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INTRODUCTION

1.1 Institutional Strategic Partnership:

A strategic partnership is a **mutually beneficial arrangement between two separate companies that do not directly compete with one another**. The general idea is that two are better than one, and by combining resources, partner companies can each gain added advantages throughout the period of time the alliance is active. In a strategic partnership, two businesses intertwine their efforts in a certain area, such as marketing, supply chain, integration, technology, finance, or a combination of these. Such a partnership can even be a proverbial *"match made in heaven"* if the two parties involved are well enough matched. A strategic partnership is developed through an international process whereby the partners share resources and leverage complementary strengths to achieve defined common objectives. Strategic cooperation is tied to the strategic goals and objectives of an academic unit, college or university as a whole. It indicates a multi-dimensional engagement between the involved institutions and implies the joint undertaking of a diverse range of activities with the aim of the parties' mutual benefit' (Kuder, 2016).

A good starting point would be to systematically monitor funded research and development (R&D) activities as a means of identifying success stories and best practices as well as of the institutional dynamics that hinder or support the partnerships. Another priority area would be to enhance the capacities of individual researchers as agents of change in national and sub-national processes. Mensah, A. M., & Gordon, C. (2020). A Strategic Partnership of Academic Institutions refers to a formal collaboration or alliance between two or more educational institutions, such as

1. Academia Collaboration (Education Institute – Education Institute)
2. Public-Private Partnerships (PPPs) (Education Institute – Government)
3. International Collaborations (Cross Boarder)
4. Industry Academia Partnership

These partnerships are established with the aim of achieving common goals, enhancing educational and research capabilities, and promoting mutual benefits. Strategic partnerships can take various forms, such as:

- Licensing
- Use of IPRs
- Joint Events
- Joint Venture
- Reconciliation
- Joint Programs
- Placement Ties
- Industrial Visit
- Syllabus Design
- Content Creation
- Mutual Research
- Strategic Alliance
- Resource Sharing:
- Faculty and Staff Exchanges:
- Advocacy and Policy Initiatives:
- Various Student Exchange Programs
- Collaborative Faculty Development Programs
- Any for of Mergers or Acquisitions

Academic institutions can form partnerships to advocate for common interests, address policy issues, or collaborate on initiatives related to education, research funding, or community engagement. Academic institutions may collaborate by exchanging faculty and staff members. This facilitates knowledge sharing, promotes professional development, and fosters collaboration on research, teaching methodologies, and curriculum development. Partnerships can involve sharing resources, including libraries, research facilities, equipment, or online educational platforms. This allows institutions to expand their offerings and provide enhanced services to their students and faculty.

1.1.1 Academia Collaboration (Education Institute – Education Institute): Schools and universities often form partnerships to promote knowledge sharing, research collaboration, and professional development. Universities may provide resources and expertise to schools, offer teacher training programs, and engage in joint research projects, student exchange programs joint degree programs. These partnerships can enhance the quality of teaching and learning in schools and provide students with access to university resources and opportunities.

One example of a strategic partnership between academic institutions is the partnership between **Harvard University and Massachusetts Institute of Technology (MIT)** known as **edX.** It is an online learning platform that offers a wide range of courses and programs from top universities and institutions worldwide. It was founded in 2012 as a joint initiative between Harvard and MIT, with the goal of providing high-quality education to learners globally. The partnership between these two prestigious academic institutions has been instrumental in the success and impact of edX. Key elements of this strategic partnership include:

I. Joint Development: Harvard and MIT collaborated on the development of the edX platform, combining their expertise in online education, technology, and pedagogy. This joint effort ensured the creation of a robust and innovative platform that offers engaging and effective online courses.

II. Course Offerings: Both institutions contribute their expertise and courses to the edX platform. Learners can access a diverse range of courses, including subjects such as computer science, humanities, social sciences, and more. This partnership allows for a broader curriculum and increased educational opportunities for learners.

III. Research Collaboration: Harvard and MIT faculty members collaborate on research projects related to online learning and educational technology. This partnership enables the institutions to leverage their collective expertise, conduct groundbreaking research, and develop best practices for online education.

IV. Brand Recognition: The partnership between Harvard and MIT lends significant credibility and prestige to the edX platform. Learners worldwide recognize the quality and reputation associated with these institutions, which contributes to the platform's appeal and trustworthiness.

V. Global Reach: edX's strategic partnership with Harvard and MIT has facilitated partnerships with other academic institutions globally. Through collaborations with universities and organizations worldwide, edX offers a wide range of courses and programs, reaching learners from diverse backgrounds and geographical locations.

This strategic partnership has had a transformative impact on online education. It has enabled learners worldwide to access high-quality courses and programs from two leading academic institutions. The partnership between Harvard and MIT has also spurred innovation in online learning, encouraged research collaboration, and fostered a global community of learners and educators. Overall, the strategic partnership between Harvard University and MIT through edX exemplifies the power of collaboration between academic institutions to advance education, technology, and research. Partnerships can facilitate student exchange programs, enabling students to study abroad or experience different academic environments. This promotes cultural exchange, broadens perspectives, and enhances students' global awareness.

An example of a strategic partnership between academic institutions is the **Ivy Plus consortium.** The Ivy Plus consortium is a collaborative initiative among Ivy League universities (Harvard University, Princeton University, Yale University, etc.) and a select group of other prestigious academic institutions, including Stanford University, University of Chicago, Massachusetts Institute of Technology (MIT), and California Institute of Technology (Caltech). The Ivy Plus consortium aims to foster collaboration and knowledge sharing among these leading academic institutions. The partnership involves various activities and initiatives, including:

I. Research Collaboration: The consortium facilitates research collaborations among faculty members and researchers from different member institutions. It promotes interdisciplinary studies and the sharing of expertise, resources, and facilities to address complex global challenges.

II. Joint Degree Programs: The member institutions collaborate to offer joint degree programs that combine the unique strengths and expertise of multiple institutions. For example, Harvard and MIT jointly offer the Harvard-MIT Health Sciences and Technology program, providing students with an interdisciplinary education in health-related fields.

III. Faculty and Student Exchanges: The consortium supports faculty and student exchanges, allowing professors and students to engage in cross-institutional teaching, research, and learning opportunities. This fosters knowledge exchange and exposure to different academic environments.

IV. Resource Sharing: The member institutions share resources such as library collections, research databases, and digital learning materials. This enables students and faculty to access a broader range of resources and enhances the quality of education and research.

V. Collaborative Initiatives: The consortium undertakes joint initiatives and advocacy efforts related to education policy, research funding, and societal impact. For instance, the consortium collaborates on initiatives addressing climate change, sustainable development, and social justice.

The Ivy Plus consortium serves as an example of a strategic partnership that brings together leading academic institutions to leverage their collective strengths, promote collaboration, and advance education and research. This partnership enhances the academic experiences of students and faculty, promotes interdisciplinary research, and amplifies the institutions' collective impact on a global scale.
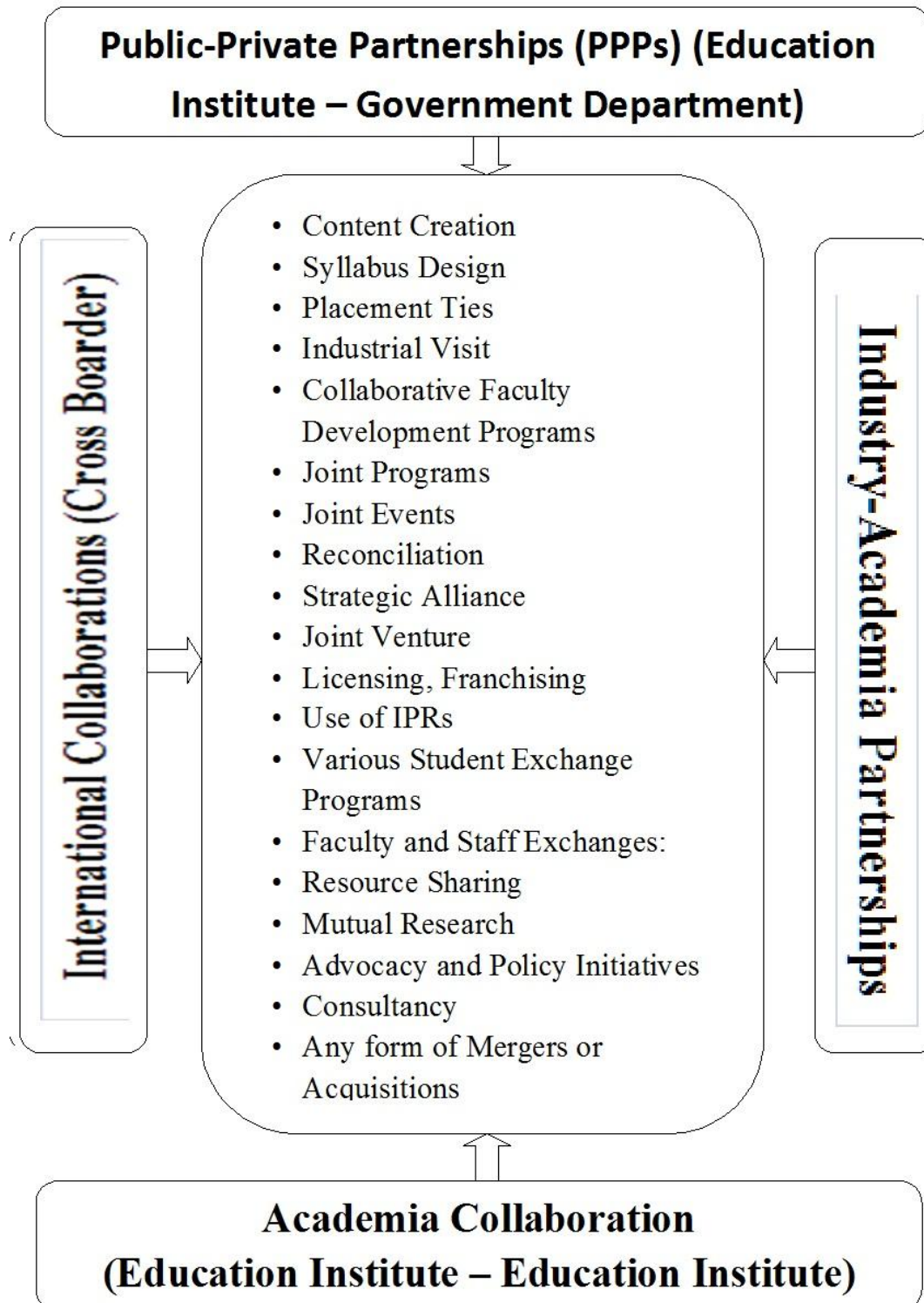

Partnership between academic institutions in India is the Indian Institutes of Technology (IIT) and the Indian Institutes of Management (IIM) collaboration. These are prestigious institutions known for their excellence in engineering and management education, respectively. The IITs and IIMs have come together on various occasions to collaborate on research projects, joint academic programs, and knowledge sharing initiatives. For instance, they have jointly organized conferences and seminars where faculty members and researchers from both institutions present their work and exchange ideas.

IIT - 3 Indian Institutes of Technology (IIT) consortium. The IIT consortium is a collaborative effort between the various Indian Institutes of Technology. The IIT consortium aims to foster collaboration and cooperation among the IITs in research, faculty exchange, joint projects, and academic initiatives. It allows the member IITs to leverage each other's expertise, resources, and facilities to enhance the quality of education and research output. Through the consortium, the IITs have established

several joint initiatives and programs. For example, they organize joint conferences, seminars, and workshops on various interdisciplinary topics, allowing faculty and researchers from different IITs to come together and share their knowledge and findings. The IIT consortium also facilitates faculty exchange programs, where professors from one IIT can spend a certain period of time teaching and conducting research at another IIT. This promotes cross-pollination of ideas and encourages collaboration among faculty members from different IITs. Furthermore, the IIT consortium has initiated collaborative research projects, where researchers from different IITs work together on solving complex problems and addressing societal challenges. These projects often receive funding from government agencies or industry partners, enabling the IITs to pool their expertise and resources for impactful research outcomes. Overall, the partnership between the IITs through the consortium promotes synergy, knowledge sharing, and collaborative research, ultimately contributing to the advancement of science, technology, and engineering education in India.

1.2 Public-Private Partnerships (PPPs): Public-Private Partnerships involve collaboration between government bodies and private organizations or businesses. In the education sector, PPPs can focus on various areas such as infrastructure development, technology integration, teacher training, and curriculum development. Private entities may bring in funding, expertise, and resources to support educational initiatives, while the government provides the necessary policy framework and infrastructure. Non-profit organizations and NGOs often partner with educational institutions to address specific educational challenges. These collaborations may focus on areas such as promoting access to education, improving literacy rates, providing scholarships, and supporting underprivileged students. Non-profit organizations bring in expertise, funding, and community outreach, while educational institutions provide infrastructure and resources.

Strategic Partnership: Alternative Posibilities

Public-Private Partnerships (PPPs) (Education Institute – Government Department)

International Collaborations (Cross Boarder)

Industry-Academia Partnerships

- Content Creation
- Syllabus Design
- Placement Ties
- Industrial Visit
- Collaborative Faculty Development Programs
- Joint Programs
- Joint Events
- Reconciliation
- Strategic Alliance
- Joint Venture
- Licensing, Franchising
- Use of IPRs
- Various Student Exchange Programs
- Faculty and Staff Exchanges:
- Resource Sharing
- Mutual Research
- Advocacy and Policy Initiatives
- Consultancy
- Any form of Mergers or Acquisitions

Academia Collaboration (Education Institute – Education Institute)

Source: Prepared byResearcher

The collaboration between **the Gujarat Government and the United Nations Development Programme (UNDP)** in implementing the "Saksham" project. The Saksham project is a joint initiative aimed at strengthening the education system in Gujarat, particularly focusing on improving the quality of education in government schools. The partnership seeks to enhance learning outcomes, promote innovation, and provide equal educational opportunities for all students. Under this partnership, the Gujarat Government and UNDP work together to implement various interventions. These interventions include:

I. Teacher Training: The partnership focuses on improving teacher effectiveness through comprehensive training programs. It aims to equip teachers with modern teaching methodologies, innovative pedagogies, and subject-specific skills to enhance their teaching abilities.

II. Curriculum Development: It aims to develop and update the curriculum in line with the changing needs of students and the job market. The focus is on promoting critical thinking, problem-solving, and practical skills development among students.

III. Technology Integration: The partnership supports the integration of technology in classrooms to enhance teaching and learning processes. It facilitates the provision of digital resources, interactive learning tools, and e-learning platforms to create an engaging and inclusive learning environment.

IV Infrastructure Development: The Gujarat Government and UNDP work together to improve school infrastructure, including the construction of classrooms, libraries, and sanitation facilities. This ensures a conducive learning environment for students and teachers.

V. Monitoring and Evaluation: The partnership emphasizes the importance of monitoring and evaluating the impact of interventions. It involves data collection, analysis, and assessment of student learning outcomes to measure the effectiveness of implemented strategies.

