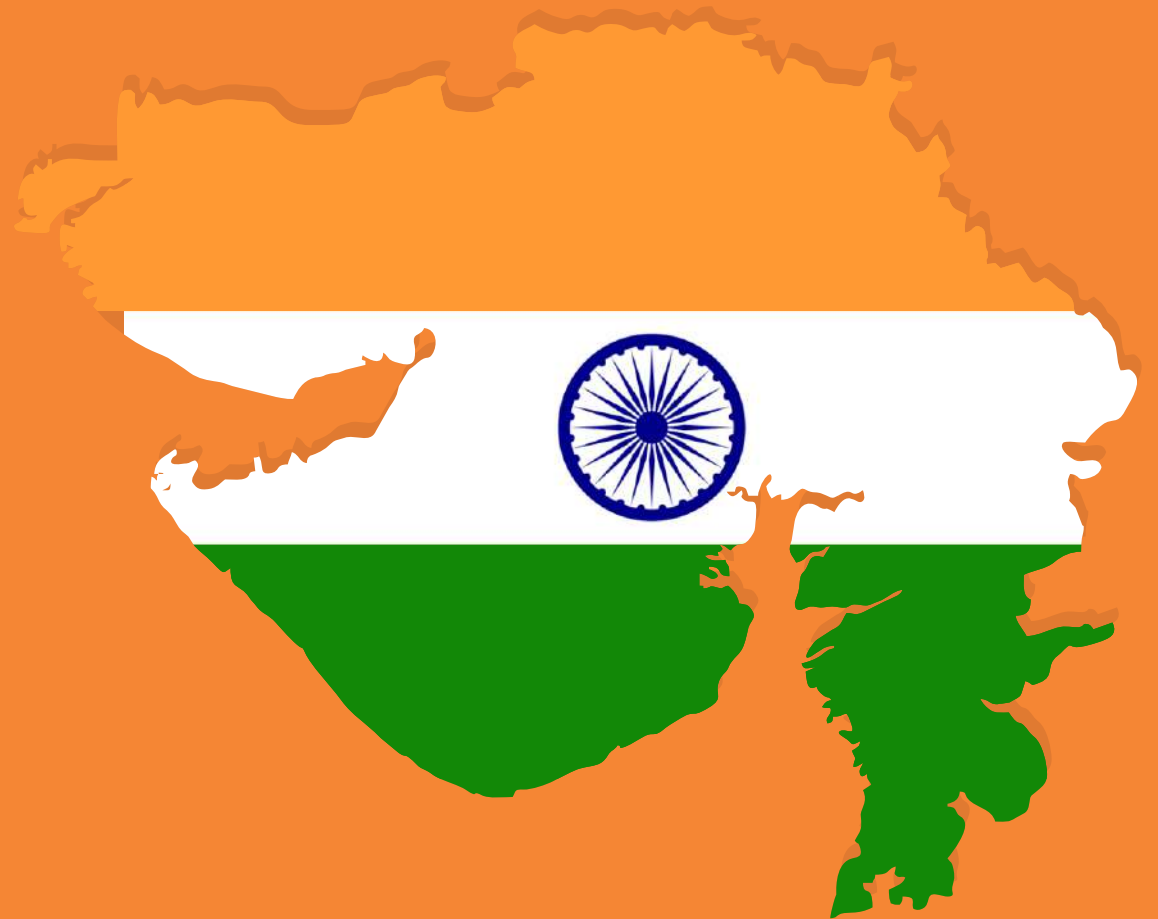


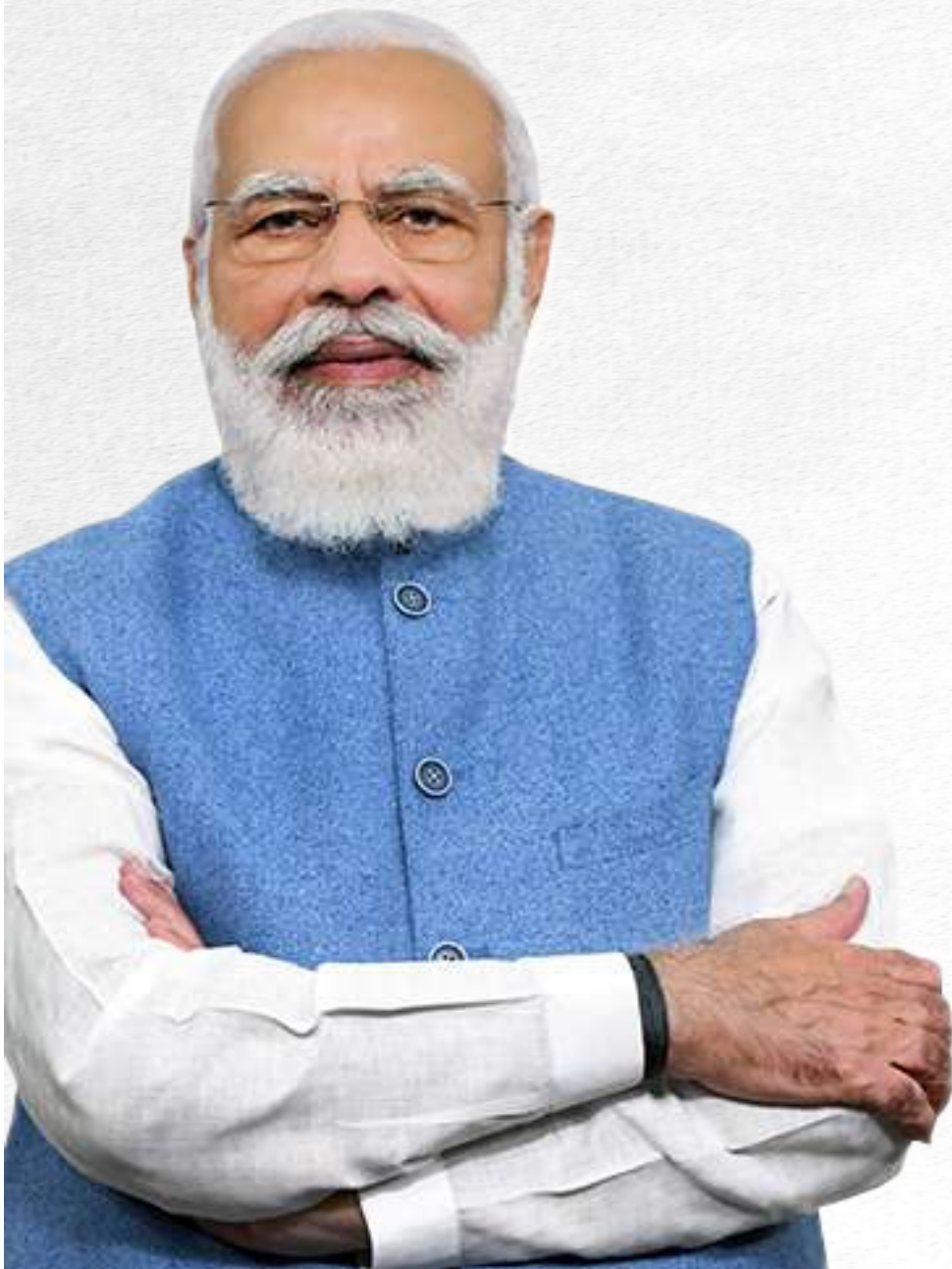
**SYNOPSIS OF GUJARAT  
EDUCATION SYMPOSIUM**

**Building World-Class  
Universities with a  
Thrust on Quality  
Education, National  
and Global Rankings**

**13th-14th December, 2021**







# PRIME MINISTER MODI's VISION

*Our Hon'ble Prime Minister Shri Narendra Modi Ji has envisaged for us a dream, to make India a Global Knowledge Superpower. This vision is enshrined in the National Education Policy 2020 which has laid great stress on the internationalization of education and making India a global education hub.*

*This vision can be achieved by positioning Indian Higher Education Institutions on the global ranking landscape. The international rankings and recognitions are a great way to position India as a Global Education Hub that attracts a large number of international students and faculty members.*

*The state of Gujarat holds a very special place in the heart of our hon'ble Prime Minister. The state has made great progress under his able leadership. The good governance policies adopted in the state have positioned Gujarat as the role model for others to follow, especially in the arena of education.*

# GUJARAT: THE LAND OF LEGENDS

*The state of Gujarat has always been known for its rich history, culture, heritage and entrepreneurial tradition dating back thousands of years. Great leaders like Mahatma Gandhi, Sardar Vallabhbhai Patel and now Hon'ble Prime Minister Narendra Modi Ji are born here.*

