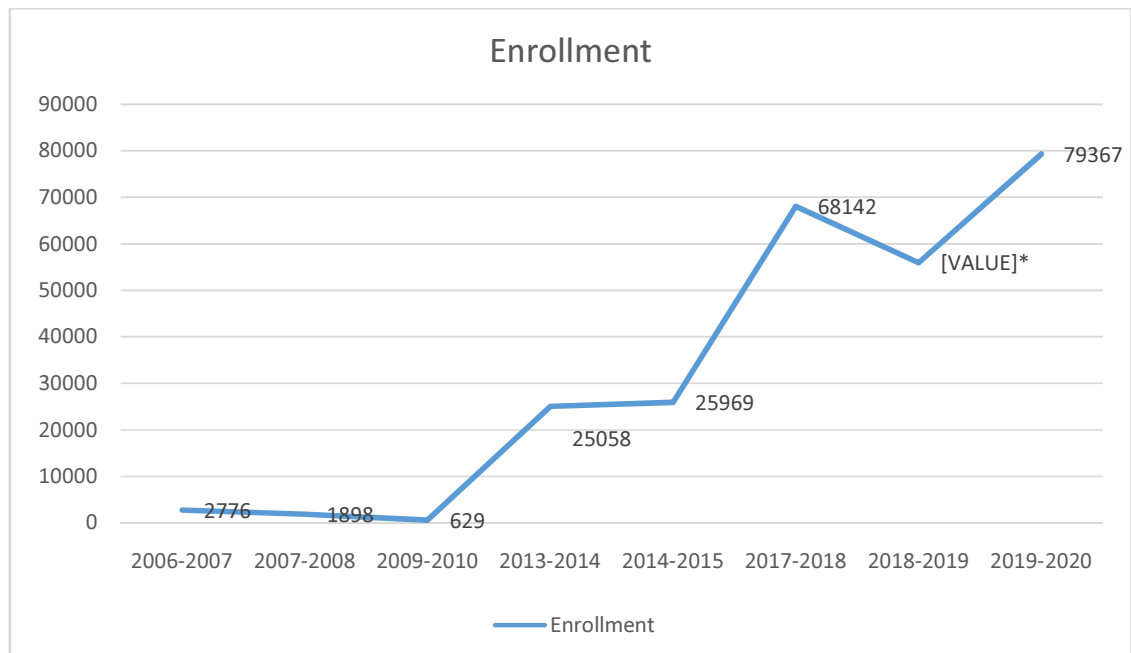# 1.Executive Summary

- **Introductory Note**

Uttarakhand Open University was established in the Year 2005, vide The Uttaranchal Open University Act, 2005 (Act No. 23 of 2005) of Uttaranchal Govt. Later, when the name of the State was changed from 'Uttaranchal' to 'Uttarakhand', the nomenclature of the University also changed from 'Uttaranchal Open University' to 'Uttarakhand Open University'. It was a visionary decision of the State Govt. to establish a State Open University way back in 2005, whereas the State itself was created on 09th November 2000. It indicates that in the first few years of its existence the State Govt. took a decision of promoting Open and Distance Learning (ODL) in Uttarakhand by establishing a State Open University. The headquarter of the University was created at Haldwani which is a very important trading and commercial feeder-town in the entire Division of the State known as Kumaun Division (the other administrative Division of the State is Garhwal/ Uttarakhand has these two Divisionsonly).

After its creation the University became functional but from the year 2005 to 2010 much notable progress could not be made on account of various reasons. In 2010, once again, systematic efforts were made to popularize and establish ODL in the State of Uttarakhand and by now the University has been able to create a niche of its own. It is evident from the growing number of enrollments which is depicted in the graph given below;

Enrollment

79367
68142
[VALUE]*
25969
25058
2776
1898
629

2006-2007 2007-2008 2009-2010 2013-2014 2014-2015 2017-2018 2018-2019 2019-2020

— Enrollment

* Due to delay in grant of recognition by UGC-DEB.