Through this partnership, the Gujarat Government and UNDP aim to create a robust and inclusive education system in the state. By leveraging the expertise and resources of both entities, the Saksham project strives to improve access to quality education, enhance student outcomes, and contribute to the overall development of Gujarat's education sector.

1.1.3 International Academic Collaborations: Educational institutions often engage in partnerships with international counterparts to foster global learning experiences, cultural exchange, and research collaborations. These partnerships may involve student and faculty exchange programs, joint research projects and collaborative curriculum development. Such collaborations can broaden students' perspectives, expose them to diverse educational systems and promote cross-cultural understanding.

IIT Kanpur and University of California, Berkeley collaboration. Under this partnership, IIT Kanpur and UC Berkeley work together on joint research projects, exchange programs for faculty and students, and knowledge sharing initiatives. The collaboration focuses on several areas such as advanced materials, energy, biotechnology, and computer science. Through this partnership, faculty members and researchers from both institutions collaborate on research projects, share expertise, and conduct joint workshops and seminars. Students also benefit from exchange programs, where they have the opportunity to study at the partner institution for a semester or participate in research internships.

Indian Institute of Science (IISc) in Bangalore has numerous international partnerships with universities such as **Massachusetts Institute of Technology (MIT), Stanford University, and University of Cambridge,** among others. These partnerships facilitate research collaborations, joint academic programs, and the exchange of faculty and students. Such partnerships between academic institutions in India help foster interdisciplinary research, enhance the quality of education, and promote global collaboration in various fields of study. They provide opportunities for faculty and students to gain exposure to diverse perspectives, share resources, and collectively contribute to the advancement of knowledge and innovation.

1.1.4. Industry-Academia Partnerships: Collaboration between educational institutions and industries can help bridge the gap between academia and job market. These partnerships may involve internships, industry-driven curriculum development, guest lectures by industry professionals, and research collaborations. By aligning educational programs with industry requirements, these partnerships aim to enhance students' employability and ensure that they acquire relevant skills.

Indian Statistical Institute (ISI), Tata Institute of Fundamental Research (TIFR), and various Indian Institutes of Technology collaborate on research initiatives in fields such as mathematics, physics, computer science, and more.

Indian Institute of Technology Madras (IIT Madras) has several industry collaborations in areas such as aerospace, automotive, and information technology.

Indian Institute of Science (IISc) and Indian Institutes of Technology (IITs) Collaborations: IISc Bangalore, a leading research institute, often collaborates with various IITs across India for joint research projects, faculty exchanges, and academic programs. These collaborations aim to leverage the strengths of both institutions to advance scientific research and knowledge.

National Institutes of Technology (NIT) Network: The National Institutes of Technology, a group of premier engineering institutions in India, have established a network to foster collaboration and knowledge sharing. This network facilitates joint research projects, faculty development programs, student exchanges, and sharing of best practices.

Education partnerships can take various forms and involve collaborations between different entities to enhance educational outcomes. These examples highlight the diverse nature of education partnerships. Each partnership aims to leverage the strengths and resources of the participating entities to improve educational outcomes, promote innovation, and create meaningful learning experiences for students. The strategic partnership of academic institutions offers several potential benefits, including Access to additional resources, funding, and expertise, Enhanced research capabilities and opportunities for collaboration, Expansion of educational offerings and increased program diversity, Improved student experiences through exchange programs and joint degree programs, Strengthened institutional reputation and visibility through collaborations with prestigious institutions, Increased influence and collective voice in shaping education and research policies.

However, it is important to carefully consider the challenges and potential risks associated with strategic partnerships, such as maintaining academic autonomy,

managing conflicts of interest, addressing power imbalances, and ensuring long-term sustainability. Overall, strategic partnerships of academic institutions can be valuable mechanisms for advancing educational quality, research excellence, and global engagement. Through effective collaboration and a shared commitment to mutual benefits, these partnerships have the potential to create positive and impactful changes in the academic landscape. It seems to be a significant improvement in the relevant national policies and institutional approaches towards enhancing partnerships between the university, industry and government. However, there are still some constraints that put barriers in the productive engagement of the university. As a result, more specific policies, institutional structures and activities (both internal and external) would be required to catalyse the development of stronger partnerships, ensure their viability and promote the positive outcomes. Mensah, A. M., & Gordon, C. (2020).

Franchising (strategic partnership) is a business model where a company (franchisor) grants the rights to another individual or organization (franchisee) to operate a business using its established brand, systems, and processes. It outlines the rights, obligations, and responsibilities of both the franchisor and franchisee, including fees, territorial restrictions, and operational guidelines. It offers several advantages for both like established brand and systems, training and support, risk sharing. Following are few examples of strategic partnership with such establishments. In Gujarat, there are several examples of education franchising, partnerships, and collaborations that aim to enhance the quality of education and expand educational opportunities. Akash Institute, a renowned coaching institute for medical and engineering entrance exams, has established franchise centers in Gujarat. These centers operate under the brand name of Akash Educational Services and provide coaching and test preparation programs to students in the state. EuroKids: EuroKids, a leading preschool chain in India, has established franchise centers in Gujarat. These centers offer early childhood education programs that focus on holistic development and provide a nurturing learning environment for young children. NIIT, a global skills and talent development company, has partnered with various educational institutions in Gujarat. They offer industry-aligned training programs, vocational courses, and skill development initiatives to enhance employability and bridge the gap between academia and industry requirements.

LIST OF SKILL BASED PROGRAMS AVAILBLE IN THE FORM
STRATEGIC PARTNERSHIP

Preschool, School Extra Curricular Activity

Alphabets Pre School	Preschool	1L to 5L
Anan Kids Academy	Preschool	10L to 20L
Euro kids	Preschool	10L to 20L
Kangaroo Kids	Preschool	10L to 20L
Kids Collage	Preschool	50K to 2L
My Planet School	Preschool	50K to 2L
The Pearls Montessori	Preschool	30L to 50L
V Shape Consultants	Preschool	30K to 1.5 L
Curious Kids	School	5L to 10L
Smart School Education Pvt. Ltd.	School	2L to 5L
Talent 1 Training classes	Hobby Classes	1L to 5L
Party Map DJ Academy	Music and Dance Training	15L to 30L
MAGICAL EDUCATION	Extra Curriculum Activities	50K to 2L
techJOYnT Franchising LLC	Extra Curriculum Activities	1L to 4L

After School and Activity

Brightstars International	Activity Centres and Day Care	10K to 50K
Bachha Club - A Bachha Activity Club	Activity Centres and Day Care	1L to 5L
Hopscotch Activity Centre	Activity Centres and Day Care	1L to 4L
SANKHYA ABACUS	Activity Centres and Day Care	2L to 5L
abacus brain studt pvt ltd	After School Activities	1L to 5L
COMFORT WITH CALCULATION	After School Activities	1L to 4L
Juniors - a learning step	After School Activities	2L to 5L
Nyurals Technologies Pvt Ltd	After School Activities	4L to 10L
Smiling star advisory pvt ltd	After School Activities	3L to 8L
GAMA ABACUS	After School Activities	2L to 10L

Career Counselling & Brain Programming

All India Council for Professional Excellence	Career Counselling & Brain Programming	10K to 50K
Brain Checker Techno Services	Career Counselling & Brain Programming	2L to 5L
ACTC COMPUTER EDUCATION	Career Counselling & Brain Programming	5L to 10L
Career Futura	Career Counselling & Brain Programming	2L to 5L
JJ School of Employability	Career Counselling & Brain Programming	1L to 3L
NINE International	Career Counselling & Brain Programming	3L to 6L
Study Abroad Life	Career Counselling & Brain Programming	3L to 6L

Competition Exam & Language Practice

Mahendra's Education Pvt. Ltd.	Competition Exam	10L to 20L
Veranda Learning Solutions Ltd.	Competition Exam	10L to 20L
Britfort Academy	Competition Exam	50L to 1Cr
CAREERJET EDUCATIONAL SER.	Competition Exam & Coaching	5L to 10L
Possible Education Pvt Ltd (CLAT)	Competition Exam & Coaching	3L to 15L
Jai Hind IAS Training	Competitive Exam Institute	50K to 5L
KGES LTD -Banking and Finance Acad.	Competitive Exam Institute	1L to 5L
AKJ EDUCATION PRIVATE LTD.	Language Schools	2L to 5L
career-crafters	Language Schools	1L to 5L
We Talk English Academy	Language Schools	1L to 4L

Robotics & IT Related

Hitech Computer Academy	Robotics & Technical Training	1L to 5L
Midbrain Activation Centre	Robotics & Technical Training	1L to 5L
Rebsec Solutions	Robotics & Technical Training	1L to 5L
Tinybots - Science is an attitude	Robotics & Technical Training	10K to 50K
English Studio Institute	Skills / Personality Development	1L to 5L
Seven Rings International	Skills / Personality Development	1L to 4L
ASK For Ideas	Start up development	1L to 4L
Bhageria Infotech Pvt Ltd	IT Education	10L to 20L
Glister Eduversity Pvt. Ltd.	IT Education	10L to 20L
Appna Education	IT Education Experts	2L to 5L
InsureGuru Solutions (India) Pvt. Ltd.	Financial Advisory	4L to 8L
Skill Live International	Foreign Language Training	50K to 2L
IHT India Ltd.	Degree/Diploma Training	10L to 20L

Aviation & Vocational Skills

AHA Aviation & Hospitality Academy	Aviation & Hospitality Institute	15L to 30L
Almighty Aviation & Hospitality Academy	Aviation & Hospitality Institute	10L to 20L
INFLIGHT AIRHOSTESS TRAINING	Aviation & Hospitality Institute	10L to 20L
Digital Trainee	Online Education	5L to 10L
Vedantu Live Online Tutoring	Online Education	5L to 10L
Delhi School of Photography	Othe Vocational Activity	5L to 10L
Aartissan Academy of Animation & M	Other Vocational Training	50K to 5L
Academy Of Water Science	Other Vocational Training	10L to 20L
Digital Magic Animation Academy	Other Vocational Training	1L to 5L
The Career Catalyst	Other Vocational Training	1L to 10L
Advanced Institute of Digital Marketing	Other Vocational Training	2L to 20L
IVS School of Design	Other Vocational Training	1L to 4L
Job Store	Placement and Training Provider	1L to 5L
International School of Design	Preofessional Education	10L to 20L

Professional Education		
WORLD ACADEMY OF INFORMATICS AND MANAGEMENT SCIENCES	Professional Education - Advanced Management Training	1L to 5L
JAGPAR HR Services Pvt.Ltd.	Professional Education - Banking & Insurance Training Institute	1L to 4L
CGTrix animation Studios	Professional Education - CAD/CAM/CAE & Multimedia	50L to 10L
EXTERIORS INTERIORS	Professional Education - Other Vocational Training	50L to 10L
Just Designs Institute	Professional Education - Other Vocational Training	1L to 5L
Life Management Academy	Professional Education - Other Vocational Training	1L to 4L
Educare foundation	Professional Education - Research	1L to 4L
Certiation Solution & Services	Professional Education - Retail Training Institutes	1L to 6L
EduEncrafters	Professional Education - Retail Training Institutes	50K to 5L
ACCOUNT AGE INFOTECH PVT LTD	Professional Education Colleges	10L to 20L
National College of fire and Safety Engineering	Professional Education Colleges	50K to 5L
Saftey Catch Saftey Training & Consulting Pvt. Ltd.	Professional Education Colleges	10L to 20L
safe (security academy and faculty of education)	Professional Education Colleges - Financial Advisory	1L to 4L
global school of management	Professional Education Colleges - International Business	1L to 5L
SHEARS INSTITUTE OF PROFESSIONAL STUDIES	Professional Education Other Vocational Training	1L to 5L

1.2. Academic Institutions:

The education system in India is extensive and intricate, overseen by three national bodies: the All India Council for Technical Education, the University Grants Commission, and the National Council of Educational Research and Training. Each state also has its own Department or Ministry of Education, responsible for regulating school education within its jurisdiction. In terms of literacy, the overall rate in India for individuals aged seven and above is 74.04%. The male literacy rate is 82.14%, while the female literacy rate is 65.46%. The Gross Enrolment Ratio (GER) for higher education stands at 26.30%, indicating the percentage of individuals aged 18-23 who are enrolled in higher education institutions. India boasts more than 700 universities and 37,000 colleges. Despite these numbers, the education system as a whole faces several challenges. While there are private schools in India that offer quality education, their fees are often prohibitively high, limiting access to only those who can afford it. Many public schools struggle to provide adequate education, and the government's efforts to address this issue have been insufficient. Another significant issue is the high dropout rate, with many students leaving school before completing their education.

The Indian education system is governed by three national bodies: 1. All India Council for Technical Education (AICTE): Established in 1945, the AICTE is responsible for regulating technical education in India. It accredits and approves institutions for technical and management education, with over 3000 AICTE-approved institutions in India. 2. University Grants Commission (UGC): The UGC is a statutory body that provides recognition to universities in India. It also offers financial assistance to eligible universities and colleges. Established in 1956, the UGC currently has fifty-six members. 3. National Council of Educational Research and Training (NCERT): An autonomous organization established in 1961, the NCERT advises the Government of India on education policy. It develops textbooks, teacher training materials, and research journals.

School education in India begins at the age of three with pre-primary school, although it is not compulsory and not part of the formal education system. It is followed by five

years of primary schooling, divided into two cycles of two years and three years. After primary school, children can attend middle school or high school. Middle school spans Grades VI to VIII, while high school encompasses Grades IX to XII. Upon completing high school, students can pursue higher education at universities or colleges. There are two types of education in India: formal and informal. Formal education is provided in schools, colleges, and universities that follow a set curriculum. Informal education, on the other hand, takes place outside the formal education system and does not adhere to a specific curriculum. It includes training programs, workshops, and internships.

1.2.1 School Education:

Education plays a pivotal role in unlocking the full potential of individuals, fostering a fair and just society, and driving national development. In India, ensuring universal access to high-quality education holds the key to our continued progress and leadership in the global arena, encompassing economic growth, social justice, equality, scientific advancements, national unity, and cultural preservation. By harnessing our abundant talents and resources through comprehensive education, we can effectively shape the betterment of individuals, society, our nation, and the world at large.

India is poised to have the largest population of young people in the coming decade, and the provision of exceptional educational opportunities to them will shape the destiny of our country. To this end, India adopted the 2030 Agenda for Sustainable Development, reflecting the global education development agenda under Goal 4 (SDG4). This agenda aspires to ensure inclusive, equitable, and quality education, as well as lifelong learning opportunities for all by 2030. Achieving such an ambitious objective necessitates a comprehensive overhaul of our education system to promote and facilitate learning, enabling us to attain the crucial targets and goals set forth in the 2030 Agenda for Sustainable Development.