*India's best example of effective governance and impressive development is found in Gujarat. Today the state has become a key driver of national economic growth. 'The Gujarat Model', in today's rear view has been a fulfilled promise of mercurial development of the state that witnessed a quantum jump in its growth rate during the period of 2001-2014, a rhythm that continues even today, thanks to the state government's good governance policies.*

*The remarkable leadership of the state has made Gujarat the highest receiver of the FDI. Gujarat is also leading the industrial sectors such as chemicals, petrochemicals, dairy, drugs and pharmaceuticals, cement and ceramics, gems and jewelry, textiles, and engineering in India. It is noteworthy that Gujarat is also the second largest producer of petroleum in India.*

*When it comes to the education sector, no one can credibly question the superior performance of Gujarat. The state's emphasis on academics, research and innovation, has made it one of the most popular academic destinations in India.*

*It is beyond doubt that Gujarat can play a crucial role in realizing the vision of making India a Vishwa Guru.*

**94**  
Universities

**2300**  
Colleges

**307**  
Stand Alone  
Institutions

**100%**  
Gross Enrollment  
Ratio





## Building World-Class Universities with a Thrust on Quality Education, National and Global Rankings

# Overview

Following the clarion call made by our Prime Minister to make India a Global Knowledge Superpower, Chandigarh University organized a two-day symposium on the theme '**Building World-Class Universities With a Thrust on Quality Education, National and Global Rankings**' at the Statue of Unity, Kevadia, Gujarat on 13th and 14th December, 2021.