In Uttarakhand, there existed two State Universities offering Higher Education in face to face (F2F) mode. Later, Garhwal University was declared to be the Central University and the Kumaun University remained the one and only State University[1] in Uttarakhand. A few years back a large number of learners in Uttarakhand used to appear as private examinees[2]. The Uttarakhand Open University tried its level best and persuaded the officers of the Govt. to abolish the system of private examinees in the State. After a long period of time, these efforts of Uttarakhand Open University yielded the desired result and private system of examination was abolished (vide G.O. No.: 1238/ XXIV(6)/2016-12(134)/15, dated 14th Dec 2016). It acted as a boost to the enrollments in Uttarakhand Open University and all those learners who used to appear at examination as private examinees gradually started getting enrolled at Uttarakhand Open University.

Thus, in its journey of one and a half decade the University has taken its enrollment from 2776 to 79,367. Accordingly, the systems, processes, and procedures were developed and the human as well as infrastructural resources were put in place thereby, establishing Uttarakhand Open University (UOU)as an entity created by the State, governed by the state, UGC, UGC-DEB, and the other Regulatory Bodies of the country. At present the headquarter of the University is located at Teenpani Bypass (Industrial Area) in Haldwani town of Nainital District of Kumaun Division of Uttarakhand (Pin 263 139).

- ➢ Location: The longitude and latitude of the location of the Headquarter at Haldwani is Lat-29.185483,Long-79.5097723.
- ➢ Vision: "To make higher education the potent medium of growth by creating knowledge and to provide easily accessible and convenient opportunities for value-based quality higher education to the people of Uttarakhand especially to youth, educationally deprived, and employed persons so that they are motivated for lifelong learning thereby ensuring their proficiency in different skills, securing self-employment, and employment with the motto of appropriate services to the State, Nation and Humanity".
- ➢ Mission: "To make Uttarakhand Open University the preferred destination of learners seeking flexible, affordable, and high quality university education".
- ➢ Type of the institution: Open and Distance Learning University of the State Govt. of Uttarakhand with territorial jurisdiction limited to the state of Uttarakhand.

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[1]Later another State University, Sridev Suman University was also established in order to affiliate the U.G. and P.G. Govt. Colleges, after HNB Garhwal University became a Central University.
[2] The examinees who never took admission in a University/ Affiliated Colleges, used to fill-in the examination form only, pay the requisite fee and appear at the examination, were known as the private examinees.These learners were supposedly learning at their own pace and with their own judgment and they had no association (regarding learning) with the University or the Affiliated Colleges.

Over the period of time the organizational structure comprising of the Regional Centers and Study Centers (those days LSCs were known as Study Centers) were established to ensure the physical reach of the University in every part of the State. Thus, 8 Regional Centers were established in the existing Govt./ Govt. Aided Post Graduate Colleges of the State. These RCs were;

- ➢ Kumaun Division:
    1) Haldwani
    2) Bageshwar
    3) Ranikhet
    4) Pithoragarh
- ➢ Garhwal Division
    1) Roorkee
    2) Dehradun
    3) Pauri
    4) Uttarkashi

Under these RCs various Study Centers (now known as LSCs) were established. After some time it was felt that the University should have a campus in the Garhwal Division to ensure better learner support for the learners of Garhwal Division. The issue was discussed in various Statutory Bodies of the University and with the concurrence of the State Govt. a Campus of the University was established in Dehradun. The basic purpose of establishment of Dehradun Campus was to ensure quality learner support (settling queries and grievances, providing SILM, handling examination related queries, and keeping a watch on counseling as well as arranging counseling sessions at the campus level). Thus, at present the University has one campus at Dehradun, 08 RCs, and …… LSCs. With this organizational set-up UOU is working hard to add to the GER of the country, to ensure the institutional credibility and to establish the credibility of ODL as a medium of delivering higher education to the learners who could not be approached by the conventional system of higher education.

- • **Criterion-wise Summary**:
    - ➢ Curricular Aspects: The University has been very careful and it has continuously improved its processes to ensure quality in all the curricular aspects of learning in ODL mode of delivery of higher education. The following steps will help to elaborate the processes clearly:
        1) Designing and proposing a new programme of study.
        2) Meeting of the Expert Committee.
        3) Preparation of PPR in consultation with the stake-holders.
        4) Approval at the level of BOS.
        5) Approval in the Academic Council.