The global landscape of knowledge is evolving rapidly, driven by significant scientific and technological advancements such as big data, machine learning, and

artificial intelligence. Consequently, many low-skilled jobs worldwide may be automated, while the demand for a skilled workforce, particularly in fields like mathematics, computer science, data science, and multidisciplinary sciences, is set to surge. Additionally, with the challenges of climate change, pollution, and depleting natural resources, there will be a significant shift in meeting global needs for energy, water, food, and sanitation. This shift will necessitate the cultivation of new skilled labor, particularly in domains such as biology, chemistry, physics, agriculture, climate science, and social sciences. Moreover, the increasing occurrence of epidemics and pandemics underscores the importance of collaborative research in infectious disease management, vaccine development, and demands a multidisciplinary approach to address resulting social issues. As India strives to become a developed nation and one of the world's top three economies, there will also be an escalating demand for humanities and arts.

In light of the rapidly changing employment landscape and global dynamics, it has become increasingly imperative for children not only to acquire knowledge but, more importantly, to develop the skills of learning itself. Education must shift its focus from mere content delivery to nurturing critical thinking, problem-solving abilities, creativity, multidisciplinary thinking, and adaptability. It should equip learners with the capacity to innovate, absorb new information in evolving fields, and think critically. Pedagogy needs to evolve to make education experiential, holistic, integrated, inquiry-driven, discovery-oriented, learner-centered, discussion-based, flexible, and enjoyable.

To ensure comprehensive development and a fulfilling educational experience, the curriculum must encompass a wide range of subjects, including arts, crafts, humanities, games, sports and fitness, languages, literature, culture, and values, in addition to science and mathematics. This holistic approach will foster learners' multifaceted capabilities and make education well-rounded, useful, and enriching. Education should not only focus on academic growth but also on character building, instilling ethical values, rationality, compassion, and care, while also preparing learners for gainful and fulfilling employment.

To bridge the gap between current learning outcomes and the requirements of the future, significant reforms are necessary. These reforms should prioritize the highest quality, equity, and integrity across the entire education system, starting from early childhood care and education through higher education. The National Education Policy 2020, being the first education policy of the 21st century, aims to address the diverse developmental needs of our country. It proposes a comprehensive revision and revamping of all aspects of the education structure, including regulation and governance, to establish a new system that aligns with the aspirational goals of 21st-century education, including SDG4, while also incorporating India's rich traditions and value systems.

Education is a powerful tool for achieving social justice and equality. Inclusive and equitable education is not only a fundamental goal in itself but also essential for building an inclusive and equitable society where every individual has the opportunity to thrive and contribute. Several factors, such as limited access to quality schools, poverty, cultural norms, and language barriers, have hindered enrollment and retention rates.

Education in ancient India had a profound purpose that extended beyond mere knowledge acquisition for worldly or post-schooling life. Its ultimate aim was the complete realization and liberation of the self. Education served as a powerful equalizer, offering the best means to achieve economic and social mobility, inclusion, and equality. To honor India's rich diversity and culture, it is imperative to incorporate these essential elements while considering both local and global needs.

Nurturing a deep understanding of India, encompassing its diverse social, cultural, and technological requirements, its unique artistic expressions, languages, knowledge traditions, and strong ethical values, is vital for the younger generation. Such knowledge fosters national pride, self-confidence, self-awareness, cooperation, and integration. A good educational institution is one that embraces every student, providing a safe and stimulating learning environment. It offers a wide array of learning experiences and ensures access to appropriate resources and quality infrastructure for all students. The ultimate goal of every educational institution should be to achieve these qualities.

However, it is equally crucial to establish seamless integration and coordination among institutions and across all stages of education. Collaboration and cooperation between educational entities are essential to create a cohesive and comprehensive educational system that benefits learners at every level. Recognizing and fostering each student's unique capabilities, promoting holistic development in academic and non-academic areas by sensitizing teachers and parents. Prioritizing the achievement of Foundational Literacy and Numeracy by all students before Grade 3. Providing flexibility in learning trajectories and programs, allowing learners to choose their own paths based on their talents and interests. Encouraging creativity, critical thinking, logical decision-making, and innovation. Instilling ethics, human values, and Constitutional values such as empathy, respect, cleanliness, democratic spirit, service, respect for public property, scientific temper, liberty, responsibility, pluralism, equality, and justice. Promoting multilingualism and recognizing the power of language in teaching and learning. Developing life skills such as communication, cooperation, teamwork, and resilience. Emphasizing regular formative assessment for learning rather than a focus on summative assessment. Integrating technology into teaching and learning to remove language barriers, increase access for students with disabilities, and improve educational planning and management. Respecting diversity and considering the local context in curriculum, pedagogy, and policy development. Ensuring curriculum synergy across all levels of education, from early childhood to higher education. Valuing teachers and faculty as the heart of the learning process, focusing on their recruitment, continuous professional development, positive working environments, and service conditions. Cultivating pride in India's rich, diverse, ancient, and modern culture, knowledge systems, and traditions. Investing substantially in a strong, vibrant public education system and encouraging and facilitating genuine philanthropic private and community participation. These principles shape the education system, ensuring its integrity, inclusivity, and responsiveness to the needs of learners and society as a whole.

The establishment of primary schools across India has resulted in near-universal access to primary education. However, this has also led to the creation of numerous small schools, with approximately 28% of public primary schools and 14.8% of upper primary schools having less than 30 students. Many schools have only one teacher,

and the average number of students per grade is around 14. The policy proposes the formation of school complexes or clusters, consisting of one secondary school and other schools offering lower grades in the vicinity. This concept, first suggested by the Education Commission in the 1960s, aims to improve resource efficiency and the overall functioning, coordination, leadership, governance, and management of schools within the cluster.

The establishment of school complexes/clusters and resource sharing among them brings several benefits. It enhances support for children with disabilities, promotes topic-centered clubs and events across schools, facilitates the integration of art, music, language, vocational subjects, and physical education in classrooms through shared teachers and the use of ICT tools. It also improves student support, enrollment, attendance, and performance through the sharing of social workers, counselors, and the introduction of School Complex Management Committees for better governance, monitoring, innovation, and local initiatives.

To foster collaboration between public and private schools, a twinning/pairing system will be implemented nationwide. Public and private schools will be paired, allowing them to interact, learn from each other, and potentially share resources. Best practices from private schools will be documented and adopted in public schools, and vice versa, where feasible. The policy outlines the structure of different stages of education: Foundational Stage (5 years), Preparatory Stage (3 years), Middle Stage (3 years), and Secondary Stage (4 years). Each stage builds upon the previous one, gradually introducing more formal education and subject-specific teachers while promoting experiential learning, interdisciplinary connections, and flexibility in subject choices.

The stages described in the policy focus on curriculum and pedagogy rather than requiring physical infrastructure changes. The aim is to optimize learning based on cognitive development without significant modifications to school buildings. The policy emphasizes the development of key 21st-century skills and values, alongside cognitive growth. Experiential learning, arts and sports integration, storytelling-based pedagogy, and competency-based education will be adopted to enhance learning outcomes and bridge achievement gaps.

The policy recognizes the importance of classical languages and literature in India, particularly Sanskrit, which contains a wealth of knowledge across various disciplines. Efforts will be made to preserve and promote classical languages and make them accessible to students. Efforts will be made to develop enjoyable and inspirational books for students, including translations in local and Indian languages. Public and school libraries will be expanded and digital libraries will be established to foster a culture of reading. The National Education Policy 2020 aims to create an inclusive, holistic, and quality education system that equips students with the necessary skills, knowledge, and values to thrive in the 21st century and contribute to society.

1.2.2   Higher Education:

Higher education plays a pivotal role in fostering the well-being of individuals and society, aligning with India's constitutional principles of democracy, justice, social consciousness, culture, and humanity. It serves as a significant driver of sustainable livelihoods and economic development in the country, particularly in the transition to a knowledge-based economy. With the increasing aspirations of the youth for higher education, it is crucial to provide a quality education that nurtures well-rounded, thoughtful, and creative individuals. To cultivate holistic individuals, it is imperative to incorporate a set of skills and values at every stage of education, starting from pre-school and continuing through higher education.

Achieving this vision of higher education necessitates redefining the perception and understanding of what constitutes a higher education institution (HEI), be it a university or a college. A university should be seen as a multidisciplinary institution of higher learning that offers undergraduate and graduate programs, emphasizing high-quality teaching, research, and community engagement. Consequently, tdefinition of a university should encompass a range of institutions, including research-intensive universities that give equal weight to teaching and research, as well as teaching-intensive universities that prioritize teaching but still engage in significant research.

On the other hand, an Autonomous degree-granting College (AC) should refer to a large, multidisciplinary institution of higher learning that awards undergraduate degrees and focuses primarily on undergraduate teaching, though it is not restricted to that alone and may generally be smaller than a typical university. In the 21st century, quality higher education should aim to develop individuals who possess a range of capabilities. It should enable in-depth study in specialized areas of interest while also fostering character development, ethical values, intellectual curiosity, scientific temperament, creativity, a spirit of service, and 21st-century skills across various disciplines. A holistic higher education should promote personal growth, active engagement in society, and meaningful contributions to the community. At the societal level, higher education should contribute to the development of an enlightened, socially conscious, knowledgeable, and skilled nation capable of addressing its challenges effectively. Quality higher education goes beyond individual employment opportunities and aims to foster vibrant, cooperative communities and a cohesive, cultured, productive, innovative, progressive, and prosperous nation.

Holistic and multidisciplinary education aims to nurture the complete potential of individuals by integrating their intellectual, aesthetic, social, physical, emotional, and moral capacities. This form of education seeks to develop well-rounded individuals who possess critical 21st-century skills in various fields, including arts, humanities, languages, sciences, social sciences, and professional, technical, and vocational disciplines. It also promotes an ethic of social engagement, fosters soft skills such as communication, discussion, and debate, and encourages rigorous specialization in chosen fields. Ultimately, the goal is for this holistic education approach to be adopted by all undergraduate programs, including those in professional, technical, and vocational fields.

The current higher education system in India faces several challenges, including fragmentation, inadequate emphasis on cognitive skills and learning outcomes, rigid disciplinary boundaries, limited access in disadvantaged areas with a lack of education in local languages, restricted autonomy for teachers and institutions, insufficient mechanisms for career progression based on merit, limited research focus and funding, suboptimal governance and leadership, ineffective regulatory mechanisms, and low standards of undergraduate education in affiliating universities.

In the new education policy, 2020, the primary objective of this policy on higher education is to eliminate the fragmentation within the system by transforming higher education institutions into large, multidisciplinary universities, colleges, and HEI clusters/Knowledge Hubs. Each of these institutions should aim to accommodate 3,000 or more students. This transformation will foster vibrant communities of scholars and peers, break down barriers between disciplines, enable students to develop comprehensive skills across various subjects including arts, creativity, analytics, and sports. It will also promote active research communities across disciplines, including cross-disciplinary research, and improve resource efficiency in higher education, both in terms of materials and human capital. The transition to large, multidisciplinary universities and HEI clusters is the primary recommendation of this policy regarding the structural aspects of higher education. By drawing inspiration from ancient Indian universities like Takshashila, Nalanda, Vallabhi, and Vikramshila, which flourished as multidisciplinary centers of learning with thousands of students from India and around the world, we can witness the remarkable success that large, multidisciplinary research and teaching universities can bring. It is imperative for India to revive this proud tradition to cultivate well-rounded and innovative individuals, a practice that has already proven transformative in education and economy in other nations.

Institutions will also have the option to offer Open Distance Learning (ODL) and online programs, provided they are accredited to do so. This flexibility aims to enhance the educational offerings, improve access, increase Gross Enrollment Ratio (GER), and provide opportunities for lifelong learning in alignment with Sustainable Development Goal 4. Open Distance Learning (ODL) and online education offer a natural pathway to expand access to quality higher education. To fully leverage their potential, ODL will be revitalized through evidence-based efforts aimed at expansion, while ensuring adherence to clearly defined standards of quality. To foster a multidisciplinary and stimulating educational environment, departments in subjects such as Languages, Literature, Music, Philosophy, Indology, Art, Dance, Theatre, Education, Mathematics, Statistics, Pure and Applied Sciences, Sociology, Economics, Sports, Translation and Interpretation, and other relevant fields will be established and strengthened at all higher education institutions (HEIs).

In professional education, individuals must be prepared with an understanding of public purpose, disciplined knowledge, and practical skills. Critical and interdisciplinary thinking, discussion, debate, research, and innovation should be central to professional education. Professional education should be integrated into the broader higher education system. Stand-alone agricultural universities, legal universities, health science universities, technical universities, and other specialized institutions should strive to become multidisciplinary institutions offering holistic and interdisciplinary education. Promoting Indian arts and culture is crucial not only for the nation but also for individuals. Developing cultural awareness and expression is considered essential in children's education as it fosters a sense of identity, belonging, and an appreciation for diverse cultures. Through the exploration of their cultural heritage, arts, languages, and traditions, children can develop a positive cultural identity and self-esteem. Cultural awareness and expression contribute to both individual and societal well-being.

Courses and programs in subjects like Indology, Indian languages, AYUSH systems of medicine, yoga, arts, music, history, culture, and modern India, as well as internationally relevant curricula in sciences, social sciences, and beyond, will be fostered. Emphasis will also be placed on meaningful opportunities for social engagement, quality residential facilities, on-campus support, and other aspects to achieve global quality standards, attract a greater number of international students, and realize the goal of "internationalization at home."

Languages officially recognized as endangered by UNESCO, many other languages in India, including the 22 languages listed in the Eighth Schedule of the Constitution, and are also facing significant challenges. It is essential to integrate the teaching and learning of Indian languages into school and higher education at all levels. To ensure the continued relevance and vitality of these languages, a consistent supply of high-quality learning materials must be made available, such as textbooks, workbooks, videos, plays, poems, novels, magazines, and more. Indian languages have not received the attention and care they deserve, resulting in the loss of over 220 languages in the last 50 years alone. When senior members of communities that speak these languages pass away, the languages often perish with them. Unfortunately, concerted efforts to preserve or document.

India has a rich heritage of holistic and multidisciplinary learning, exemplified by renowned universities like Takshashila and Nalanda, as well as the diverse literature that combines subjects from various domains. Ancient Indian literary works, such as Banabhatta's Kadambari, describe a good education as encompassing knowledge of the 64 Kalaas or arts. These arts encompass not only traditional subjects like singing and painting but also scientific fields like chemistry and mathematics, vocational fields like carpentry and clothes-making, professional fields like medicine and engineering, and soft skills like communication, discussion, and debate. The concept that all branches of creative human endeavors, including mathematics, science, vocational subjects, professional subjects, and soft skills, should be considered "arts" originated in India. This notion of a "knowledge of many arts" or the modern interpretation known as the "liberal arts" is precisely the type of education needed for the 21st century and should be reintroduced in Indian education.

India will be positioned as a global destination for high-quality education at affordable costs, reclaiming its role as a Vishwa Guru (World Teacher). To facilitate this, each higher education institution (HEI) will establish an International Students Office to coordinate all matters related to welcoming and supporting foreign students. Collaborations in research and teaching, as well as faculty and student exchanges will be encouraged with reputable international institutions through mutually beneficial Memoranda of Understanding (MOUs). High-performing Indian universities will be motivated to establish campuses in other countries, while selected top-ranked universities from around the world will be facilitated to operate in India. A legislative framework will be developed to enable such entry, granting these universities special dispensation regarding regulatory, governance, and content norms on par with other autonomous Indian institutions. Additionally, efforts will be made to promote research collaboration and student exchanges between Indian and global institutions. Credits earned at foreign universities, subject to the requirements of each HEI, will be recognized for degree awards.

