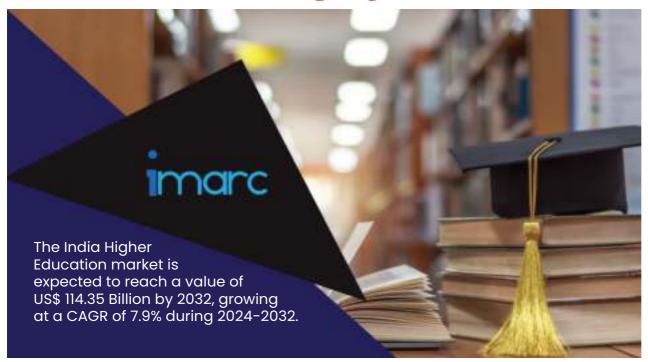
www.blitzindiamedia.com

**WE STAND COMMITTED TO SDGs** 

**Special Education Feature** 

# INDIA'S HIGHER EDUCATION REVOLUTION

#### **Reshaping India's Education Future**



India's education sector is witnessing a sweeping wave of change that is engulfing everything, from village classrooms to elite universities. The tides of transformation are eroding age-old traditions, especially in the higher education sector, making room for a array of vibrant learning methods and digital avenues.

This monumental shift isn't just stirring the waters; it's posing critical questions to Higher Education Institutions (HEIs). Can they keep pace with this speeding wave of change? Can they blend the wisdom of their traditions with modern innovation to meet the ever-evolving needs of today's students? Can they reinvent to cultivate a learning environment that nurtures inclusivity, accessibility, and continual adaptation?

These questions are a wake-up call. To navigate this transformation, HEIs need to decipher the driving forces behind this transformation, predict and prepare for the waves of change yet to come. There is an urgent need for them to envision a new identity, revamp their stra- tling borders and opening new vistas for the youth on tegic plans, integrating technology and evolving peda- either side. This further necessitates that Indian univer-

It is evident that this transformative tidal wave is fuelled by a growing groundswell of literacy and the ambitions of youth seeking knowledge. Their aspirations are closely linked to opportunities that are springing up in the ever-changing economic landscape. The increasing demand for a skilled and educated workforce is serving as the driving force behind their ambitions, educational demands and therefore the market growth. This can be gauged from the growing appetite for digital solutions in education.

E-learning platforms, MOOCs, and other digital pathways are no longer niche offerings; they are becoming mainstream highways to knowledge. In the not too distant future, the integration of AI and IoT will ensure personalised learning, language barrier breakdowns, and increased democratisation of access to knowledge. Besides the technology revolution, globalisation is dismansities incorporate international best practices to contemporise their offerings, which will also help them attract students worldwide.

The heartening factor in this entire scenario is that the government is not a spectator but a frontrunner in steering this change. Initiatives like the National Accreditation Regulatory Authority Bill, Unnat Bharat Abhiyan, and Swayam Prabha are building bridges to accessible, quality education. Institutions in higher education can, therefore, be confident that in this era, the government will be their chief enabler, mentor, and partner. The comprehensive development of the youth being imperative for realising the Viksit Bharat goal, the government is committed to ensure the endeavours of HEIs are not only fully supported but also successful.

In the universities and HEIs pursuit of growth and excellence during this transformative era, Blitz Education has taken on the responsibility to support them with valuable data and forecasts to navigate the change. Therefore, in this special edition, we're offering a meticulously crafted summary of IMARC's 'India Higher Education Market' sector report spanning the period 2023-2032. IMARC is a global firm renowned for delivering customised solutions and offering high-quality, robust studies to partners worldwide.

This report, abundant with data, projections, and our insights, will empower universities and HEIs to comprehend their current standing and envision the promising directions this wave of transformation will lead them towards in the future. Beyond facilitating them in foreseeing higher education trends, this resource will assist in addressing market challenges, identifying opportunities, and making strategic decisions, thus ensuring a comfortable and rewarding navigation through the currents of change.

We are confident that IMARC's report will serve as a guiding light for universities and HEIs not only to thrive but also to actively shape the unfolding narrative of higher education in India.

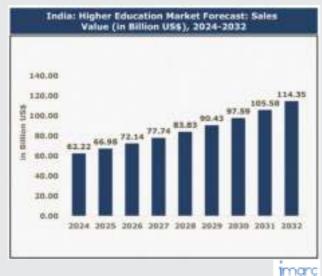
Happy reading and exploring!

#### **India Higher Education Market - Sector Overview**

India's higher education sector is a vast and diverse ecosystem, housing over one thousand universities and numerous colleges that offer a wide spectrum of educational programmes. The higher education market in India has witnessed substantial growth, reaching US\$ 58.05 billion in 2023, with a projected surge to US\$ 114.35 billion by 2032. This remarkable increase, marked by a Compound Annual Growth Rate (CAGR) of 6.4% from 2018 to 2023 and an anticipated 7.9% CAGR from 2024 to 2032, is attributed to several fac-

Chief among the drivers powering this growth are a burgeoning youth population, government policies enhancing accessibility, increased affordability due to higher disposable incomes, and international collaborations meeting the demand for globally recognised degrees.