Since, all the decisions of the Academic Council are automatically placed in the meeting of the Executive Council, the process of academic governance is fairly systematized, statutory, democratic and transparent. Since 2011-2012 ………. new programmes of study were launched and a few programmes like 'Certificate Programme in Technical Excellence' were aimed at ensuring the collaboration with the local industries, thereby, securing placements for the leaners of these programmes.

The programmes have been revised from time to time, provisions for lateral entry were created and partial modular approach was also ensured. Learners undertake field-works, projects, and internships in some of the programmes in the University. These programmes are MBA, MCA, BHM, MHM[3], Yoga, MSW, MJMC, B.Ed., Geography, as well as in various other programmes in the Science stream. In this process, it is easier to collect feed-back and relevant action is taken also after analysis of the feedback given by the learners and other stakeholders. Recently, impact analysis based on the feedback was carried out and it has been presented in the QIF. Various courses of the Universitylay due emphasis on cross-cutting issues. Recently, the University has created two MOOCs, whereas, the OER policy of the University was adopted in the year ………………….

To enrich the curricular learning, special counseling sessions are held by the University. These special counseling sessions are the USP of the University's curricular support to learners.

➢ Teaching, Learning and Evaluations: To ensure better teaching-learning the special counseling sessions are organized by the Universityin addition to the regular counseling being done by the LSCs. In these sessions (having the duration of 07 or 10 or 15 days in different locations of the state), the faculty of the University arranges special counseling sessions of mandatory[4] and voluntary[5] nature simultaneously. Further, in the programmes being offered in the science-stream to ensure the practical understanding of the learners, practical oriented workshops are organized. This effort has yielded very positive results, and it is by now the USP of the University's teaching-learning process.

Leaner-enrollment has continuously been on the rise from 629 (in 2010) to 79,367 (current enrollment) and it includes female, male, and trans-genders. The University has established special LSCs for women, prison-inmates, and tribals, to ensure it's reach amongst these sections of the society. The UOU provides

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[3]New admission in BHM and MHM programmes have been stopped w.e.f. ……………. as per the directives of UGC-DEB.

[4]In some programmes special counselling is mandatory because the nature of these programmes (say Yoga) demands mandatory counselling.

[5]In other programmes, it is voluntary.

100% exemption of programme fee to female PWD learners if their physical disability is to the extent of 50%. SILM of the University is developed in the print form but it is essentially digitized and uploaded on the website to facilitate the learners who wish to use its digitized version. The SILM is prepared through a standardized and defined process in which in-house faculty and the experts from outside also participate. The learners, who prefer to accept only the digitized SILM, are allowed a concession of 15% in programme fee. The University has a Community Radio, which is largely used for instructional purposes and also for disseminating information to learners and the other listeners-groups. In some of the programmes, aired on the radio, the listeners may raise queries by calling the radio station and their queries are properly responded by the faculty or the experts delivering the talk. The evaluation process of the University ensures utmost sanctity and fairness. Most of the activities are digitized and continuous reforms in automation have lead the UOU to carry-out the examination in the minimum time with minimum faults and eventually issue even a transcript and upload the data on the portal of the NAD. Learners Support Services (LSS) are also carried out by the University and its analysis is a regular practice leading to improvements in existing processes.

- Research, Innovations and Extension:Research in UOU is being carried on strictly as per the provisions of the Regulations of the UGC. The course-work is of a very high order and the researchers have always appreciated it. The highlights of research and innovations in UOU can be summed-up in the following bullet points;
  1) Dedicated LMS Platform for course-work.
  2) Conduct of regular webinars by experts from different institutions.
  3) Innovative contents on Cyber Security and in the oriental language (Sanskrit) developed as MOOCs.
  4) Adoption of online courses from NPTEL, edx, Spoken Tutorials (IIT Bombay), and EDI.
  5) Publication and Ethics guidelines.
  6) Plagiarism check.
  7) Consultancy policy duly approved by the EC of the University.
  8) Separate innovation cell.
  9) Innovations applied to skill oriented courses, counseling and learners support.
  10) No. of Ph.Ds. awarded………….. and working…………….
  11) Only internal faculty is allowed to be the main supervisor for the researchers.

12) Good number of quality research publications in academic disciplines and in the system of distance education by the academic faculty during the last 5 years.

13) Extension activities carried out in the entire domain area and even at Raj Bhawan of the state.