The quality and engagement of faculty members are crucial to the success of higher education institutions. While several initiatives have been undertaken to provide faculty with professional development opportunities, faculty motivation in teaching, research, and service remains below the desired level. To address the factors

contributing to low faculty motivation, the policy recommends the following initiatives to cultivate a motivated and capable faculty in HEIs. In the 12th Five-Year Plan (2012–2017), it was estimated that less than 5% of the Indian workforce in the age group of 19–24 received formal vocational education, whereas countries like the USA (52%), Germany (75%), and South Korea (96%) have significantly higher rates. This highlights the urgent need to expedite the spread of vocational education in India.

Knowledge creation and research play a vital role in the growth and sustainability of a thriving economy, the upliftment of society, and the continuous inspiration of a nation. Throughout history, civilizations such as India, Mesopotamia, Egypt, and Greece, and modern nations like the United States, Germany, Israel, South Korea, and Japan, have attained intellectual and material wealth through their notable contributions to new knowledge in various domains, including science, art, language, and culture. These contributions have not only enriched their own civilizations but have also benefited societies worldwide. Despite its critical importance, research and innovation investment in India currently accounts for only 0.69% of GDP, compared to 2.8% in the United States of America, 4.3% in Israel, and 4.2% in South Korea.

In the face of rapid global changes, such as climate change, population dynamics, biotechnology, the digital marketplace, and advancements in machine learning and artificial intelligence, the significance of a robust research ecosystem has never been greater. To position India as a leader in these diverse areas and unlock the full potential of its vast talent pool, there is a need for significant expansion of research capabilities across disciplines. Research plays a critical role in the economic, intellectual, societal, environmental, and technological progress of a nation

Addressing the societal challenges faced by India, such as ensuring access to clean drinking water, sanitation, quality education, healthcare, transportation, air quality, energy, and infrastructure, requires solutions grounded in top-notch science and technology as well as a deep understanding of the social sciences, humanities, and various socio-cultural and environmental dimensions of the nation. Tackling these challenges necessitates high-quality interdisciplinary research conducted within India, enabling the country to import and adapt relevant research from abroad more effectively.

Embracing universal access to high-quality education empowers individuals, strengthens society, and propels the development of our nation and the world. As we navigate the evolving global landscape, it is imperative that we equip our youth with the necessary knowledge, skills, and multidisciplinary abilities to tackle emerging challenges and seize opportunities. By doing so, we can ensure India's sustainable progress and secure a bright future for generations to come. In summary, education in ancient India aimed at the complete realization and liberation of the self. Today, education must serve as a tool for economic and social mobility, inclusion, and equality. It should embrace India's rich diversity, culture, and traditions while meeting the country's local and global needs. The education system should instill knowledge of India's social, cultural, and technological requirements, artistic expressions, languages, and ethical values in the youth, promoting national pride, self-confidence, cooperation, and integration. A good educational institution should provide a welcoming, safe, and stimulating learning environment, offering diverse learning experiences with appropriate resources and infrastructure. Additionally, seamless integration and coordination across institutions and educational stages are vital for a holistic and effective educational system. In conclusion, while the education system in India still has room for improvement, efforts are being made by the government and other organizations to address the challenges. The aim is to develop an educational system that caters to the needs of all citizens and ensures quality education for everyone.

1.2.3   Academics in Gujarat

Education holds a central position in the Indian government's strategic plan to foster long-term economic growth while also addressing social and economic disparities. With its vast population, the Ministry of Education (MoE) shoulders the responsibility of managing one of the world's largest education systems, impacting the lives of over a billion citizens. India is home to nearly a quarter of the global child population, making the MoE's role vital in shaping the future of the planet. James Fox (2023) India Briefing

Gujarat, situated on India's western coast, is a highly populous state and ranks among the top five wealthiest states in the country. Its economic standing is partially attributed to its sizable population of 64 million. With a Gross State Domestic Product (GSDP) of INR 19.44 trillion (US$240 billion), Gujarat boasts the 10th highest GSDP per capita in India at INR 243,761 (US$3,100). However, its Human Development Index (HDI) ranking is 21st out of the 28 states and 8 union territories in the country. Despite this middling-to-low HDI, Gujarat is recognized as one of the nation's most industrialized states. Given its significant population and HDI, there is considerable interest in Gujarat's education system.

Like the rest of India, education in Gujarat has faced challenges in recent years, exacerbated by the COVID-19 pandemic, which necessitated a shift towards online learning. The state has also witnessed substantial policy changes, including the implementation of the National Education Policy (NEP) 2020. This comprehensive framework, spanning elementary to higher education, aims to transform India's education system by 2030, ensuring inclusive access to education for every child.

Approximately 10 million students from grades 1 to 12 are enrolled in Gujarat, with around 65 percent attending the state's 40,000 government schools. Under the Right to Education Act, 2009, over 500,000 students in Gujarat study in private schools. The Gujarat Infrastructure Development Board reports that the primary and secondary/higher secondary education systems have effectively met the demand for education in this rapidly growing state. While primary education is primarily provided by state institutions, there has been a significant increase in the number of private sector organizations offering secondary and higher secondary education.

Gujarat is also home to prestigious educational institutions, such as the Maharaja Sayajirao University of Baroda, the sole English medium university in the state. Media reports highlight Gujarat's relatively better performance compared to other states during the pandemic. While the country's education system faced challenges due to COVID-19 restrictions and the shift to online learning, Gujarat stood out, particularly in government schools and grant-in-aid schools. Data from the child tracking system indicates an increasing preference for government schools over private institutions since the pandemic. In the past year, out of the 327,000 students who enrolled, 200,000 were admitted to government schools.

Moreover, the state government has initiated the transformation of 20,000 schools into "Schools of Excellence" (SoE). This project aims to benefit 80 percent of Gujarat's school students by enhancing digital learning facilities, ensuring grade-appropriate education. Recognizing the significance of technology in education, Gujarat has witnessed contributions from both the private and public sectors in education technology advancements. Gujarat Education Technologies Ltd, an autonomous company of the Government of Gujarat, has been established to create and provide e-learning platforms. Collaborating with government and private schools, the organization aims to develop an affordable framework for online education.

The private sector has also emerged as a source of innovation in education technology. Several indigenous education technology startups have received financial support. For instance, Saarthi Pedagogy secured INR 70 million (US$879,000) from Ecosystem Ventures, LetsVenture, JITO Angel Network, and other investors. Another startup, Ahmedabad LearnVern, raised nearly US$1 million for its platform offering job-specific courses. The National Education Policy (NEP) 2020 aims to revolutionize India's education system by 2030, with a focus on internationalizing education. Under the new policy, foreign universities can establish campuses in India, and the fees for both private and public universities will be regulated. In 2020, the Chief Minister of Gujarat expressed the government's commitment to becoming the first state to implement the NEP and established a task force to create a roadmap for its implementation. However, it is still early to observe tangible impacts of the policy.

Nonetheless, there have been notable developments. In August 2022, it was announced that 589 new government and grant-in-aid secondary and higher secondary vocational schools in Gujarat would offer 13 new vocational skills aligned with the NEP. These classes, covering areas such as electronics and food processing, were approved by the Government of India's Samagra Shiksha program, which focuses on pre-university education. In January 2022, Gujarat hosted the 10th Vibrant Gujarat Global Summit, which emphasized the implementation of the NEP and the internationalization of education. The Gujarat Education Minister emphasized the event's significance in fostering new partnerships related to the NEP. The conference witnessed the participation of organizations such as the British Council, the Australia India Business Exchange, and the Institute of International Education.
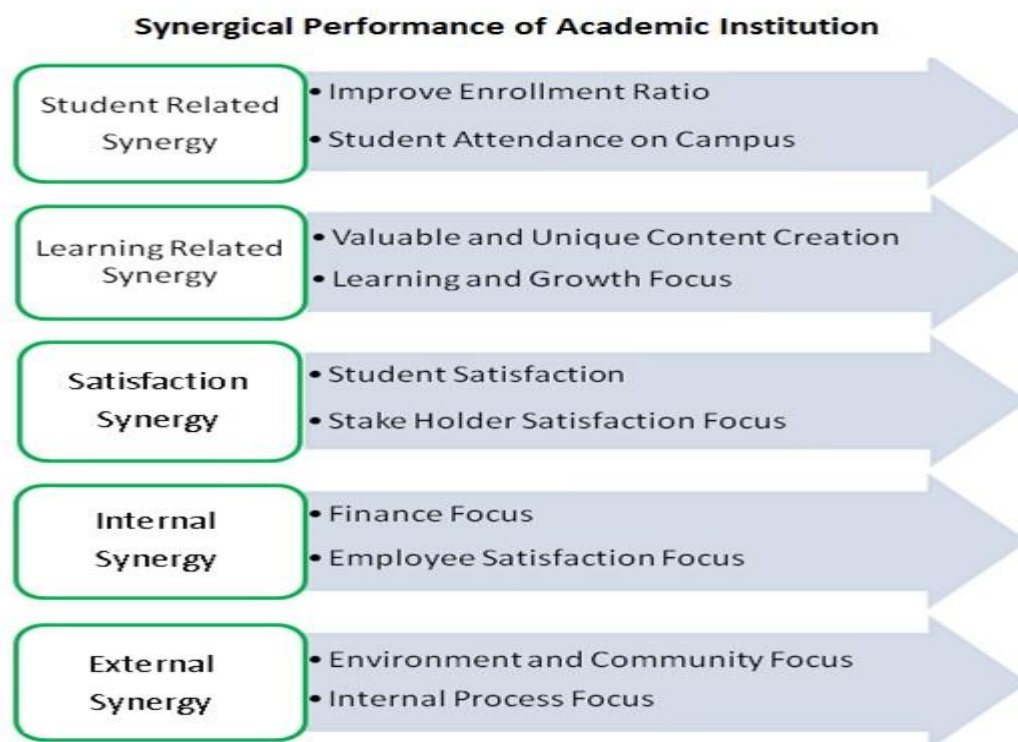
Although the education sector in India has not attracted substantial foreign direct investment (FDI) in recent years, the regulatory changes introduced by the NEP are expected to increase investment opportunities significantly. According to the Department for Promotion of Industry and Internal Trade (DPIIT), the total FDI inflow into the education sector in India from April 2000 to March 2019 amounted to US$2.47 billion. However, the new policies could pave the way for a considerable increase in this figure. During a parliamentary session, the Minister of State for Education, stated that world-class foreign universities and institutions would be allowed to offer courses in Financial Management, FinTech, Science, Technology, Engineering, and Mathematics free from domestic regulations in Gujarat's GIFT City. This initiative aims to facilitate the availability of high-end human resources for financial services and technology, contributing to the internationalization of higher education—a goal of the NEP.

There are significant opportunities for UK players and foreign entities to engage with the Gujarat education system. Given the historical influence of British education in India, similarities exist between the education systems of both countries. English is also the primary medium of instruction in many private schools. The NEP's reforms, coupled with the size and development of Gujarat's education system, have created a wealth of opportunities for foreign partners and businesses. Some of the potential opportunities include establishing academic institutions or campuses, forging partnerships with Indian institutions for collaborative teaching and research, developing education technologies such as blockchain, AI, and predictive analytics, co-delivering skill certificates and online university programs, designing internationalized curricula, delivering teacher training courses, and developing or translating textbooks in local languages.

Significant collaboration between British and Indian institutions and firms has already taken place in the education sector. For example, in 2021, the Cambridge Partnership for Education signed a Memorandum of Understanding with the Gujarat Secondary and Higher Secondary Education Board, outlining opportunities for collaboration in curriculum development, assessment, teaching and learning resources, and teacher training.

In summary, education holds immense importance in India's developmental agenda, with the Ministry of Education playing a crucial role in shaping the future of the nation. Gujarat, as a populous and economically significant state, has faced challenges and implemented reforms in its education system. It's worth noting that many western organizations, operating as charities, are involved in the education sector in India. For instance, Reach to Teach provides teacher training services in Gujarat and has partnered with organizations like the London School of Economics to enhance their offerings in the state. These secondary partnerships often present business-centric opportunities for other groups.

1.3   Performance of Academic Institutions

Synergical Performance of Academic Institution

Critical Analysis

- A critical analysis is subjective writing because it expresses the writer's opinion or evaluation of a task.

- Analysis means to break down and study the parts.

- The purpose for writing a critique is to evaluate somebody's work in order to increase the reader's understanding of it.

1.3.1 Study: 1

The University of Manchester: Global Centers for International Education

Forging Strategic Partnerships: Collaborating Globally

The University of Manchester is committed to cultivating major strategic partnerships that drive innovation and collaboration on a global scale. It has established key alliances with leading institutions in Melbourne, Toronto, and Hong Kong. It also provides opportunities for collaborative postgraduate programs, staff and student mobility, and various other initiatives that foster knowledge exchange. The Universities of Manchester, Melbourne, and Toronto have joined forces in a post-COVID-19 alliance, leveraging their collective expertise and resources. Together, they are embracing new ways of studying, working, and collaborating that have emerged during the pandemic. Let's explore major partnerships in detail:

I. Manchester, Melbourne, and Toronto Alliance:

These universities have committed to harnessing their combined knowledge and resources, capitalizing on the lessons learned during the pandemic. By collaborating closely, they are shaping the future of education, research, and collaboration.

II. Manchester and Melbourne Partnership:

Historical collaboration with the University of Melbourne spans research partnerships, dual-award PhD opportunities, and study abroad initiatives. New online course the groundbreaking Master of Leadership for Development is lunched recently.

III. Manchester and Toronto Partnership:

Our long-standing relationship with the University of Toronto has gained significant momentum in recent years. We actively support match-funded research initiatives, fully funded PhD scholarships, and enriching study abroad experiences.

IV. Manchester-Chinese University of Hong Kong Joint Research Funds:

Since its establishment in 2015, our strategic partnership with the Chinese University of Hong Kong has experienced rapid growth. This collaboration facilitates impactful research projects and strengthens the bonds between academics from both institutions.

The University of Manchester recognizes the power of global collaboration. Through these strategic partnerships, it aims to push the boundaries of knowledge, drive innovation, and create meaningful impact on a global scale. The University of Manchester proudly operates four global centers, each with a well-established international presence and strong connections to the local business community. For over 25 years, university has been delivering transnational education, building robust partnerships and establishing centers of learning across four continents. Centers in Dubai, Hong Kong, Shanghai, and Singapore offer a diverse range of online and blended learning programs. These programs support MBA students by combining face-to-face interactions with digital activities, providing a flexible and engaging learning experience. In addition to delivering education, our physical centers serve as inspiring spaces for students to study and collaborate. They also host networking events, fostering connections and collaborations among our students and alumni. Through these centers, university continues to expand global network, which now boasts nearly 500,000 alumni in 190 countries. University of Manchester is dedicated to providing exceptional international education opportunities and cultivating a thriving global community of learners.