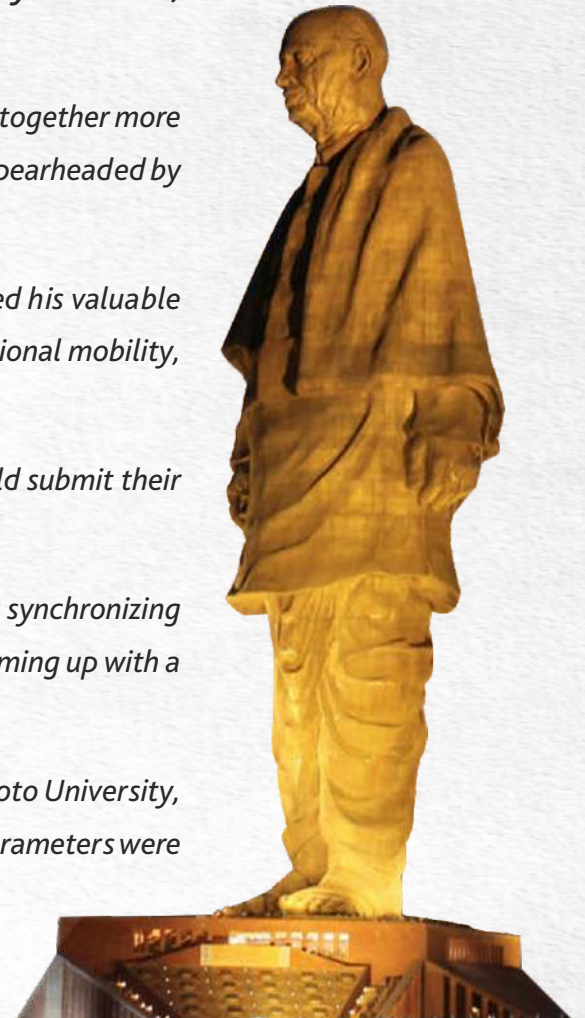
With the objective to improve the global rankings of Gujarat's Higher Educational Institutions, the event brought together more than 240 education stakeholders of the state and QS ranking experts. The deliberations in the symposium were spearheaded by Hon'ble Education Minister Jitubhai Vaghani, Hon'ble minister of state for education Kirtisinh Vaghela.

Dr. Ashwin Fernandes, Regional Director for QS Quacquarelli Symonds in Middle East, Africa & South Asia shared his valuable insights on how the Higher Education Institutions in the state can utilize their full potential by fostering international mobility, educational achievement and career development.

To encourage participation, a QR Code was shared in the inaugural session through which the participants could submit their questions and queries. These queries were taken up for discussion in the Technical Sessions.

The technical sessions of the symposium witnessed discussions on adopting an outcome-oriented approach for synchronizing curriculum with the Global Ranking Framework, laying emphasis on equitable and sustainable education, and coming up with a systematic plan to build world class universities, among others.

Certain comparisons were also made between the universities of Gujarat and international universities such as Kyoto University, Japan and Malaya University, Malaysia. Their success models were also discussed in detail. Based upon it, certain parameters were identified that these institutes can work upon to improve their positioning in global ranking landscape.





A Symposium of Vice Chancellors on “Building World-Class Universities”  
(With a thrust on Quality Education, National and Global Rankings)

Program Schedule

13th December 2021 (Monday) | Venue: SOU Conference Hall

Time	Description
11:30 am – 11:35 am	Prayer and Lighting of the Lamp
11:35 am – 11:40 am	Felicitation of Dignitaries with Bouquet and Memento
11:40 am – 11:45 am	Welcome Address by Sh. M. Nagarajan, Director, Higher Education
11:45 am – 11:55 am	Introductory Speech by Dr. Himani Sood, Sr. Vice President, Chandigarh University
11:55 am – 12:00 pm	Introduction of Global Universities: Dr. Satnam Singh, Chancellor, Chandigarh University
12:00 pm – 12:05 pm	Address by Sh. S. J. Haidar (IAS), Principal Secretary, Department of Education, Government of Gujarat
12:05 pm – 12:10 pm	Remarks by Sh. Kirtisinh Vaghela, Hon'ble Minister (State) Department of Primary, Secondary and Adult Education, Government of Gujarat
12:10 pm – 12:15 pm	Special Address by Sh. Kuberbhai Dindor, Hon'ble Minister (State) Department of Higher and Technical Education, Government of Gujarat
12:15 pm – 12:25 pm	Presidential Speech by Sh. Jitubhai Vaghani, Hon'ble Minister, Education Department (Primary, Higher and Technical), Department of Science and Technology, Government of Gujarat
12:25 pm – 12:30 pm	Vote of Thanks by Sh. G.T. Pandya , Director, Technical Education
02:30 pm – 04:30 pm	Technical Session on World-Class Universities By Dr. Satnam Singh, Dr. Himani Sood and Dr. Sanjeet Singh, Dean Research Chandigarh University
05:00 pm – 06:00 pm	Session of QS – Global Ranking by Dr. Ashwin Fernandes, Regional Director (QS)- Middle East and Africa and South Aisa and National Education Policy (NEP)-2020

14th December 2021 (Tuesday) | Venue: SOU Conference Hall

Time	Description
06.30 AM – 07.15 AM	Yoga
09:30 AM - 10:30 AM	Panel Discussion on Best Practices by Vice Chancellors
10.30 AM – 01.00 PM	SOU Visit
02.30 PM Onwards	Dignitaries Departure

Education: An Important Contributor to the Development of Gujarat



**Sh. Jitubhai Vaghani**  
Hon'ble Minister, Education (Primary, Secondary Higher and Technical), Science and Technology, Govt. of Gujarat

- Gujarat is moving ahead with holistic and inclusive efforts in the field of education. We have seen during the last period that the ranking of state universities is gradually increasing.
- The state government has made the best efforts to enhance quality of education. Now, efforts are being made in the field of education to make Gujarat a global leader.
- Universities have all the physical resources they need.
- We are preparing a roadmap for the next four years for the universities of Gujarat to achieve global ranking by improving the infrastructural facilities in the field of higher education in the near future.
- Higher Education and Technology Centres will be set up in universities for data analysis, resources, data collection and new research.
- An Industry Linkage and Placement Centre will be set up to provide job opportunities to the students from the university itself and a platform will be provided for the youth to get employment at the local level.
- Local units will have access to skilled human resources as per their requirement. So that the universities will also follow in the Prime Minister's dream of a self-reliant India.
- Since ranking of the university is one of the prime criteria for students to seek admission, we need to bring out the potential in the students in a way that they get recognized all over the world thereby bringing laurels to the university they study in.
- The state government is determined to create an educational environment where research and new technologies are invented.