14) Programmes for Swacchh Bharat, sensitivity towards Gender Issues, and PWDs are regularly organized by the University.

15) Collaborative activities carried out in collaboration with the local industries of Uttarakhand.

Accordingly, research, innovations, publications, seminars, workshops, consultancy and extension activities are an integral part of the University's policy on Research and Innovation.

➤ Infrastructure and Learning Resources:The ICT competence of the University is a key element in the smooth conduct of almost each and every activity of the University. The IT infrastructure at headquarter, RCs and LSCs, is fairly good and the competence of ICT staff ensures the best use of available infrastructure. The soft-wares are duly licensed and the University has the internet bandwidth of ………. The updation of the ICT facilities is a continuous process especially with regard to the programmes and softwares developed in-house. Additionally, MOUs for AMC are in place resulting in un-interrupted availability of ICT enabled services in the University. Further, the other relevant facilities, policies and systems are highlighted below:

1) The University has more than 10 specific facilities for media production.
2) Transmission facilities are available through the Community Radio.
3) The University has its duly approved OER policy.
4) The University has duly approved IT policy.
5) The University has duly approved ERP document.
6) Partial automation of Library on e-granthalaya exists.
7) Due training in Library Automation provided to concerned personnel.
8) Monitoring of LSCs and RCs is also ensured online through ICT systems.

The other ICT enabled resources for the learners are:

9) Student Information System (SIS/ Indigenous programme)
10) University App.
11) Social Media channels (YouTube/ Facebook)
12) Kiosk
13) Blogs of the Departments.
14) Web-based Community Radio, etc.

- Learner Support and Progression:Admissions in the University are allowed in online as well as in offline (entire data is uploaded in the soft form within a few days of offline admissions) modes. For online admission there are payment gateways through nationalized banks offering payment facilitation online through various recognized modes. For offline admissions, again the fee payments are received only through bank-challansof the banks under-agreement for the purpose. The SILM is immediately dispatched to the learners after generation of the enrollment number. For dispatch of material, multiple modes convenient for learners are adopted.

  The University regularly conducts pre-admission counseling sessions and undertakes promotional campaigns in the entire State in the month of July every-year. Faculty of the University conducts these promotional activities and pre-admission counselling sessions. University has a rich bouquet of academic counseling services, having almost all the modes of counseling, except a few. These are; face-to-face counseling, web-conferencing, LMS based, laboratory based, internships, workshops, field study, seminars, interactive radio counseling and extended contact programmes (7 or 10 or 15 days workshop/special counseling) etc.

  Similarly, for paying immediate attention to learner queries, a large number of avenues are provided by the University, say, IVRS, Online/Offline helpdesk, social media, App based support, Chat-box, e-mail support, interactive radio counseling, enquiry counter, RTI, blogs and phone calls, *etc.*

  Grievance redressal system implemented in the University is unique and it is considered to be a fairly good system of grievance redressal even by the learners and the other stakeholders. The learner progression in the University is fairly good and it has also been acknowledged in a report published by the Common Wealth of Learning (COL).

  The Alumni Association of the University is the first registered alumni association in any Open University. Though their engagement is in the initial stage but it is expected to grow richer over the period of time.
- Governance, Leadership and Management:The University's governance is strictly as per the provisions contained in its Act, Statutes and Ordinances. Further, the directions of the UGC, UGC-DEB, other Regulatory Authorities and the State Govt. are also followed in its governance. It is fairly transparent and it ensures the representation of various stake-holders in the governing bodies.

  The Vision and the Mission, and the Thrust Areas of the University have been created through a scientific process and these are duly approved by the EC of the University. The Objectives of the University are laid down in Schedule-2 of

Uttaranchal Open University Act 2005, and the same are adhered to religiously. The University has never bypassed itsterritorial jurisdiction and it has abided by the norms, rules and regulations so as to avoid any confusions or litigations in the matter.

e-Governance is increasingly applied in all the functional areas like planning and development, administration, finance and accounts, learners' admission, dispatch of SILM, learner-support, and grievance redressal, and examination. Professional development of teachers, academic consultants and employees is a priority area for the University, as most of the eligible teachers have completed their orientations and refresher programmes.Some of the faculty members have attended FDPs, summer or winter schools, and other training programmes. Special training programmes were organized for the employees and many other employees were sent to attend the various other professional training programmes on GEM, e-tendering and e-Granthalaya.