Through collaborative efforts, university is driving joint innovations in crucial areas such as water quality, air pollution, and smart cities. By combining our expertise and resources, we strive to address pressing global challenges and create a better future for all. The University of Manchester and India share a strong bond, fostering academic excellence, cultural exchange, and impactful research collaborations. Together, we are shaping the future of education, innovation, and societal progress. The University of Manchester, established in 1824, stands as England's first and most esteemed civic university. It boasts one of the largest and most diverse student communities in the UK, with a strong international presence. With a rich heritage of innovation and inclusive education, the university has been home to 25 Nobel Prize winners throughout its history. Relations of University of Manchester and India

The University has a substantial presence of 1,300 registered students from India, highlighting our strong connection with the country. Additionally, we have a thriving community of 6,000 alumni currently residing in India, further cementing our ties. A

notable historical event occurred when Mahatma Gandhi visited Manchester in 1931. During his visit, he stopped in the city en route to Lancashire, where he intended to meet mill workers. This visit holds significance in the shared history between Manchester and India. Looking towards the future, The University of Manchester's Manchester Museum is set to establish the North of England's inaugural South Asia Gallery. This upcoming gallery will offer a dedicated space to showcase the rich cultural heritage of South Asia and its influence on the region. Through these connections, events, and initiatives, the University continues to foster a strong bond with India, enriching the academic and cultural landscape for our students and alumni. Diverse academic staff includes 100 talented individuals from India who contribute their expertise and enrich the educational experience at the University of Manchester. As one of the largest Indian student communities in the UK, we provide a welcoming and inclusive environment for Indian students pursuing their educational goals.

The University of Manchester, the Indian Ministry of Earth Sciences, the Indian Institute of Tropical Meteorology and IIT Madras. Objective is to explore correlation between air pollution and human health in Delhi, providing valuable insights to aid authorities in making informed policy decisions. Delhi's air pollution is influenced by various factors, including heavy traffic, waste incineration, and dusty pre-monsoon air. The consequences are wide-ranging, encompassing lung damage, cognitive impairment, and other health conditions associated with poor air quality. Although the research is in its early stages, it has already started yielding valuable findings.

This collaborative research initiative has received support from the Indian Ministry of Earth Sciences and the UK's National Environment Research Council, who jointly provided funding. Professor Coe emphasizes that such collaborations bring together diverse communities and foster international partnership building. In this specific case, the combined expertise of both sides creates a powerful synergy. Harnessing the power of graphene, an alumnus from India embarked on a transformative journey from his hometown to Manchester, seeking to unravel the potential of this groundbreaking material. Arun Prakash Aranga Raju, an application specialist, chose Manchester for his postgraduate studies due to its resemblance to his home city of

Coimbatore, often referred to as the "Manchester of South India" due to its textile industry's significance.

The University of Manchester emerged as the ideal destination for Arun, providing him with renowned professors, world-class research facilities, and excellent prospects for graduate employability. Following his master's degree, Arun secured a prestigious PhD scholarship at the University, focusing on exploring and advancing the applications of graphene—a revolutionary 2D material first isolated in Manchester in 2004 by Nobel laureates Sirs Andre Geim and Kostya Novoselov. Arun highlights the unique and proactive approach of the Graphene Engineering Innovation Centre GEIC, characterized by its industrial engagement and agile project execution. Employing a "fail-fast-learn-improve" methodology, the centre facilitates rapid prototype development, de-risking the industry's adoption of graphene and fostering innovative commercial applications. The impact of advanced materials extends beyond Manchester's borders, holding the potential to transform lives in India. For instance, a University-based startup, Riptron Ltd, has developed efficient graphene-based gas sensors that could monitor air quality in cities like Delhi. Furthermore, advancements in graphene-based membranes could revolutionize affordable water filtration, addressing the critical need for clean water in rural areas of the country.

Collaboration between Manchester and India is making significant strides in improving the survival rates of children diagnosed with cancer. In India, where 15,000 children are diagnosed with acute lymphoblastic leukaemia (ALL) each year, only 9,000 typically survive. However, research conducted at The University of Manchester has already achieved a 10% increase in survival rates among children diagnosed with ALL in the UK. Inspired by these results, Professor Vaskar Saha sought to extend the impact of his research on an international scale. Driven by the desire to provide the same opportunities for survival to children in less developed countries, Professor Saha focused on increasing the survival rates for Indian children. It was during this time that he encountered a family whose desperate search for treatment had led them into poverty. Witnessing their struggles, Professor Saha was deeply moved and determined to make the journey easier for families facing childhood cancer.

Manchester, renowned globally as a center of expertise in teenage and young adult cancers, as well as a hub for clinical studies in childhood leukaemia, provided the foundation for Professor Saha's vision. Leveraging the university's reputation, Professor Saha established a partnership with the Tata Medical Centre in Kolkata, India. This collaboration aimed to bring together international specialists with renowned expertise and provide their skills and laboratories for the benefit of the Indian population. The project focused on standardizing treatments across multiple centers and establishing an equitable and standardized healthcare system. Through the use of laboratory technology and the implementation of modern care and financial assistance, supported by both the Indian government and private donors, the Tata Medical Centre now offers improved hospital treatment and support to 4,000 families across India. The efforts of Professor Saha and his team have contributed to a remarkable increase in survival rates at the Kolkata hospital, rising from 65% in 2014 to 80% in 2019. Buoyed by this success, Professor Saha is expanding his endeavors by establishing self-sustaining pediatric cancer centers in Delhi, Mumbai, Chennai, and Chandigarh. These centers will integrate modern diagnostics and monitoring into routine cancer care, ensuring continued progress in the field.

Through our strategic partnerships with Indian industries actively apply world-leading research in practical ways that directly benefit local communities. For instance, University has joined forces with the Tata Medical Centre in Kolkata to combat childhood leukaemia and reduce mortality rates among young patients. One notable achievement resulting from collaborative efforts is the introduction of revolutionary running shoes made with graphene by the sports brand inov-8. This breakthrough emerged from our close collaboration with graphene scientists, showcasing the tangible impact of our research in commercial applications. Furthermore, University is engaged in innovative research collaborations with the Indian Institute of Technology, Kharagpur, aiming to develop a range of life-changing research programs. These collaborations harness the collective expertise of both institutions to tackle pressing global challenges and drive meaningful advancements across various fields. The University of Manchester and India continue to forge ahead as trailblazing partners, leveraging shared strengths and fostering a spirit of collaboration.

1.3.2   Study: 2

Strategic Partnership and International Cell, Parul University, Vadodara

In this era of globalization, where the world has become an interconnected village of diverse cultures, our International Relations Cell plays a crucial role. We strive to bring the world to our students and vice versa. Parul University has established strategic partnerships and collaborations with leading universities worldwide, providing our students with enriching global academic exposure. The International Relations Cell actively organizes a wide range of inbound and outbound exchange programs across various disciplines of study. Through our full-time study abroad programs, we create opportunities for students to immerse themselves in different cultural and academic landscapes. Collaborative research projects with esteemed institutions and organizations like the EU contribute to bridging the global knowledge gap and enhancing the quality of higher education.

Through our strategic partnerships, university has established numerous avenues for collaborative research with prestigious institutions at various academic levels. These projects are driven by the shared objective of creating a platform where minds from around the world can converge, working towards the betterment of humanity and advancing higher education. These partnerships have resulted in the formation of joint ventures and collaborative research platforms that actively address some of the most urgent global challenges. Our focus is not only on academic progress but also on the well-being of humanity as a whole. By bringing together experts and professionals from diverse backgrounds, we aim to find innovative solutions and make a positive impact on pressing issues that affect society.

With a shared commitment to the welfare of humanity, our collaborative research initiatives strive to create a common ground where knowledge and expertise can be harnessed for the greater good. Through these partnerships, we are actively working towards addressing critical issues and promoting the overall well-being and advancement of humanity. These partnerships form our extensive network of collaboration and exchange, fostering global connections and enriching educational opportunities for students and faculty alike.

Faculty exchange programs aim to foster collaborations and research projects by facilitating visits of faculties from around the world to Indian institutions. These programs also provide opportunities for Indian faculties to visit universities worldwide, creating channels for knowledge exchange and academic partnerships. Student exchange programs offer Indian students the chance to study in various universities across the globe for a specified period. These programs not only enable Indian students to gain international exposure but also serve as learning platforms for students from around the world to study in India, promoting cultural exchange and academic diversity. The study abroad programs offer designed to provide full-time study opportunities for students to pursue their education in different countries worldwide. We assist students in admission procedures, provide counseling services, and offer training for exams such as IELTS to ensure a smooth transition to their chosen study destination.

In response to the rapid advancements in digital technology, the International Relations Cell has embraced an innovative approach to higher education by integrating virtual exchange programs. These programs serve as a common platform for students and faculty members worldwide to engage in learning and knowledge sharing. Through a series of virtual initiatives conducted on diverse digital learning platforms, students, faculty, and experts are able to share their insights across various academic disciplines, fostering a global standard of education. These digital platforms facilitate the convenient collaboration of global experts and resource persons, ensuring efficient and effective channels of learning.

In addition to academic pursuits, the International Relations Cell is committed to helping students explore various career paths. Our global internship program provides students with valuable learning opportunities aligned with global career trends, enabling them to develop a comprehensive understanding of different professional avenues. Faculty Development Program: An initiative designed to enhance the professional growth of faculty members through specialized training and workshops virtually.

Skoda Auto University – Virtual Semester Exchange Program: An immersive program that allows students to experience a semester at Skoda Auto University remotely, gaining international exposure and expanding their knowledge base. Global Internship Program: A program offering students the chance to participate in international internships, providing practical experience and a global perspective. International Management Professional Program: A previously shared program focused on developing management skills and expertise with an international context. Business Development Program: An initiative aimed at fostering entrepreneurial skills and knowledge to drive business growth and innovation. Ryerson University, Canada Virtual Global Studio Course: A collaborative course that brings together students from different universities to work on real-world projects with a global perspective. Bern University, Switzerland – Virtual Winter School Program: A winter school program that offers an intensive learning experience in various academic disciplines.

These programs are part of our broader commitment to providing enriching educational opportunities, catering to specific faculties such as Management Studies, Law, Commerce, and Mechanical Engineering. Through our diverse learning programs, we aim to empower students with a global outlook and equip them with the skills and knowledge needed to succeed in a rapidly evolving world.

Study abroad desk is dedicated to helping student transform aspirations of studying abroad into a vibrant reality. With extensive networks and expertise, connect you with top-notch learning destinations around the world in fields such as Medical Sciences, Engineering Technology, Business Management, Social Sciences, Fine Arts, and more. Our mission is to cultivate a unique worldview, provide enriching academic opportunities, and offer global learning experiences.

The Study Abroad Desk at the International Relations Cell offers boundless opportunities for students to pursue their academic dreams globally. Desk collaborates with potential universities worldwide, aligning students with full-time and pathway programs. Serving as a comprehensive center for global learning solutions, desk provides academic counselling and guide students through the entire admission process. Our highly trained experts offer personalized student counseling, fostering a

supportive environment for learning abroad. Through our partnerships with leading universities, students gain access to diverse learning opportunities across multiple fields. Additionally, the Study Abroad Desk offers complementary services such as IELTS coaching, language training, and assistance with immigration document processing.

Network of Global Partnerships includes Frederick University Cyprus, Bern University of Applied Sciences, Hellenic American University, Kansas State University, Manhattan, Kansas, United States of America, Marywood University, Pennsylvania, Moscow Power Engineering Institute (MPEI), University of Florence, University of Calabria, Indian American Medical Association, Wroclaw University of Science and Technology, People's Friendship University of Russia (RUDN), Western Illinois University, Nottingham Trent University, College De Paris, Detroit Mercy University, Ghent University, Humber College Institute of Technology and Advanced Learning, University of Bristol, University of Bergamo, , University of Granada, Czech Technical University, Canterbury Christ Church University, University Canada West, Barcelona Technology School.

1.3.3 Study: 3

Strategic Institutional Partnerships (SIPs) are an integral part of Ghent University's internationalization efforts.

Strategic Institutional Partnerships (SIPs) are an integral part of Ghent University's internationalization efforts. While Regional Platforms and International Thematic Networks concentrate on specific regions or interdisciplinary themes, SIPs foster university-wide collaborations with preferred partners worldwide. A strategic partnership is a formal alliance between two or more higher education institutions, established through an international process. Resources are shared; complementary strengths are leveraged to achieve defined common objectives. Strategic cooperation aligns with the strategic goals and objectives of academic units, colleges or entire university. It involves various activities aimed at mutual benefit and represents a multi-dimensional engagement between partner institutions (Kuder, 2016).

Ghent University's Strategic Institutional Partnerships adhere to specific criteria outlined in the integrated policy plan for internationalization. These criteria include:
- Multidimensional character, not limited to a single faculty or thematic focus.
- Balance between top-down and bottom-up initiatives.
- Sustainable collaboration across multiple projects and initiatives.
- Added value that strengthens the individual positions of the partner institutions.
- Mutual recognition and investment.

Alongside the Regional Platforms and International Thematic Networks, Strategic Institutional Partnerships (SIPs) constitute a third model for strategic international cooperation within the Integrated Policy Plan for Internationalization. The goals of Ghent University's strategic international cooperation are:
- Strengthening the integration of research, education, and societal services within an international context.
- Enhancing the visibility and impact of Ghent University by establishing long-term partnerships to solidify its leading role.
- Capitalizing on networking and funding opportunities within the international environment to maximize the impact of Ghent University.

Emphasis is placed on collaborations that:

- Foster networking with high-level and high-potential partners.

- Focus on countries, regions, or themes of strategic importance for Ghent University.

- Promote human capacity building in collaboration with partners in the South.

- Align with Ghent University's strategic goals in sustainable development and internationalization.

Strategic Institutional Partnerships (SIPs) Overview

Country: Partner Institution: Coordinator: Focus Area:

Australia: University of Queensland: Kim Verbeken: Knowledge Exchange and Entrepreneurship, Materials, Metals and Fire Safety, Fresh Water and Marine Systems, Health and Antibiotic Resistance

Canada: University of Toronto: Andrew Bricker: Health Equity & Impact, Twenty-first Century Citizenship, Sustainable Systems

Ecuador: La Escuela Superior Polytechnic del Litoral: Peter Goethals: Environmental Science and Technology

Ethiopia: Jimma University: Luc Duchateau: Expanding Research Collaboration and PhD Capacity Building

South Africa: University of Western Cape: Stef Slembrouck: Turning Diversity into Capacity

USA: Harvard University: Lies Lahousse: Neurocognitive, Cardiovascular and Respiratory & University of California at Berkeley: Luc Martens: European Studies, Art & Science, Augmented Intelligence, Climate Change, Equity & Inclusion

Vietnam: Can Tho University: Liesbeth Jacxsens, Katleen Raes: Strengthening Valorisation of Joint Research

ENLIGHT: Estonia, France, Germany, Ireland, Netherlands, Slovakia, Spain, Sweden: Gijs Coucke: Health and Well-being, Digital Revolution and Impact of Digitalization, Climate Action, Energy Transition and Circular Economy, Equity

3C-Partnership (Tri-Continental): South Africa, USA: University of Missouri, University of the Western Cape: Strengthening Valorisation of Joint Research

3i University Network: France, United Kingdom: KU Leuven, University de Lille, University of Kent: Marine and Maritime Challenges, Climate and Energy, Health and Nutrition, Communities and Well-being.