## Preparing a Roadmap for **Achieving Global Ranking**



**Sh. Kuberbhai Dindor**  
Hon'ble Minister of State Education  
(Higher and Technical)

- *The new National Education Policy is based on equality and accessibility.*
- *with the implementation of NEP, quality of education, research, innovation, etc. are to be explored*
- *Gujarat State Institutional Rating Framework (GSIRF) has been introduced in the state universities and colleges to make Gujarat universities world class*
- *A competitive environment has been created in the universities by applying various criteria*
- *Education has been an important contributor to the development of Gujarat*
- *The Department of Education is committed to setting new milestones in the field of Gujarat education at the national and international level*
- *we have emphasized more on AI/ML/Softwares etc. We need to enhance their usage*
- *There is a need to know how students learn*
- *The state has 11.64 Lakh students as brain task force*
- *Emphasis for NIRF Rankings: Introduced a State GSIRF Ranking*
- *Focus on schemes like Digital India, Choice based credit system, Start Up and Innovation*
- *Being followers of Goddess Saraswati, we all have to put efforts together to achieve what is necessary*

## Need a Systematic Approach to **Build World Class Universities**



**Sh. S J Haidar (IAS)**  
Principal Secretary,  
Education Department, Govt. of Gujarat

- *The vision of our Hon. PM is achieving excellence. It envisions nurturing and carrying forward the Ancient India knowledge system*
- *We need to have systematic approach to build world class universities*
- *In the past we had world class Universities like Taxshila and Nalanda*
- *Introduction of Education in Gujarat: No of Universities- 91, State and Private Universities*
- *We are a young country, having young nationals, more than 60% of population below 35 years of age*
- *Young talent pool needs to be groomed properly, sustainable empowerment*
- *Create Atma Nirbhar Bharat, Atmanirbhar Gujarat*
- *New Education Policy: based on Equality and Sustainable Education, Multidisciplinary approach, Maximum accreditations*
- *To create ranking framework: we must pursue in the right manner by creating list of potential colleges and Universities for ranking*
- *Skill enhancement, vocationalization, complete institutional framework*



## Rankings are Not the Goal, **But a “Trophy” for a Job Well Done!**



**Dr. Ashwin Fernandes**  
Regional Director for QS Quacquarelli  
Symonds in Middle East, Africa &  
South Asia



- *QS is all about empowering motivated people around the world to fulfil their potential*
- *It encourages educational institutions to foster international mobility, educational achievement and career development*
- *QS rolls out multiple rankings throughout the year which consist of Regional Rankings, World University Ranking, Graduate Employability Ranking, Arab Region Ranking and Subject Ranking*
- *The rankings help in bringing accountability and transparency, international recognition, student mobility and performance improvement*
- *Global rankings are important in context to both national and international students*
- *The rankings help to fulfill the dual goals of attracting international students to the country and helping nationals to gain jobs in foreign countries*
- *Top 30 Countries by GDP PPP make up over 600 universities in the 2022 QS World University Rankings*
- *Top 20 Countries by R&D Spending make up over 700 universities in the 2022 QS World University Rankings*

- *The QS World Ranking 2022 featured 1300 universities from all around the world. A total of 35 Indian universities made it to the rankings. However, not even a single university was featured from the state of Gujarat.*
- *The QS Asia Ranking 2022 featured top 687 Asian Universities. 117 Indian Universities made it to the list, with 4 universities from Gujarat*
- *The IIT Gandhinagar and Ahmedabad University joined the list with Asia Rankings #301-350 and #451-500 respectively*
- *The Saurashtra University and Maharaja Sayajirao University of Baroda dropped its place in Asia to #551-600 and #601-650 respectively*
- *QS uses criteria such as academic reputation, employer reputation, faculty-student ratio, citations per faculty, international faculty, international students*
- *academic reputation is a vital aspect of the QS world ranking criteria*
- *For academic reputation, QS receives response from over 130,000 academicians*
- *QS uses a simple methodology that gives stable results, is independent of language, and has low dependence on self-reporting*
- *QS advocates international research collaborations and rewards international diversity in research collaboration*
- *a strategic framework is required to improve the academic and employer reputation of the institutions*
- *Rankings are not the goal, but a “trophy” for a job well done!*



## Rankings Instill Culture of **Collection, Compilation & Curation of Data**



**Dr. A K Nassa**  
Member Secretary, NBA  
National Institutional Ranking Framework  
(NIRF)

- *Ranking of higher education institutions (HEI) is a convenient and easily understandable method of evaluation and assessment.*
- *An ordinal number assigned to an HEI by a ranking system represents its comparative position in a list of ranked institutions based on marks obtained by it on various performance parameters or indicators.*
- *India Rankings continues to be a colossal and a demanding exercise that requires experts with in-depth knowledge of higher education system in India, new trends and advances in data science and data crunching.*
- *NIRF has five broad generic parameters, namely: i) Teaching, Learning and Resources; ii) Research and Professional Practice; iii) Graduation Outcome; iv) Outreach and Inclusivity; and v) Perception.*
- *Several of them are similar to those employed globally such as excellence in teaching, learning and research. However, there are a few sub-parameters which are India-centric, reflecting aspirations of the rising numbers of young people of a vast nation.*
- *Rankings are based on the information and data provided by the institutions. Data on publications and citations have been taken from standard indexing and citation sources, viz., Scopus (Elsevier Science) and Web of Science (Clarivate Analytics).*
- *NIRF also provided an opportunity to the general public through press advertisement and through web-portal, to give feedback on the quality and accuracy of data submitted by different institutions.*
- *The India Rankings has successfully instilled the culture of collection, compilation and curation of data.*
- *Analysis of this data provides the big picture of trends and patterns that can be used for evaluating and streamlining processes, creating efficiencies, and improving overall student experience.*