Welfare policies for teachers and employees are also in place but these need to be strengthened. CIQA ensures academic quality in all the relevant areas.

- Institutional Values and Best Practices: Since, its proper functioning in 2011, the UOU has continuously evolved the sets of values in different areas and over the period of time some of the practices could be developed into the best practices of the University, *e.g.*, ICT practices and e-governance were employed in the University in a big way and gradually every teaching faculty of the University could attain a good level of proficiency in ICT practices which helped the creation of SILM, video contents, and online counseling.

The University has been very careful in paying due attention to the areas related to institutional values. The efforts of the University in creating, improving and standardizing certain values and practices could be enumerated as below:

1) ICT competence.
2) Celebration of national festivals and other important days, especially the 02ndOctober and 05th September.
3) Creation of CIQA.
4) Steps to ensure gender sensitivity at workplace.
5) Green practices with regard to plantation, rainwater harvesting, garbage management, maximum internal communication on intranet leading to reduce usage of paper, and promotion of e-SILM, again leading to reduction in use of paper.
6) Creation of awareness, and amenities for differently abled people.
7) Specific initiatives for marginalized sections (women, minorities, tribals, prison inmates, and war widows) of the society.

8) Inclusiveness leading to participation of the senior citizens in the educational programmes in the University. Number of senior citizens enrolled with UOU is (……….)

9) Human values and ethics are incorporated in the academic courses of the University along with the provisions of various codes of conduct for teachers, employees and learners.

The University has developed some best practices like special counseling sessions, grievance redressal mechanism, etc., which have been appreciated by the learners and the other stakeholders alike.

- Brief note on **Strengths, Weaknesses, Opportunities, and Challenges (SWOC)** in respect of the Institution.
  - Strengths:
    The major elements of strength of the University can be summed-up as below;
    1) Quality Human Resources.
    2) Special counseling sessions.
    3) ICT.
    4) Element of trust;
       - Empathetic track record of delivery.
       - Transparency and connectivity with learners.
       - Vibrant grievance redressal system.
       - Strict adherence to rules and regulations.
    5) Discharge of its social responsibility (Adoption of Villages).

    The above mentioned five strengths are actually the real strengths of the University which have proved their worth time and again, say, quality human resource is essentially responsible for all the other four strengths mentioned above. If an institution does not have the good quality pool of human resources it cannot deliver on any front. It is understandable that the entire human resources in one institution may not be gifted with the equal competence but going by the *Pereto's Law* even if the institutions has a small band of committed, competent and dedicated employees, it is bound to excel. It is true for UOU also. Accordingly, special counseling sessions are possible, good quality ICT services are being delivered, social obligations are being discharged and the biggest intangible asset in the form of the trust of the stakeholders exists in the University.
  - Weaknesses:

UOU has certain handicaps, especially with regard to its physical infrastructure and these handicaps actually get converted into the weaknesses. The major weaknesses of UOU are as follows:

1) Not having it's own Regional Directors and own Regional Offices.
2) Inadequate physical infrastructure for MPDD, Examinations, Laboratories at HQ, Library, multipurpose halls.
3) Hostels-cum-guesthouse for learners/ visitors.
4) Inadequate ministerial support system.
5) Dependence on outside institutions for conduct of exams.

The University has a borrowed system in many respects, say, it's Regional Offices are located in the Govt. Post-graduate colleges of the State and the Regional Directors are designated from out of the teachers of the same college. Further, these RDs are subject to transfer (trainings etc. are rendered useless) from one institution to another and the space provided by the concerned P.G. College is also usually very-very insufficient for a Regional Office. Similarly, the University is dependent for conducting it's examinations on the other Universities and Degree/ P.G. colleges of the state. It restricts UOU from implementing a number of good initiatives and it acts as limitations in many respects. Same is true of the other infrastructural issues mentioned as weaknesses at serial nos. 2 and 3 above. The ministerialsupport system of the University suffers from multiple issues, say, outsourced employees, contract employees, temporary employees, and therefore, the resultant efficiency is also not upto the mark. It results in shifting of ministerial work to the other employees and academics influencing their performance as well.