1.3.4   Study: 4

Ahmedabad University's Amrut Mody School of Management and Moscow School of Management SKOLKOVO, Russia

Ahmedabad University's Amrut Mody School of Management and Moscow School of Management SKOLKOVO, Russia have entered into a Memorandum of Understanding (MoU) to enhance their collaboration in research and education.

This strategic partnership aims to foster cooperation between the two management schools in various areas, including ESG (Environmental, Social, and Governance), data science, fintech, pharma, and digital transformation. Professor Devanath Tirupati, Dean of Amrut Mody School of Management, expressed his enthusiasm for this collaboration, stating, "Amrut Mody School of Management has been actively engaging with renowned B-schools worldwide, and this collaboration marks a significant milestone in our shared commitment with Moscow School of Management towards advancing research-based contemporary management education and generating sustainable solutions for global challenges. We anticipate a fruitful and enduring partnership with the School."

Professor Yuri Levin, Dean of Moscow School of Management SKOLKOVO, emphasized the importance of international cooperation for their institution, particularly with Indian partners. He mentioned that Indian representatives played a crucial role in the establishment of their school. The Moscow School of Management SKOLKOVO aims to strengthen academic relations between Russia and India, and this collaboration with Amrut Mody School of Management will contribute to achieving mutual research goals and hosting diploma and corporate programs that benefit the business communities in both countries.

The MoU entails not only the exchange of faculty and students but also the development of joint academic degree programs, double diploma programs, international modules for degree and non-degree programs, and summer programs. Moreover, the partnership will facilitate participation in seminars, conferences, and prominent Russian and Indian business forums.

1.3.5   Study: 5

GLS University entered into a Memorandum of Understanding (MoU) with UTS College in Sydney, Australia.

GLS University has recently entered into a Memorandum of Understanding (MoU) with University of Technology Sydney (UTS) College in Sydney, Australia. This collaboration aims to offer students a groundbreaking program that enables them to pursue a global-level degree in technology and management. Under the MoU, students will have the opportunity to study for one year at GLS University as part of a three-year program at UTS College.

During their time at GLS University, students will be taught the curriculum of UTS College by GLS faculty members who will receive specialized training from UTS. This unique initiative allows students to study UTS programs in India at a significantly reduced cost of Rs 4 lakh, compared to the original expense of Rs 19 lakh if pursued directly in Australia. Sudhir Nanavati, President of GLS University, emphasized that this partnership will provide students with a perfect blend of global exposure and academic knowledge through this distinctive program.

The course will have an intake of 30 students, with admissions taking place in February and September. Prospective applicants are required to have a minimum of 60% marks and achieve an IELTS band score of 6. Alex Murphy, Managing Director of UTS College in Australia, assured that the quality of education during the first year at GLS University will be on par with what students would experience at UTS Australia. This collaboration opens doors for students to access world-class education while enjoying the benefits of a local learning environment.

1.3.6 Study: 6

The Schools Partnership Programme: developed by <u>Education Development Trust</u> in response to emerging changes in the education system in England.

The Schools Partnership Programme (SPP) is an approach to school improvement that is led by the sector and implemented through clusters of schools. With nearly 2,000 schools having engaged with the model, SPP works directly with various types of schools, including Multi-Academy Trusts, Teaching School Alliances, local governments, and informal school partnerships. The SPP model focuses on developing the capacity and fostering a culture that enables impactful cluster working. This is achieved through a continuous cycle of school self-review, peer review, and school-to-school support and improvement. SPP works well for any group of schools seeking to develop and enhance their partnership and collaborative work, understanding its impact on outcomes for children and young people.School leaders who want to take ownership of their improvement journey and empower their colleagues and staff to do the same. The Schools Partnership Programme aims to foster collaboration, drive improvement, and ultimately enhance outcomes for children and young people by empowering schools and promoting a culture of continuous development.

The Schools Partnership Programme (SPP) is designed to empower schools to lead their own improvement by fostering confidence, capability, and a culture of collaboration. Through a continuous cycle of school self-review, peer review, and school-to-school support, SPP has worked with over 2,000 schools across the country, helping existing partnerships grow and enhance their practices collectively. At SPP, It is firmly believed that school leaders and teachers hold the solutions to their most pressing challenges. Our program serves as a catalyst to unlock those answers, enabling schools to find their own solutions. It focuses on building essential skills such as peer review, coaching, non-judgmental enquiry, and creating a culture of feedback. By transforming traditional approaches to school improvement, we empower school leaders, middle leaders, and staff to take ownership of the process. Framework and resources provide the structure and rigor needed to translate school-

to-school collaboration into evidence-based action, leading to improved outcomes for children and young people.

Training not only facilitates a continuous cycle of reviews and improvement workshops but also develops the skills essential for effective peer review and follow-up support. Collaborative enquiry and collective scrutiny of evidence and research inform decision-making for school improvement, building leadership capacity and generating real impact. Over time, the model not only strengthens capacity within local areas but also grants ownership of the process to schools, enabling the ongoing development of peer review. This, in turn, supports local priorities and fosters school-to-school support, creating a sustainable and empowering system of improvement.

Core SPP Programme:

The Schools Partnership Programme (SPP) follows a three-phase approach, each lasting approximately one year, to develop the skills of peer review and foster a culture of improvement within partnerships or local systems. From the start of the program, partnerships can identify their focus areas for improvement and initiate their first SPP peer review cycle.

Phase 1: BUILD - Developing Senior Leaders
During this phase, partnerships experience the process of identifying, analyzing, and addressing areas of school improvement in an open, honest, and objective group environment. Our SPP Associates provide the necessary training and support for partnerships to build around the SPP framework. All program resources and support materials, including SPP enquiry questions, are made readily available to all participating schools. The Build Phase includes peer review training, improvement champion training, peer review within partnerships and facilitated impact and support workshops.

Phase 2: EMBED - Building Capacity at All Levels

In this phase, schools reflect on the outcomes of applying the SPP framework and further develop their capabilities, embedding peer review into their school improvement systems and everyday practices. With an established support network and access to the wider SPP community, schools receive bespoke training and support from their SPP Associate. The focus is on building capacity and sustaining improvement, allowing middle leaders and teachers to contribute to the process. The Embed Phase includes further capacity building, leadership of collaborative school improvement, peer review within partnerships and facilitated impact and support workshops.

Phase 3: SUSTAIN - Maturity and Local Ownership

In this phase, partnerships take ownership of their collaborative journey. The Sustain Phase provides lifelong access to the SPP program and materials for schools that have completed SPP, allowing them to stay connected with colleagues practicing peer review nationwide. The focus is on sustainability, enhancing effectiveness, strengthening the national peer review community, and inviting skilled peer reviewers to become delivery partners with the SPP core team. The Sustain Phase may include bespoke packages of SPP Associate support and coaching to deepen, focus, evaluate, and broaden peer review practice within the partnership. Term national meetings with guest speakers to collectively explore how peer review can address pressing educational issues. Through these phases, SPP empowers schools to lead their own improvement journey, fostering collaboration, and sustaining a culture of continuous improvement.

1.3.7 Study: 7

The Academic Partnership Programme for development of school offered by NextSchools

The Academic Partnership Programme offered by NextSchools is designed to provide comprehensive academic and administrative consultancy to both new and existing schools. Our aim is to support schools in meeting the needs of 21st-century learners by offering a range of services.

Here are some key areas we focus on:

1. Curriculum Development: We assist schools in developing a curriculum that aligns with the needs of modern learners, incorporating innovative teaching and learning approaches.

2. Academic Infrastructure Development: We provide guidance on establishing academic infrastructure, including the design of classrooms, libraries, laboratories, and other educational facilities.

3. Academic Planning: We help schools in creating effective academic plans that encompass short-term and long-term goals, ensuring a well-rounded educational experience.

4. Teaching and Learning Tools: We develop resources and tools to enhance teaching and learning processes, promoting student engagement and active participation.

5. Educator Empowerment: We offer professional development programs and workshops to empower educators with the latest pedagogical techniques, instructional strategies, and classroom management skills.

6. Assessment Tools: We assist schools in developing reliable and valid assessment tools, enabling educators to evaluate student progress effectively.

7. ICT Solutions: We provide guidance on implementing Information and Communication Technology (ICT) solutions in schools, fostering digital literacy and innovative teaching practices.

8. Academic and School Quality Audit: We conduct comprehensive audits to assess the academic quality and overall performance of schools, identifying areas for improvement.

Academic Partnership Programme offers a wide range of services to ensure the success and growth of our partner schools. By collaborating with NextSchools, schools can benefit from our expertise and experience in delivering high-quality education.

The vision is to provide optimal solutions that meet the needs of all K-12 stakeholders, ensuring a comprehensive and fulfilling educational experience with having mission of becoming the leading education solutions provider in India by the year 2020, delivering innovative and effective solutions that empower learners and educators alike. Having value of optimal solutions to develop and deliver solutions that cater to all academic needs, providing cost-effective options that eliminate unnecessary expenses for parents. By maximizing value, we enable resources to be reinvested in other aspects of learners' development.

Primary focus is on improving learning outcomes as solutions to align with local communities and address the unique challenges faced by learners, ensuring effective and impactful educational experiences. It is committed to safeguarding and conserving resources, treating them with the same care and diligence. Believing in fostering enduring partnerships with employees, customers, vendors, governing bodies, and other stakeholders by nurturing relationships and strengthen the educational ecosystem over the long term, driving sustainable growth and success.

NextSchools is a comprehensive academic and administrative consultancy service dedicated to supporting schools in achieving excellence. We understand that establishing and operating a school in accordance with quality standards can be a challenging and complex undertaking. That's why we offer a team of experienced professionals who possess direct expertise in school setup and effective school management. Through our NextSchool Partnership, we provide aspiring new schools and existing schools with the necessary guidance and support to excel in their educational endeavors. Whether you are in the process of starting a new school or seeking to enhance the performance of an existing one, our consultancy services are designed to meet your specific needs. Consultancy services encompass a wide range of areas, including

I. School Setup: We assist in the establishment of new schools, ensuring compliance with quality standards and providing guidance on legal requirements, infrastructure development, and curriculum planning.

II. Academic Excellence: We focus on curriculum development and enrichment, aligning educational programs with the needs of 21st-century learners and supporting the professional development of teachers.

III. Administrative Support: We offer guidance on administrative processes and systems, helping schools streamline operations, enhance efficiency, and maintain compliance with relevant regulations.

IV. Quality Assurance: We conduct comprehensive school audits and assessments to ensure adherence to quality standards, providing recommendations for improvement and continuous enhancement.

V. Strategic Planning: We assist schools in formulating effective strategic plans, setting clear goals, and establishing frameworks for monitoring progress and achieving long-term success.

VI. Education Technology Integration: We provide expertise in integrating technology into teaching and learning processes, facilitating digital transformation and innovative educational practices.

With the trust of over 18,000 partner schools, proudly serve more than 240,000 teachers and 12 million students nationwide. Building enduring partnerships with customers, which enables to continually diversify and enhance product and service offerings. Dedicated relationship managers, customer care personnel, and on-field engineers work tirelessly to address the needs and concerns of stakeholders, ensuring they receive the best possible services. Few Partners including Bharatiya Vidya Bhavan, India International School, La Martiniere College, Sanskar School, Phoenix Green School of Learning, Indus Valley Public School, Strawberry Fields High School, Montfort Senior Secondary School. By partnering with NextSchools, schools gain access to a team of experienced professionals who can provide customized solutions tailored to their specific needs and aspirations.

1.3.8   Study: 8

**Eduprogress: Excellence in Education, Development, and Industrial Sector
Consultancy**

Eduprogress is a distinguished consultancy based in Ahmedabad, specializing in project management, project implementation, and advisory support in the areas of Education, Development, and the Industrial Sector. We offer comprehensive services in conceptualization, feasibility study, strategic planning, infrastructure development, international collaboration, and continuous support for project implementation and execution for both public and private organizations.

Vision is to provide relevant, sustainable, and innovative services that ensure project excellence. We believe in the power of education and skill development to empower individuals and foster brilliance and luminosity that will brighten our future. Having mission of deliver industry-focused project solutions to help clients improve their business performance. Provide exceptional quality and value to clients. Help clients stay globally competitive by benchmarking against international standards and best practices. Services include Higher and Technical Education: Recognize the significant role of Indian higher and technical education in bridging the gap of trained manpower and supporting the nation's development.

School Education: A robust foundation is vital for the advancement of school education. From project conceptualization to curriculum design aligned with educational philosophies, we provide comprehensive guidance.

Online Education: The increased internet penetration and technological interventions have paved the way for online-based education in India and across the globe. We assist clients in leveraging this avenue for educational opportunities.

Manpower Services for Academic Institutes: We offer a range of manpower services for academic institutes, including optimized code, customizable solutions, and unmatched performance to enhance their operations.

Skill Development and Training: Eduprogress is committed to supporting the Indian government's mission of boosting the skill development sector. We offer a range of services to build skill training centers and conduct training courses to improve the skills and employability of learners across various sectors.

Key Services:

- Vocational Skills: Providing sector-specific vocational skills training in areas such as tourism and hospitality, new and renewable energy, sports, mining and minerals, automobile, plastics and polymer, healthcare, textiles and apparel, and handicraft.

- Entrepreneurship Development: Conducting activities focused on entrepreneurship awareness, training of trainers, and seminars/workshops to enhance business opportunities, self-employment, and employability.

- Professional Development: Offering professional development training programs in leadership in higher education, strategic business management, and business analytics.

Assist organizations in realizing their mission of establishing skill development training centers by providing services such as course development, monitoring and assessment, approval for conducting skill development training under government schemes, and affiliation with the National Skill Development Corporation (NSDC) and sector skill councils. Few examples are mentioned below.

Institute of Science and Technology (IIST) to Indrashil University philanthropically sponsored by Cadila Pharmaceutical

Cadila Pharmaceuticals Limited (CPL), the foundation is already running an Engineering College named Indrashil Institute of Science and Technology (IIST) located in Kadi and presently the foundation wishes to develop the current institute into World-Class Life Science University level as part of the CSR Program. Indrashil University is set to be actively involved in implementing social and philanthropic activities primarily in the field of education and healthcare.

Developed International Collaboration for Plastics University

Plastindia International University, promoted by Plastindia Foundation (PIF) is an esteemed institution affiliated with major associations, organizations, and institutions involved in the plastics industry. Established in 1987 and supported by the Ministry of Chemicals and Fertilizers, Government of India, shares a common objective of fostering the growth and advancement of the plastics and related materials sector.