## In Next 3 Years, Gujarat can **Elevate its Position to Top 5 Slots**



**Prof. (Dr.) Sanjeet Singh**  
Dean Research,  
Chandigarh University

- *It is no secret that the Indian state of Gujarat has today become synonymous with economic growth*
- *'The Gujarat Model', in today's rear view has been a fulfilled promise of mercurial development of the state that witnessed a quantum jump in its growth rate during the period of 2001-2014*
- *Shri Narendra Modi brought the new National Education Policy and rightfully raised the call of making India a Vishwa Guru – a vision which can be realized effectively by elevating the country's reputational standing on the global landscape in the sphere of higher education*
- *To this effect, with an increase of Rs 764 crore in the annual budget allocation on the education sector, the Gujarat state government's provision of Rs 32,719 crore for education sector has been the most encouraging*
- *The Gross Enrolment Ratio of girls in education is much higher in Gujarat whereas in the case of India, the ratio of Males is higher. This is a clear example of growth propelled by a far-sighted leadership*
- *Our analysis has mapped some critical areas of improvement in the higher education sector of Gujarat, specifically in relation to better rankings and ratings*
- *With the current infrastructure, policies and facilitations put in place by the government, the ranking is poised to increase and in next three years and Gujarat can elevate its position to the top 5 slots*
- *It is clearly visible from the analysis that there is much scope for improvement under variables like International Students, International Research Network, International Faculty, Academic and Employer Reputation*
- *We will guide the selected Gujarat institutions in improving intellectual and operational capacities regarding the same*



## Proud to Partner with the Government of Gujarat



**S. Satnam Singh Sandhu**  
Chancellor,  
Chandigarh University

- *Gujarat is ahead in enrolments for both boys and girls and can set the example for the rest of India*
- *The core objectives of any institute is to improve the academic environment*
- *Gujarat is on top in terms of academic infrastructure, enrolment etc. but at the 9th spot among the states in terms of international students*
- *Mapping of the data is of utmost necessity to start planning strategically for the milestones in terms of preparation and application for the ranking*
- *As a higher educational institution, we are extremely happy to execute these plans jointly with the government of Gujarat*
- *A State IQAC and Raking Cell (SIRC) will be established by the Education Ministry of Gujarat which will be responsible for the Quality Assurance activities, communication and day to day operations.*
- *The office will analyse the National and International ranking agencies data, provide training to the selected institutions under the aegis of Gujarat Government and Setup time bound milestones for the selected institutions and monitoring the progress of the institutions*
- *Our Hon'ble Prime Minister Modi Ji has a vision for the betterment of tribal people. The Birsa Munda Tribal University is playing a missionary role towards this vision. We are glad to enter into an MoU with the Tribal University to help them grow into a world class university. We are positive that the university will play a pivotal role in fulfilling Modi Ji's Vision.*

## A Roadmap will be Prepared for Institutions of Gujarat



**Prof. Himani Sood**  
Senior Vice-President,  
Chandigarh University

- *Gujarat has shown potential in economic growth in last two decades*
- *Positioning Gujarat state institutions in the national and global ranking is the right step, which will open new horizon*
- *Policy makers should make a five year plan for quality enhancement of higher education system to build world class universities, improving ranking using technology and IT skill in education*
- *Improving rankings of educational institutions is a very big vision. In order to achieve this vision, we can divide our aspirations into short-term and long-term goals*
- *Gujarat already has very good institutions. They just need to come up with strategic plans to position themselves on global ranking frameworks.*
- *Road map shall be prepared by each institute / University to improve ranking. Task group shall be formed for the same*
- *We are proud to enter into 3 MoUs with the Gujarat Government - for Improvement of global ranking of 25 institutions through implementation of National Education Policy, for elevating the Birsa Munda Tribal University and for training of technical universities of Gujarat.*