➢ Opportunities:
It is the established knowledge that the challenges usually open the doors of opportunities. The same is true for UOU as-well. Accordingly, the following have been identified as the opportunities for UOU during the next few years.

1) Online programmes of study.
2) Possibility of new self-employment/ employment oriented programmes of Study/ B.Voc.
3) Forging alliances with national and international institutions.
4) OERs and MOOCs.
5) To introduce full-scale blended learning.
6) Introduction of new programmes relevant locally and globally.

After the UGC had given permission for the online programmes of study to ODL Universities, UOU had applied for getting permission to offer some online

programmes in the Department of Computer Sciences but somehow it could not be accepted. So, it is a big opportunity for UOU to initiate its online programmes of studies. Similarly, notwithstanding the typical restrictions contained in the phrases like 'no hands-on training'*etc.*, the UOU will try its level best to initiate the self-employment/ employment oriented programmes of studies eventually leading to programmes under B.Voc. degree. In view of UOU's excellent track record of industry interface it should be easier for the University to initiate such programmes in collaboration with the local industries of the region.

The UOU is already working on MOOCs, it has formulated its OER policy and it is preparing to launch proper systems for Blended Learning. These are some of the new opportunity areas for the University in the near future.

The UOU is preparing to launch some locally relevant courses of study, say, Uttarakhand being a tourism dominated state, there exists good scope of training youngsters to act as trained and authorized guides for the tourists visiting Uttarakhand for their love of nature, wild-life, adventure, and pilgrimage, *etc*. Similarly, many other locally relevant new programmes of study shall be initiated. The opportunities identified above are the commitments of the University in the years to follow.

➢ Challenges:

The earnest desire to improve the systems and the functioning of the University in the overall interest of the learners is at the top of the University's agenda and since it is to be achieved in a time-bound manner, the same have been listed as challenges. Major focus of our concerted action plan are as follows;

1) To improve the SILM.
   - Creation of Bi-lingual SILM as well.
2) To improve the IT Infrastructure.
3) To obtain Recognition under Section 12(b) of the UGC Act.
4) To ensure learners' participation.
5) To prepare MOOCs.
6) To enrich Video and Audio repository.
7) To explore national and international institutional linkages:
8) To build financial strength.
9) Energizing Alumni Association.
10) Increasing interactions with industry and economy of the state.
11) To create proper system of facilitation for placement services.
12) To improve and strengthen employee welfare.
13) To continuously work for changing the perception about ODL.
14) To improve the monitoring of RCs and LSCs.

All the policies of the University are directed to overcome these challenges in the near future and the appropriate policies are being devised, say, the issue of bilingual SILM is to be managed by providing e-SILM in the other language so that the learners opting for the other language do not face any difficulty and it does not involve the huge printing costs as well. Similarly, the University has the Video and Audio repository, but in a planned manner it is to be enriched so that each unit of the particular courses is covered in these lectures as well. We have the Alumni Association, which is rare in ODL institutions, but it needs to be energized and concerted efforts are being made for the same. Similarly, we have policies and systems for placement, employee welfare, interface with industry and the systems of monitoring the RCs and LSCs but all these are to be made more effective. The financial management is a big issue since a public University is bound by many restrictions but the UOU has taken some concrete steps (for example the University initiated the 'Corpus Fund' with Rs. 2 crores some years back and by now it is a sizeable sum ofRs. 45.96 crores, excluding the interest earned thereon). It is an ample proof of proactive thinking and the result is also quite assuring. Similarly, the UOU needs to device the newer strategies to financially strengthen the University.

- **Any additional information** about the Institution other than the ones already stated.
    - ➢ Continuous improvement is embedded in the genome of the University because the University started with truly negligible infrastructure in every respect but the habit of learning from its shortcomings and the ardent desire to improve has resulted in creating a vibrant infrastructure of competent, committed and dedicated human resources, and a sprawling green campus spread in 25 acres of land. The ICT has been the focus of the University's then Vice-Chancellor, Professor Vinay Kumar Pathak and it resulted in a truly ICT enabled University with employees and teachers equally competent in ICT functions and practices.