Building an Institute of Excellence in Hospitality, Travel, and Tourism in Gujarat for TCGL

Eduprogress provided consulting services to TCGL for the State Institute of Hotel Management (SIHM) in Institutional Building. It has conducted a Feasibility Study to gain a comprehensive overview of the sector. After analyzing various factors, we prepared a feasibility study report that demonstrated the possibility of running the institute in the chosen location of Siddhpur, Patan, Gujarat. Research showed that Siddhpur is surrounded by many tourist attractions and is projected to become a tourism hub in the near future.

Establishing a Quality Education Business Management School

Oakbrook Business School is currently offering postgraduate degree programs in the fields of Human Resources, Finance, and Marketing, catering to its second batch of students. The institution has successfully established international collaborations with the University of Wollongong (UOW) in Australia and Babson College of Entrepreneurship in the USA, enabling student exchange programs. Since its establishment, OBS has garnered several prestigious awards, including:

Building an International Center of Excellence in Mining (ICEM)

iCEM is established with the objective of being recognized as a distinguished global collaborator to the Mining Industry in the fields of Skill Development, Corporate Training, Demonstration of Technology and best practices, Education & Training, Research & Development, and Entrepreneurship through continued Innovation and Excellence.

Supporting a University in the Preparation of a Detailed Project Report

Jagadguru Kripalu Yog Trust aims to establish a university named Jagadguru Kripalu University (JKU). The university's mission is to empower students with a clear vision of their life goals and provide education in the fields of Yoga, Meditation, Spiritual Science, and Naturopathy. JKU strives to contribute effectively to social and natural development while fostering global understanding in its focused sectors.

Shaping the Future of Gujarat Maritime through a Maritime-Based University

Gujarat Maritime Board, through GMB Education Trust, aims to establish an apex institute for maritime research, education, and training in the country. The objective of establishing the university is to focus on the commercial aspects of maritime education, bridge the manpower demand-supply gap, and recognize the high importance of the maritime sector in the country's economic growth.

Rebuilding the Value of School Education

Kakubhai Parikh Education Society (KPES) is a renowned and progressive institution that places significant emphasis on the holistic development of each child. KPES strives to establish a learning environment that encourages students to be open-minded, excel academically, maintain a well-balanced approach, and prepare themselves for future responsibilities as individuals and responsible citizens. The society's mission is to cultivate a nurturing atmosphere that fosters exceptional educational excellence for a globally-minded generation.

Funding Support for a Centre of Excellence

CEPT Research and Development Foundation (CRDF) aims to provide impetus for research in energy efficiency, with a focus on the built environment and energy-resource management at large. To achieve this objective, CRDF requires funding support to capitalize on the mission and goals of the center.

1.3.9 Study: 9

School Consultant India: New Way of Education Service

School Consultant India offers comprehensive school consultancy services for the establishment of schools in India. Primary goal is to create sustainable schools that provide enhanced teaching opportunities and educate children for life. We strive to improve the quality of education for children in schools and prepare them for their future endeavors. With a team of 10 professionals, boasting a combined experience of over 20 years and working extensively with numerous preschools across the country, we recognized the need for a transformation in the preschool sector.

Unlike the mushrooming franchise schools lacking a deep understanding of holistic child development in the early years, we embarked on a mission to revolutionize early education. Through rigorous research spanning over 2-3 years, studying best practices and leveraging our expertise gained from working closely with preschools for more than two decades, we consulted with top experts in early education. Armed with this wealth of experience, we offer a comprehensive solution for anyone looking to establish a new preschool or upgrade their existing one. Dedicated professionals ensure that our customers receive complete training and empowerment to effectively run a successful preschool.

With a team comprising academic experts, designers, and business development professionals, we consistently strive to provide the best services to our customers, which has been the driving force behind our phenomenal growth. Services encompass various aspects of school consultancy, including:

1. Marketing and Online Presence: Guide you on the importance of online presence and how to leverage social media channels to reach more parents and increase preschool admissions.
2. Branding: Provide guidelines and training to help you build your preschool brand, making it recognizable and trustworthy among parents and students.
3. Guidance in School Launch: Our expert professionals offer valuable insights into the requirements for a successful preschool launch, ensuring profitability.

4. School Set-Up: Provide detailed assistance in setting up and running a successful preschool, including designing the interior, selecting classroom furniture and equipment, and offering daycare materials and educational aids. We tailor the classroom layout to suit the age group and number of students, creating a theme-based environment that fosters playful and fun learning experiences.

5. Teacher Training: Offer comprehensive teacher training programs to implement the provided curriculum effectively. Our training covers essential skills such as phonics, logical and analytical activities, and effective communication with parents. We also guide teachers on setting learning objectives for different age groups, evaluating children's growth, and providing valuable feedback to parents.

6. Student Kit: As a leading preschool consultant, provide preschool books, workbooks, school bags, and customized school uniforms and stationery with your own logo, ensuring a professional and cohesive identity for your preschool.

7. Business, Marketing, and Teachers Training: Provide training to teachers and preschool owners on successfully running a preschool and focusing on the holistic development of each child. Our training covers child psychology, effective instruction techniques, and guest lectures by experienced professionals.

8. Designing: Offer design services for flyers, banners, stationery, visiting cards, letterheads, and receipt books, ensuring a visually appealing and cohesive brand image.

9. Curriculum: High-quality curriculum is designed to make learning a joyful experience for 21st-century students and teachers. We provide pre-primary curriculum materials, including workbooks, manuals, and a systematic approach to learning, tailored for different age groups and aligned with Indian educational standards. Our curriculum includes activity-based learning, online video training support, and ongoing customer support. At School Consultant India, Deeply care about your preschool's success and strive to provide the expertise and support needed to make it better in every aspect, from academics to admissions.

1.3.10 Study: 10

At School Serv: Enriching Education - Reimagining K-12 Education

At the forefront of transforming education for the 21st century, we, as leading school project consultants, are driven by the vision to create schools that empower students to excel and lead in the modern world. With each school project, we strive for innovation, crafting unique school concepts that incorporate global educational perspectives and the latest technology. Our experienced consultants lay the foundation for sustainable schools that deliver unparalleled education to the target community, while also helping to launch independent school brands. Provide comprehensive assistance in establishing national and international K-12 schools, catering to various boards such as CBSE, ICSE, Cambridge, and IB.

With over a decade of exclusive service in the K-12 school sector, served over 10,000 private schools, planned and established 100+ schools, helped transform 35+ schools, overseen investments of over ₹1500 crores in K-12 schools, enriched the learning of over 300,000 children, assisted 100,000+ teachers in finding suitable jobs, connected 17,000+ school real estate owners with suitable buyers, aided 1,000+ school suppliers in finding buyers for their products

School Improvement: If your school is facing challenges like diminishing learning outcomes or declining admissions, we offer comprehensive services to streamline academics, infrastructure, and training, ultimately enhancing your school's brand position and increasing admissions.

School Management: For promoters of national and international schools, we offer assistance in effectively managing day and residential institutions by streamlining and automating school functions.

School Setup: We partner with you to provide turnkey services for planning and establishing your new school, whether it follows CBSE, ICSE, IGCSE, IB, or state board curriculum.

School Property: SchoolProp.com, India's first school real estate platform, connects buyers and sellers of school properties, helping them find suitable matches.

Hire Teachers: educatorOne.com connects teachers and school job seekers with K-12 schools across India, offering a range of school-related job opportunities.

School Supplies: schoolsupermart.com is an exclusive marketplace where schools can buy school supplies and materials directly from reliable sellers.

School ERP: schoolforte.com is a cloud-based school management software that simplifies the admission cycle and fee management.

Partner schools embrace a global outlook to empower local communities. Assist promoters from all states in setting up independent private school brands, helping them realize their vision and conceptualize brand positioning strategies aligned with their target markets. We have designed and deployed several school brand ideas and continue to support their growth. Influencing Every Sphere of K-12 School Endeavour - In addition to establishing world-class schools, our commitment to quality and comprehensiveness has driven us to develop an all-encompassing array of online services and tools for the K-12 school sector.

Clients have expressed their satisfaction with our services:
"Their knack for creating great learning spaces and the promptness of their recruitment services made a huge difference. Our decade-long relationship has been exceptional." - Sreekanth Babu Koganti, Founder, Nextgen International School, Guntur & Ongole, Andhra Pradesh
"The simplicity and directness of communication were very helpful. Thanks to their support and adaptability, we could launch the school in time." - Lohith Reddy V, Director, International Delhi Public School, Proddatur, Andhra Pradesh
"I am truly impressed with the clarity of thought, team spirit, and knowledge-base that the organization demonstrates. Suggestions from School Serv have helped us achieve the desired performance and parent satisfaction." - Channa Gowda, Director, Ashirwad Global School, Hunasagi, Karnataka

1.3.11 Study: 11

RGF School Management Services

RGF School Management Services is a leading provider of comprehensive and reliable solutions for school management. With a team of experienced professionals and a track record of successful projects, RGF ensures the smooth and efficient running of schools, focusing on enrollment, learning outcomes, and effective operations within budget constraints. Understand the challenges faced by school management in achieving educational productivity and return on investment. RGF School Management Services brings expertise in planning, time management, financial management, and resource allocation. We have the knowledge and skills to align school infrastructure, processes, procedures, technology, admissions, and curriculum with the goals of the institution, regardless of its size or nature.

Premium Business Meeting Concept includes commitment to excellence, RGF introduces a premium business meeting concept, providing on-site meetings within 24 hours for our premium clients. This personalized approach allows us to gain a deep understanding of the client's organizational vision, potential, and requirements, enabling us to strategize and develop an action plan tailored to their specific needs.

RGF School Consultancy offers a wide range of services to support schools at various stages of their management journey, including:

1. Project Feasibility Study: Conducting a comprehensive analysis of the market and assessing the suitability, survival, and scalability of the project.

2. School Setup: Providing end-to-end support in establishing new schools, including infrastructure planning, curriculum design, board affiliations, staff recruitment, and administration support.

3. School Improvement: Offering strategic guidance and advisory services to enhance operational goals and achieve transformation through curriculum development, infrastructure enhancement, and academic planning.

4. School Management: Assisting in the overall management of schools, including financial planning, HR management, vendor management, and adherence to government regulations and compliances.

5. School Admissions: Providing comprehensive support in the admissions process, including marketing strategies, branding support, digital marketing, counselling, and enrolment management.

6. Training and Workshops: Conducting training sessions and workshops for teachers, office executives, and ancillary staff based on identified training needs, ensuring professional development and enhanced performance.

7. School Digital Services: Offering IT management services, including school ERP solutions, website maintenance, digital marketing, and online admissions support.

8. Franchise Development: Assisting schools in developing franchise models and expanding their reach through strategic partnerships and brand campaigns.

9. School Vendor Services: Facilitating school supplies procurement, managing vendor relationships, and ensuring timely delivery of required materials and resources.

10. School Loans Guidance: Providing guidance and support in securing loans for school infrastructure development and expansion.

11. Marketing Support: Developing detailed marketing plans, designing branding materials, content creation, and implementing marketing strategies to increase visibility and attract potential students.

12. School Transportation: Assisting in transportation planning, establishing safety and security procedures, recruiting drivers and attendants, and optimizing transportation routes.

13. Designing and Printing Services: Offering design and printing services for logos, banners, brochures, books, and other promotional materials.

14. Content Writing Services: Providing high-quality content writing services for websites, social media, banners, brochures, and books.

15. Admissions Guidance and Support: Offering comprehensive support in marketing surveys, planning, counseling, and converting inquiries into successful admissions for day and residential schools across various boards.

With RGF School Management Services, you can be assured of 100% school admissions, professional support, and successful implementation of services tailored to your institution's unique requirements.

1.3.12 Study: 12

Udgam CBSE Affiliation Services

In today's world, education is paramount, and the importance of "good schools" cannot be overstated. Recognizing the need to reform the education system and improve schools, Udgam CBSE Affiliation Consultants in India launched its consultancy services several years ago. Backed by the legacy of Udgam School for Children, one of Ahmedabad's oldest and top CBSE schools, our consultancy strives to provide comprehensive support to schools seeking affiliation with CBSE.

As a leading school startup consultant, we take pride in our team of experienced educationists, advisors, and visionaries who bring years of expertise to the table. With their knowledge, they effectively handle all the crucial factors required for the successful operation of schools. Our expert professionals are committed to the success of every client, ensuring innovation, implementation, and execution of best practices.

As school management consultants, Udgam Consultancy plays a pivotal role in designing progressive curricula and establishing state-of-the-art systems, including the integration of appropriate IT solutions and environmental initiatives. The schools we manage boast cutting-edge technology, well-designed infrastructure tailored to their needs, and robust quality management systems. We prioritize environmental sustainability with initiatives such as rainwater harvesting and waterless urinals. Our management ensures that school premises are clean, hygienic, and conducive to a healthy learning experience for students. Additionally, we incorporate counseling services, remedial teaching strategies, and support for children with special needs into the pedagogy of each school.

Embracing the 21st Century School Concept, At Udgam Consultancy, we promote digital literacy and computer education from the pre-primary level itself, making the entire school staff, including teachers and support staff, tech-savvy. We implement the latest assessment techniques and emphasize conceptual clarity in learning. Our meticulous planning ensures that schools can offer high-quality education without

charging exorbitant fees to parents. All schools under Udgam Consultancy adhere to fee structures approved by the Fee Regulatory Committee (FRC).

With a singular vision of enhancing schools, Udgam Consultancy aims to revolutionize the education system in India and provide the best educational facilities to as many children as possible. We are committed to reaching out and making a positive impact on the future of our nation. As one of the best school consultants in India, we strive to offer unparalleled private school consultancy services. Udgam CBSE Affiliation Services is dedicated to shaping the future of education in India and ensuring that every child receives the quality education they deserve.

Our team possesses extensive expertise in the start-up and commissioning of new school projects. We are exceptionally skilled in managing all aspects of education and administration, with a strong emphasis on strategic planning. Our services are designed to assist educational institutions in overcoming various challenges, including CBSE Affiliation Assistance Strategic consulting for schools CBSE Affiliation Assistance, Guidance & Procedures, CBSE School Accreditation Detailed Project, Report For School For Financing, Start Up And Commissioning Of New School Project, School Audit And Quality Control, Marketing management, Legal Compliance, HR consultancy, Information Technology, Design and implementation Financial Advisory, Accounting Infrastructure Planning and Upgradation Real Estate Solutions Media/ Public Relations

Start-up and commissioning services for new school projects aim to ensure a seamless and successful launch of educational institutions. With our expertise and comprehensive support, we help schools establish a strong foundation for providing quality education and achieving long-term success.

1.3.13 Study: 13

Udgam School – Dynamic Schooling System in Ahmadabad

Udgam School is affiliated with the Central Board of Secondary Education (CBSE), with English as the medium of instruction. While academics remain our primary focus, we also place significant emphasis on co-curricular activities and sports, consistently achieving accolades in various fields.