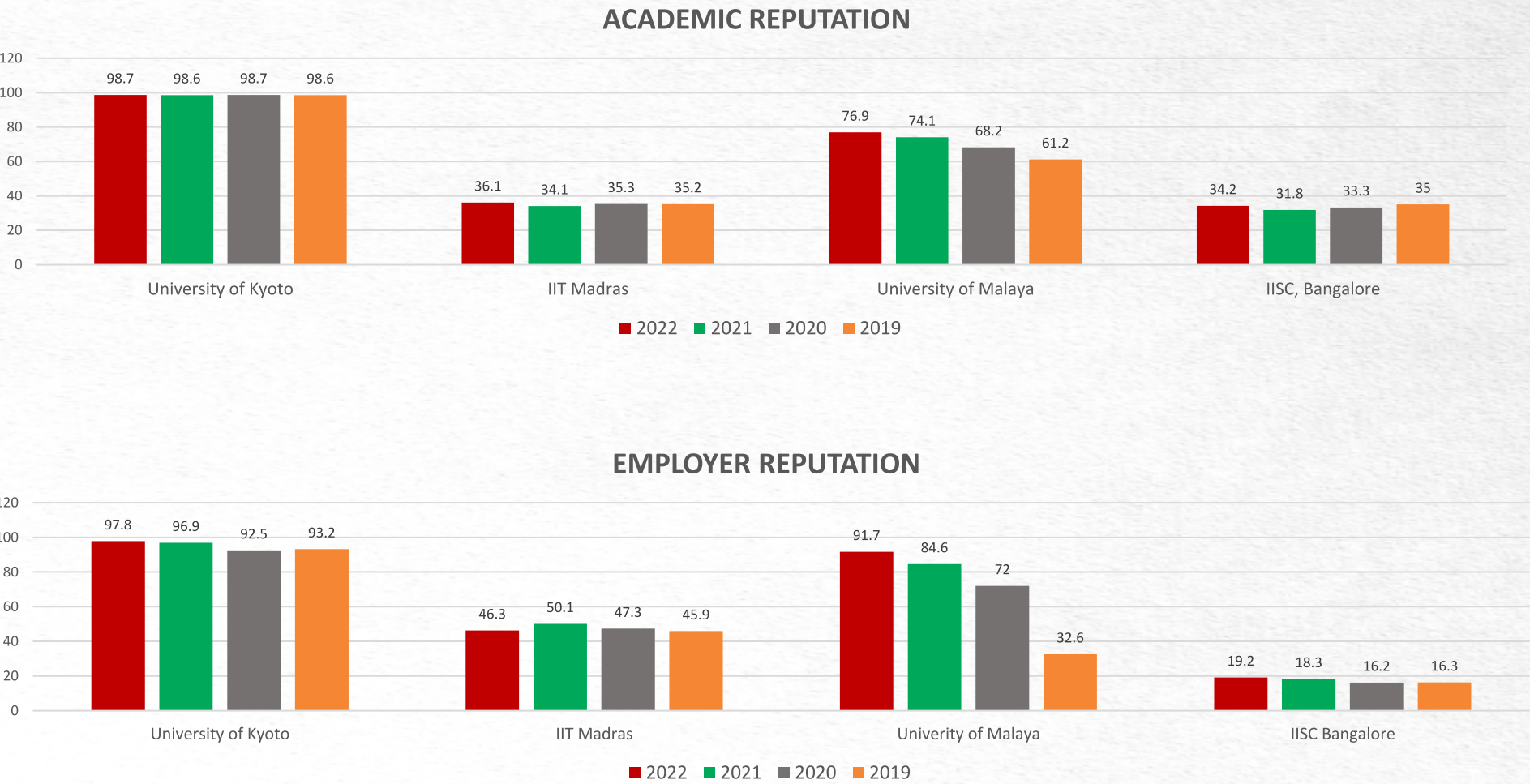
# Insights from Technical Sessions

## Scoring Sheet: Variable Wise for Gujarat's Universities

Institution Name	Overall Score	Rankings	International Research Network	Faculty Student Ratio	International Students	Outbound Exchange	Citation per paper	Inbound Exchange	Paper Per faculty	International faculty	Academic Reputation	Employer Reputation	Faculty Staff with PhD
Indian Institute of Technology Gandhinagar	NA	301-350	8.1	39.9	3.1	16.7	27.5	0	68.9	20.1	6.4	2.7	75.7
Ahmedabad University	NA	451-500	1.8	6.7	1.4	5.9	44.5	0	10	32.2	4.9	3	34.4
Saurashtra University	NA	551-600	1.1	11.2	2.4	0	4	0	19.5	0	2.8	2.4	79.7
The Maharaja Sayajirao University	NA	601-650	3.1	1.7	1.2	0	12.6	0	6.4	0	7.1	5.3	1
Sardar Patel University	NA	451-500	3.5	4.8	0	0	26.4	0	23.4	0	2.8	5.3	98.7

The above analytics display the aggregate marks which the institutions of Gujarat scored in QS Asia. It is clearly visible from the analysis that there is much scope for improvement under variables like International Students, International Research Network, International Faculty, Academic and Employer Reputation.

## Reasons Why Indian Institutions Lag Behind





## Working Plan for Enhancing Global Rankings

## GLOBAL RANKING METHODOLOGY (QS)

**50%  
WEIGHTAGE**

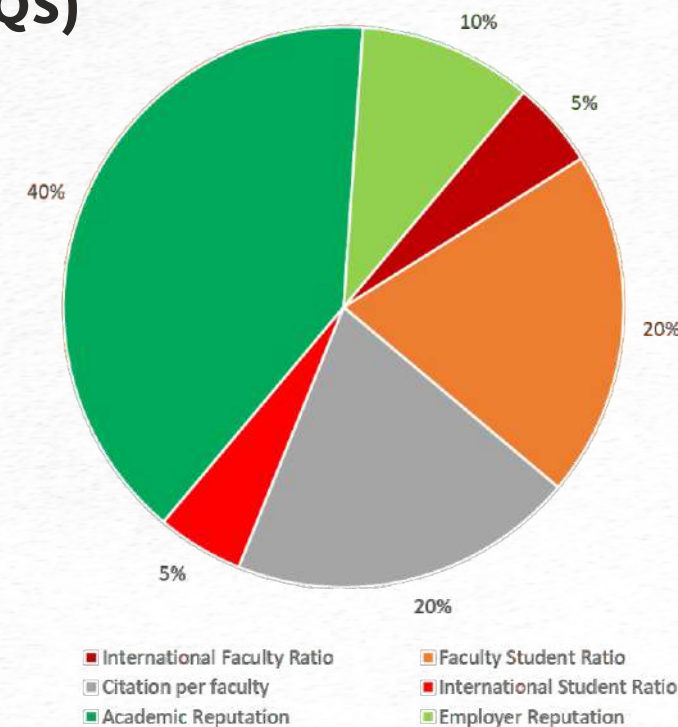
IS FACTUAL &  
TANGIBLE

- Faculty Student Ratio
- International Student Ratio
- Citation per faculty
- International Faculty Ratio