      All the systems and the processes had to be put in place and the same was done in a phased manner, again under the spirit of continuous improvement. Even today, the focus remains the same, say, problems do arise but the improvements lead to the viable solutions in the form of newer practices and processes. Thus, it has been the guiding spirit of the University.
    - ➢ The University did not have its logo, its punch line, its KULGEET (University song), and the mission statement, but in the year 2010-2011 itself, concerted efforts were made to create all the above in the best possible manner and under the Statutory processes. The punch line of the University's logo was taken from *Shrimadbhagwadgeeta*(श्रद्धावाँल्लभतेज्ञानं, *Verse 39* of *Chapter 04*), signifying the essence of the process of obtaining *Janan (Gyan)*in Indian

philosophy and the KULGEET was written by Professor R C Mishra, symbolizing ODL, *Janan*, and Uttarakhand together in the body of 'KULGEET'. The musical composition was also made in-house with active and committed efforts of the team lead by Dr. Dwijesh Upadhyay (Department of Music). The vision statement was created through an appropriate and elaborate process involving the faculty of the University, LSC co-ordinators, RDs, and learners before its approval by the Statutory Administrative Authorities of the University. In the same manner all the initial problems were gradually overcome and the University could make a proper beginning, which has been subject to improvements over the period of time.

- ➢ Another important additional information is the adherence to the territorial jurisdiction of the University, Rules and Regulations as laid down by the Act and Statutes, DEC, UGC, UGC-DEB and the other Regulatory Authorities. It helped the University to strengthen its image as an institution which can be believed by all and sundry. It added to the trust of learners, the other stakeholders and the Regulatory Bodies about the functioning of the University.

- ➢ The focus of all the activities of UOU has been the convenience and satisfaction of learners. Each and every action, process and system was aimed at connecting to learners, satisfying them and trying to take the higher education at the door-step of the learners. In this process,extensive visits were made to the distant and difficult areas of the State resulting in establishment of the LSCs to facilitate learners to continue with their higher education.

- **Over all conclusive explication** about the institution's functioning.
  - ➢ Special counseling sessions innovated by the University need to be explained further, because, under the ODL system of imparting higher education the counselling is managed by the LSCs and the University does not directly take part in this process. UOU, on the other, took initiative of taking care of the counseling through its own teachers supported by the invited experts (need-based). These special counseling sessions were an innovation of the University and very soon these sessions became very popular with the learners. Accordingly, in some of the practice oriented programmes of study like Yoga, these were made mandatory. Similarly, in Sciences,in view of practicals, these sessions were made mandatory, but in many other programmes it remained voluntary (still the presence of learners was always good). These sessions spread a 'word of mouth' publicity of the University amongst the masses and this is how learners from 25 States and 03 UTs decided to join UOU.

- Adherence to territorial jurisdiction is also a very important factor because the University didn't open even an office outside its defined territory, whereas, learners from 25 States and 03 Union Territories have studied at UOU but they got enrolled at the LSCs operating in Uttarakhand, they attended the counselling sessions and mandatory/ special counseling sessions in Uttarakhand, and finally they appeared in the term-end examination and practical examination conducted in Uttarakhand only. It suffices about the goodwill of the University created out of its adherence to rules, regulations and norms etc.

- Transparency is yet another important characteristic feature of all the functions of this University. Each and every action has been so transparent that the stakeholders never had to worry about knowing the relevant systems or processes. A good example of exceptional transparency was the video recording of the performance of the candidates in front of the Selection Committees, wherein, the performance of each candidate was recorded and it was a testimony for any higher authority to believe in the sanctity of the process. The term-end examination is conducted under CCTV surveillance to ensure utmost sanctity, fairness, and transparency. The meetings of the Statutory Bodies are held regularly to ensure transperancy in governance.

- In order discharge its social obligation, the University decided to adopt 08 villages and the faculty of the University strived hard to create a rapport with the residents of these villages thereby creating some kind of special relationship between the University and the villagers. The focus of University's programmes in these villages has been onhealth education and awareness through a large number of programmes related to Yoga, nutrition, health checkups, child care, *etc*. Further, guidance in agricultural activities, and computer training, *etc*., were also provided. The residents of these villages were allowed a concession in programme fee if they joined the programmes of UOU.

  It has helped to create a positive environment for University in the State.