Udgam School for Children stands as one of the oldest and most esteemed CBSE schools in Ahmedabad. What began as a modest institution in a small building with only a few students has evolved into a renowned educational institution synonymous with quality education. With the increasing number of students and classes, Udgam School required a larger space to accommodate its growing community. As a result, the Thaltej campus was constructed, providing expansive rooms and facilities. Throughout this growth, Udgam School's unwavering commitment to academic excellence remained a constant, earning it recognition as one of Gujarat's leading CBSE schools.

In addition to its exceptional CBSE curriculum, Udgam School has also played a pivotal role in bringing international education to Ahmedabad. As an IB World School, we proudly offer the prestigious International Baccalaureate Career-related Programme (IBCP) for classes XI and XII. This program has received equivalence and recognition as a Grade 12 qualification from the Association of Indian Universities, providing students with pathways to higher education both in India and worldwide.

At our esteemed English medium school in Ahmedabad, ensuring uninterrupted education for our students is our top priority. We are committed to preventing any learning setbacks caused by technical, health, or other challenges. To address this, we have taken a proactive approach by blending synchronous and asynchronous learning methods. As part of this initiative, we are providing all students, from Grade I to XII, with complimentary access to the Extramarks app.

Through the **Extramarks app,** students can conveniently learn, practice, and grasp concepts they wish to revisit or might have missed due to unforeseen circumstances. By utilizing the login credentials provided by the school, students can easily download the application on their devices and access a wealth of educational resources. This integration of technology and education will empower our students to continue their academic journey seamlessly, enabling them to excel and thrive despite any challenges they may face.

Partnership with **Mindspark** has proven to be immensely beneficial for our students in practicing mathematics through an adaptive learning program. By leveraging this innovative platform, students are able to engage with personalized learning experiences tailored to their individual needs. One of the notable features of the program is an online quiz that allows students to put their mathematical abilities to the test. Those who excel in this quiz have the opportunity to be recognized as top scorers and receive attractive prizes as a token of appreciation for their achievements. Mindspark has played a pivotal role in enhancing our students' mathematical skills to a significant extent. Through its adaptive approach, it has provided them with targeted practice and support, enabling them to build a strong foundation in mathematics and foster a deeper understanding of the subject.

myON is an extensive online library consisting of numerous enriched digital books, accessible from anywhere with an internet connection. It offers a wide range of fiction and non-fiction reading materials, providing students with valuable resources to enhance their reading skills. With the convenience of free mobile apps, students can even download books for offline reading. One of the notable features of myON is its ability to cater to different reading preferences and needs. Students have the flexibility to customize their reading experience by selecting options such as audio narration, text highlighting, and an embedded dictionary. It contributes to a comprehensive and engaging reading environment, allowing students to delve into content and grasp a deeper understanding of the text. By leveraging power of technology and providing access to a vast collection of digital books, myON aims to inspire and empower students in their reading journey. Whether they prefer fiction or non-fiction, myON offers a diverse range of materials to cater to various interests and reading levels.

The primary objective of the **International Baccalaureate (IB)** is to cultivate inquisitive, knowledgeable, and compassionate young individuals who contribute to the creation of a better and more harmonious world by fostering intercultural understanding and respect. In pursuit of this goal, the organization collaborates with schools, governments, and international entities to develop demanding and comprehensive programs of international education and rigorous assessment. These programs encourage students worldwide to become active, empathetic, and lifelong learners who appreciate that different perspectives can be equally valid. At the core of all IB programs, there are four essential elements that are interconnected and fundamental:

I. International-mindedness: International-mindedness encompasses a diverse range of attitudes, beliefs, and actions that reflect an open-mindedness towards the world and an acknowledgment of our profound interconnectedness with others.

II. The IB learner profile: Placing the student at the center of an IB education, the IB learner profile embodies ten attributes that encompass the holistic nature of the programs. These attributes encompass qualities such as being reflective, knowledgeable, principled, and open-minded.

III. A comprehensive, well-rounded, conceptual, and interconnected curriculum: IB programs emphasize a broad and balanced curriculum that goes beyond surface-level knowledge and encourages students to develop a deep understanding of concepts and their connections across different subjects.

IV. Approaches to teaching and learning: IB programs incorporate six approaches to teaching and five approaches to learning that are essential in translating the aspirations of an IB education into practical classroom activities. These approaches, which include inquiry-based learning, critical thinking, and reflection, foster an iterative process of asking, doing, and thinking, guiding both teachers and students in their daily educational endeavors.

By embracing these foundational elements, the IB aims to instill a passion for learning, cultivate global citizenship, and empower students to actively contribute to building a more inclusive and peaceful world.

1.3.14 Study: 14

The Galaxy Education System (TGES) is a distinguished and progressive group

The right to a world-class education is a fundamental entitlement for every child. The Galaxy Education System (TGES) is a distinguished and progressive group of not-for-profit institutions in India that embodies care, principles, innovation, and pioneering spirit. With a dedicated team of over 1000 staff members and 10,000 enthusiastic students, TGES is committed to shaping the future of learning and creating a workplace that reflects the evolving needs of tomorrow. Since its establishment in 1982, TGES has been driven by a philosophy of continuous innovation in learning processes, guided by the principles of Teach, Grow, Empower, and Synergize. We strive to cultivate lifelong learners equipped with 21st-century skills, ensuring that education remains relevant and fosters holistic growth for all stakeholders. Students and teachers are encouraged to explore, experiment, and create empowering and engaging learning environments that nurture academic rigor and intellectual curiosity. We also emphasize collaborative learning, emotional well-being, and social growth, fostering relationships that contribute to the development of socially responsible global citizens.

Vision is to lead in the field of education, implement cutting-edge practices and processes, provide a secular, caring, and disciplined environment for all learners, and upholds ethical standards and transparency in all our endeavors, challenge students and staff members to reach their highest potential, freely share our vision and expertise with others. Mission is to provide a stimulating and nurturing learning environment that maximizes individual potential and equips students of all abilities to navigate the challenges of life, integrate 21st-century skills and practices into every classroom lesson, recognize the unique talents of our children and creates a motivating and supportive learning environment that helps them realize their personal best, foster intellectual, academic, social, and human formation, foster continuous growth and learning within a community that encourages open and candid communication, exchange of ideas and skills, and recognizes the vital contribution of each individual in achieving excellence, provide a holistic education that prepares our

students to be dynamic independent thinkers ready to embrace the challenges of a global society, establish benchmarks in the field of education.

TGES believes that every student and staff member possesses talent, and it is our responsibility to nurture and develop it. We strive to support their success rather than finding ways for them to fail. Mutual trust is paramount in our institution, and there is no place for fear, bullying, sarcasm, or coercion. We believe in collaborative efforts, cooperation with others, and competing with oneself. It creates an atmosphere where students and staff consistently give their best, with the expectation of excellence from each other at all times. It also embraces continuous improvement in meaningful and holistic ways, always striving to better ourselves.

Institutions include The Galaxy School, The Galaxy School – Wadi, S N Kansagra School, Sarojben Memorial International School, MVD & JHC Trust Schools, Sarojben Memorial Opportunity School, PVPST Education, JHP Education.

Affiliations includes Trinity College - London, Zeal Education, Ignite the genius in your child, Tigtag, Project Zero, Project 2061 AAAS, P21 – Partnership for 21st century learning, NSTA – National Science Teachers Association, National Council of Teacher of Mathematics, MUN World India, McREL International, LEGO Education, House of Stories, ISTE, International Literacy Association, Indian Institute of Science, Education and Research Mohali, Rotary Club of Rajkot, Midtown, Ramanujan Museum & Math Education Centre, evolve@illumine, Grat Books Foundation, E1 – Education Initiatives, Design for Change, Compass Learning, Common Sense Learning, Bluegrass Educational Services, ASCD, Learn – Teach – Lead, Grammarly, CollegeBoard-SAT, CollegeBoard-AT, The Duke of Edinburgh's International Award, GenrationGenius, Diploma Program, In thinking, Kognity, Learning A - Z, ManageBac, study.com, tigtag Jr, Twig, turnitin, BrainPOP, Cambridge Assessment International Education, Cambridge International School.

1.3.15 Study: 15

Inside Outside from BYJU's Aakash

The evolution of education, from ancient gurukuls to modern online learning platforms, has been greatly influenced by technology. Ed-tech, short for educational technology, has become a prominent aspect of the education market, offering innovative learning solutions. The significance of ed-tech companies in India was particularly highlighted during the pandemic when traditional schooling was disrupted. These companies emerged as survivors, providing affordable and accessible learning options to students anytime, anywhere. One such leading company in India's ed-tech sector is BYJU'S. BYJU'S and Aakash Educational Services Limited Institute is cash-and-stock deal, valued at nearly $1 billion, has become one of the most expensive deals in India's ed-tech industry.

About Aakash Educational Services Limited (AESL):

Aakash Educational Services Limited is a coaching institute backed by the Blackstone Group, with a history of 33 years. It offers test preparation services for medical and engineering entrance exams, school board exams, and other foundation level exams to students in classes 8-10. Aakash has a widespread presence with more than 200 coaching centers across India. Over the years, Aakash has built a strong reputation by adapting to changing educational needs and providing reliable services to students.

About BYJU'S:

Founded in 2011 by Byju Raveendran and Divya Gokulnath, BYJU'S is a Bangalore-based educational company that specializes in online video-based learning programs. Initially focused on the K-12 segment and competitive exams, BYJU'S has experienced steady growth and launched its flagship app, the Byju's Learning App, in August 2015. BYJU'S follows a freemium business model, offering both complimentary and paid services. The company has gained recognition for its creative visual content, personalized learning approach, and the seamless integration of technology and knowledge.

BYJU'S has received substantial backing from renowned investors such as Mary Meeker, Yuri Milner, Chan-Zuckerberg Initiative, Tencent, Sequoia Capital, and Tiger Global. With over $2 billion in funding and a series of successful acquisitions, BYJU'S has expanded its offerings and market share in the ed-tech industry. Series of acquisitions made by BYJU'S in various years, along with the target market and the amount paid for each acquisition. Here is an analysis of the acquisitions:

1. Toppr (2021): BYJU'S acquired Toppr, a company focused on serving students in grades 5 to 12 in India. This acquisition demonstrates BYJU'S interest in expanding its reach to a wider student population and strengthening its presence in the K-12 education segment.

2. WhiteHat Jr. (2020): BYJU'S acquired WhiteHat Jr., which offers coding education for school-going children. This acquisition reflects BYJU'S interest in the growing field of coding and programming education, catering to the increasing demand for digital skills among young learners.

3. Label App (2020): The details of this acquisition, which provides lab-like simulations for Science students, have not been disclosed. This acquisition indicates BYJU'S focus on enhancing the learning experience for students in the field of Science through interactive simulations.

4. Osmo (2019): BYJU'S acquired Osmo, a company targeting school-going children in the US. This acquisition showcases BYJU'S expansion beyond the Indian market and its interest in providing educational resources to students globally.

5. Math Adventures (2018): The details of this acquisition, which focuses on developmental math for children in the K-3 age group, have not been disclosed. This acquisition highlights BYJU'S commitment to providing comprehensive educational resources across different subject areas.

6. TutorVista, including Edurite (2017): BYJU'S acquired TutorVista and Edurite, companies serving US-based college students. This acquisition allowed BYJU'S to expand its presence in the college education segment, catering to the needs of higher education students.

7. Vidyartha (2017): The details of this acquisition, which offers career advice, have not been disclosed. This acquisition indicates BYJU'S interest in providing comprehensive educational solutions beyond traditional academic subjects.

The discussions between BYJU'S and Aakash began in June 2020 with the possibility of collaboration. They explored the potential of working together and eventually moved towards acquisition talks in October. After reaching an agreement in December, BYJU'S completed the strategic merger with Aakash in April 2021. As part of the deal, Aakash Chaudhry, the Managing Director & Co-Promoter of Aakash, and his family decided to relinquish their entire stake in the company. The transaction involved a 70:30 cash-equity deal, with the Chaudhry family receiving an undisclosed stake in BYJU'S, accounting for approximately 30% of the payment. Among the key areas in ed-tech, such as K-12 education, test preparation, skill development, and online certification, the test prep segment holds significant importance. Students place great value on grades, and effective coaching and guidance are crucial for gaining admission to top engineering and medical colleges, as well as securing coveted government jobs. This has led to tremendous growth in online test preparation startups. By acquiring Aakash, BYJU'S establishes itself as the preferred choice for students in the test prep segment.

BYJU'S recognizes the enduring value of traditional brick-and-mortar coaching in education, despite the rapid evolution of technology. While BYJU'S has previously acquired various educational companies, the recent acquisition of Aakash marks its first foray into the offline education space. This decision stems from Aakash's strong presence in the traditional classroom coaching sector, which BYJU'S has not actively pursued in recent times. BYJU'S has established a dominant position in school education, while Aakash has emerged as a leader in competitive exams. The merger between two companies aims to leverage this cross-segment diversification for mutual benefit. When it comes to test preparation market, replicating the rigor and intensity of competitive exams online proves challenging. Students require a collaborative study environment and interactions with teachers during their preparation, which can only be achieved through offline means. This acquisition provides a pathway for reaching towns and cities that have yet to fully embrace online learning, as the widespread adoption of online education in such areas may still be a few years away. BYJU'S had already established a strong presence in urban markets prior to the recent surge in the Ed-tech industry due to the pandemic.

The future of learning is envisioned to be a hybrid model, combining the strengths of offline and online education. The advanced technology-driven platform of BYJU'S, coupled with the experienced faculty of Aakash Institutes, will create a hybrid learning model. This approach will enable students to benefit from online learning while also having the option to seek offline guidance from brick-and-mortar centers as needed. By combining their expertise, BYJU'S and Aakash Institutes aim to create impactful learning experiences for students. Existing subscribers of BYJU'S, particularly those in grades 9-12, will have the option to automatically access AESL's core entrance exam courses, further enhancing the value and stickiness of the BYJU'S platform. For Aakash Educational Services, partnering with BYJU'S will enable them to incorporate online learning into their offerings. This acquisition will create the largest omnichannel educational platform for students in India, bringing together the two major players in their respective fields.

The acquisition is not expected to significantly alter Aakash's core business, as BYJU'S intends to maintain its existing operations. However, BYJU'S plans to make new investments to accelerate the growth of Aakash's traditional educational institutional chain. Furthermore, the deal will allow BYJU'S to introduce new verticals, subjects, and languages to its online platform, expanding its reach and diversifying its content offering. BYJU'S is solidifying its position in the education market by outpacing its competitors. The acquisitions of these two companies will have a positive impact on the education landscape in India. Currently, BYJU'S boasts an impressive user base of over 80 million students who are actively learning through their app. They have secured 5.5 million annual paid subscriptions, and their renewal rate stands at an impressive 86 percent. Notably, from April to September 2020, BYJU'S witnessed a significant surge, adding 45 million new students to their platform. Looking ahead, BYJU'S has identified additional segments of interest for expansion and potential acquisitions. They are exploring opportunities in the test preparation field, targeting civil services, government, and banking exams, as well as entrance exams in law and management. By diversifying their offerings, BYJU'S aims to cater to a broader range of educational needs.