**50%  
WEIGHTAGE**

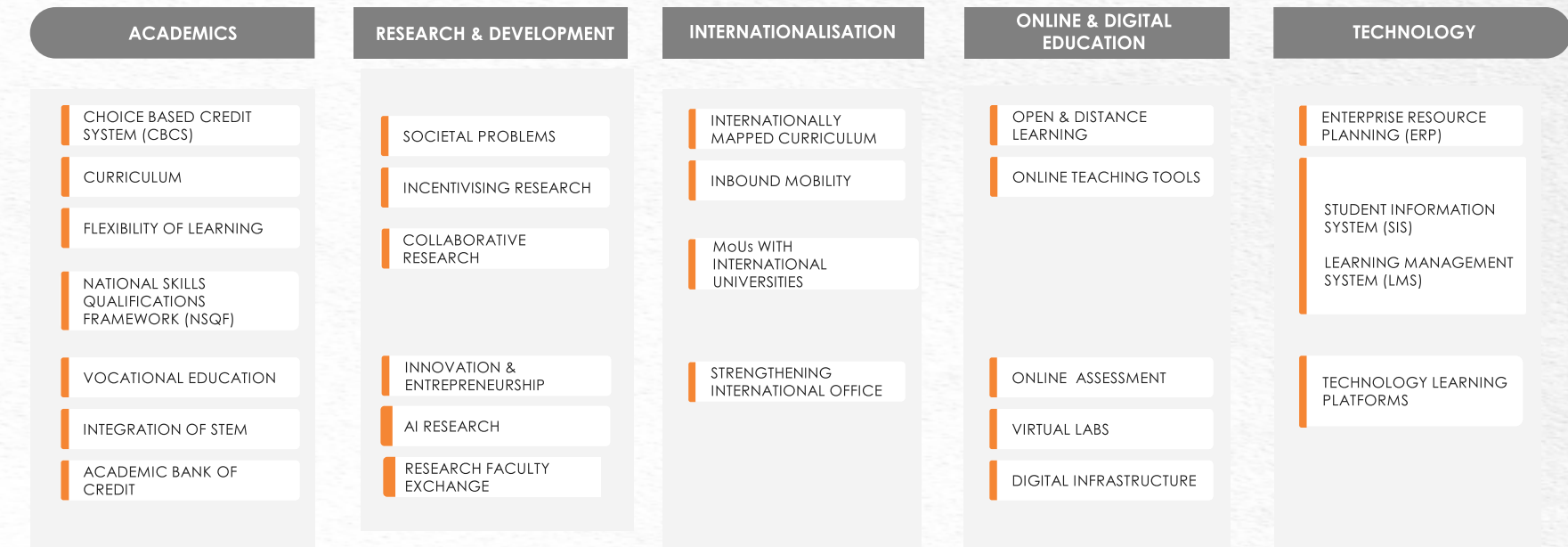
## IS PERCEPTION BASED

- Academic Reputation
- Employer Reputation



The above figure shows the methodology of QS Rankings which is followed by most of the global ranking agencies with a slight change. We will map the data of the institutions of Gujarat in line with the above and build a plan institution wise.

## VARIABLES FROM NATIONAL EDUCATION POLICY FOR IMPROVEMENT OF INTERNATIONAL REPUTATION, RANKING AND ADMISSIONS



Chandigarh University will guide the selected institutions on the implementation aspects of following variables within the given timelines so that their reputation and ranking get better.

## MAPPING OF VARIABLES

[illegible]



# Inputs from Vice-Chancellors



**Dr. M N Patel**

Vice-Chancellor, Parul University

- A Board of Studies should be created with the participation from Alumni, Research Collaborators and Industry
- Special cells should be made for placements, online courses and technical work



**Dr. Ami Upadhyay**

Vice-Chancellor, BAOU

- Focus on NIRF Rankings and year based outcome of ranking
- Evaluation is important
- Must adopt an up-front approach



**Dr. Parimal Vyas**

Member Secretary, NBA  
National Institutional Ranking Framework  
(NIRF)

- Focus on outcome based education, Accreditation, Ranking through education and research, Funded Projects
- Accreditation ecosystem must be set up for good practices
- Quality in research should be focused from UG level with small projects. It may also start from school level.
- Each university shall identify thrust area, research potential
- Collaborative approach is essential



**Dr. N. K. Gontia**

Vice-Chancellor,  
Junagadh Agriculture University

- Student mobility shall be enhanced within the state
- Collaboration with Agriculture universities and other universities are required
- NIRF shall put more focus on curriculum and academic activities



# Summary

For the Gujarat Education Symposium on 'Building World-Class Universities with a Thrust on Quality Education, National and Global Rankings,' we made certain comparison studies with respect to national and international rankings between the universities of Gujarat and the universities of other states and countries.

We analysed these studies to come up with solutions on how to improve the ranking of Gujarat's higher education institutes. This goal can be accomplished by putting special focus on increasing international student enrollments, facilitating international faculty mobility, joint research, academic reputation and employee reputation. Fostering research collaborations with universities in different parts of India as well as those located abroad, connecting with alumni, peer networks can help in enhancing global reputation as well as academic mobility. The universities located in developing countries should be concentrated upon as they want to learn from us and their students are interested in studying in India.

International branding is an area that needs to be emphasized upon. Rankings and recognitions are a good way to brand an institution internationally. They help in establishing credibility of an institution and thus, in turn enhance academic mobility and collaborations.

In order to help the Gujarat Institutions to achieve this goal, Chandigarh University has proposed to mentor 25 institutions from the state to improve their rankings, 15 in terms of national rankings and 10 elite institutions for ranking among top 200 international institutions.

We have already identified the various parameters that these institutions can work on. Based upon these parameters, we will set milestones for them and monitor their progress. We will also conduct one-on-one workshops with each of the 25 institutions for fulfilling the dream of a vibrant Gujarat.

Detailed reports on the progress of these institutes will also be shared with the ministries from time-to-time.

## Targeted Milestones for Hand Holding Selected Institutions



### KEY PARAMETERS

- Doubling the research papers written in collaboration with international institutions
- Defining a reserved percentage of admissions dedicated to International Students
- Hiring of international faculty in Regular/Part time/Adjunct mode
- Mapping the 500 prospective perception list for incrementing academic reputation
- Mapping of 1000 employers list to increment employer reputation

## MoU Signed with Gujarat Tribal University

Chandigarh University is entering into an MoU with Gujarat Tribal University for mentoring the Tribal University to establish itself as a world class institution by improving its global rankings.





# Establishment of State IQAC and Ranking Cell

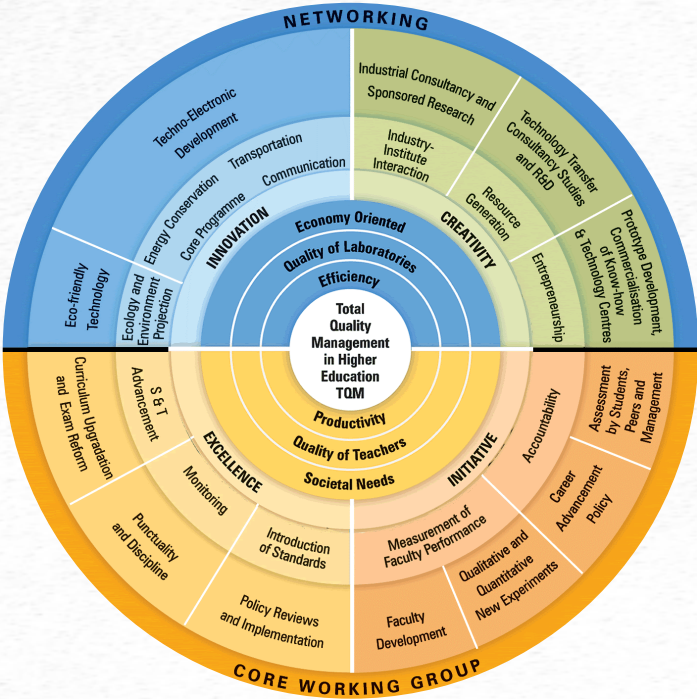
On the basis of deliberations and discussions in Gujarat, the following arrangements have been proposed for the quicker and efficient implementation of the activities aimed for selected Gujarat institutions.

State IQAC and Ranking Cell (SIRC) (First) will be established by the Education Ministry of Gujarat which will be responsible for the Quality Assurance activities, communication and day-to-day operations. Chandigarh University will establish a strategic office (SO), at Chandigarh University.

The objectives for the establishment of the two offices are:-

- Setup time bound milestones for the selected institutions and monitor the progress of the institutions
- Analysing the National and International ranking agencies data
- Provide training to the selected institutions under the aegis of Gujarat Government

State IQAC and Ranking Cell (SIRC) is required to be established at Gujarat and it will be a major milestone for improving the ranking of selected institutions at national and international level. The SIRC will be responsible for overall development of these institutions under IQAC initiative. The figure at the right shows the initiatives under the State IQAC and Ranking Cell (SIRC)



## State IQAC and Ranking Cell (SIRC) will be responsible for:-

- Selection & Deputation of staff from the educational institutions to the SIRC
- Providing the infrastructure and other support to the strategic office
- Training of the selected institutions in consultation with SO
- Communication link between Chandigarh University and the selected Gujarat Institutions
- Generation of reports and submission of the same to the Govt. of Gujarat in consultation with Chandigarh University
- Handling the operational issues in consultation with Strategic office

## The Strategic Office (SO) at Chandigarh University will be responsible for:-

- Provide strategic inputs and insights about rankings
- Designing the SOP and models of rankings for selected institutions
- Work with Govt. of Gujarat for Establishment of SIRC
- Providing training to the staff of SIRC and selected institutions
- National and international experts' facilitation (Ranking agencies – get expertise)
- Conduct the quarterly meetings with the selected institutions and monitor the progress review and audits.
- Provide six monthly reports to the Government of Gujarat on the progress of the selected institutions.

## Requirement for State IQAC and Ranking Cell (SIRC)

An office with sitting arrangement for 5 officials and two office staff.

1	1	2	1	1	1
Director	Associate Director	Assistant Directors	Analytics Expert	Secretary	Peon

## Infrastructure Details

- 1 Seminar Hall with seating capacity of 200
- 1 Conference Hall with seating capacity of 25
- 1 Cabin for Director
- 1 Cabin for Associate Director
- 1 Shared Cabin for 2 Assistant Directors
- 1 Seating Platform for Analytics Executive
- 2 Laptops
- 6 Computers
- 2 Printers
- High Speed Internet Connection
- Projectors in all the offices
- Whiteboards
- 1 Electronic Board in Training Seminar Hall
- Video Conferencing setup for Virtual Trainings
- Telephone Line
- Other infrastructure such as furniture, etc.









Department of Higher and Technical Education,  
Government of Gujarat

# A Symposium of Vice-Chancellors on **Building World-Class Universities** (With a thrust on Quality Education, National and Global Rankings)

Date: 13<sup>th</sup> and 14<sup>th</sup> December, 2021  
Venue: Statue of Unity, Kevadia Colony, Gujarat



Submitted by:



**CHANDIGARH  
UNIVERSITY**

Discover. Learn. Empower.