However, persistent challenges, such as limited access to technology and learning resources, maintaining consistent quality across different institutions, financial constraints, high student-to-teacher ratios,



hibits remarkable growth and potential, addressing these challenges is pivotal for sustaining and enhancing its trajectory.

and global competition for international students, pose

hurdles. While the Indian higher education market ex-

The future holds promising expansion with the ongoing digital revolution transforming learning through online platforms and Al-driven personalised education. These advancements mean the availability of flexible and accessible options suitable for India's diverse market. Furthermore. India's focus on global competitiveness implies significant investments in research and development, in addition to promoting an environment of innovation and entrepreneurship in its universities. This will help attract talent from both within the country and internationally, enhancing the reputation and appeal of India's higher education on a global scale. III

# **Blitz**Education

#### **Building Tomorrow: The Road to 2047**

India's higher education sector comprises a variety of graduates equipped with varied skills meeting industry institutions, ranging from autonomous colleges to state universities and private universities, each charting a unique path to excellence. Viewed collectively, these institutions are steering the country towards a brighter future. By now, they've already laid the foundation for a dynamic future, and are poised to become the key providers of a versatile and adaptable workforce by 2032.

#### Autonomous Colleges to Lead, **Private Universities on the Rise**

The transformative journey of India's Higher Education sector is prominently marked by the ascendancy of Autonomous Colleges as key contributors. In 2023, these colleges held a substantial 29.1% market share, reaching a value of \$16.89 billion with a CAGR of 6.9% from 2018 to 2023. By 2032, they are projected to further assert their influence, leading with a commanding 29.8% market share, valued at a significant \$34.08 billion. This

leadership is attributed to their focus on academic freedom, robust research facilities, adaptable governance structures, and a range of subjects promoting collaborations between academia and industries.

State Universities, comprising 27.4% in 2023 with a market value of \$15.91 billion, are evolving towards modernisation and skill development. By 2032, they are expected to command a 26.6% market share, valued at \$30.42 billion. Their approach involves integrating industry requirements into curricula, forging strategic partnerships with businesses, and introducing vocational courses, ensuring the development of a skilled workforce and promoting collaborations between academia and industry.

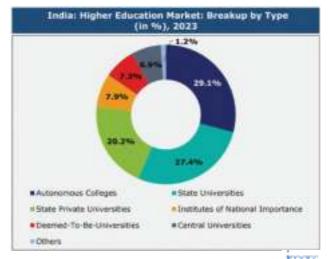
State Private Universities, constituting 20.2% in 2023 with a market value of \$11.73 billion, are

intensifying efforts. By 2032, they are poised to reach a market value of \$24.58 billion, driven by innovation, industry partnerships, and an enhanced educational experience emphasising learning by doing, industry exposure, and adaptable curricula.

Central Universities, accounting for 6.9% in 2023 with a market value of \$4.01 billion, are steering towards interdisciplinary studies, global collaborations, and technology integration. By 2032, they are projected to reach a market value of \$7.20 billion, enriching learning experiences, broadening research prospects, and producing

demands.

Institutes of National Importance, commanding 7.9%



India: Higher Education Market Forecast: Breakup by Type (in Billion US\$), 2024-2032

Breakup by Type	2024	2025	2026	2027	2028	2029	2030	2031	2032	2024- 2033
Autonomous Colleges	18.16	19.61	21.19	12.88	24.74	26.76	29.95	31.39	34.08	8.2%
State Universities	16.99	18.23	19.57	21.02	22.59	24.29	26.13	29.10	30.42	7.5%
State Private Universities	12.66	13,72	14.88	16.14	17.53	19.04	20.69	22.54	24.58	8,7%
Institutes of National Importance	4.88	5.22	5.58	5.97	6.39	5.84	7.33	7.67	8.46	7:1%
Deemed-To-Be-Universities	4.55	4.90	5.28	5.70	6.15	6.64	7.17	7.76	H.42	8.0%
Central Universities	4.25	4.53	4.83	5.15	5.50	5.87	6.27	6.72	7.20	6.8%
Others	0.73	0.78	0.83	0.88	0.93	0.99	1.05	1.12	1.19	6.2%

· By 2032, autonomous colleges are expected to represent the predominating type for higher education in India, accounting for a share of 29.8% of the total merket. Autonomous colleges are expected to be followed by state universities (26.6%), state private universities (21.5%), institute of national importance (7.4%), deemed-to-be-universities (7.4%), central universities (6.3%), and other types (1.0%).

India: Higher Education Market Forecast: Breakup by Affiliation (in Billion US\$), 2024-2032

Breakup by Affiliation	2924	2025	3036	2027	2028	2029	2030	2031	2032	2024- 2032
Colleges/Enstitutions	43.99	47,23	50.72	54.50	58.60	63.03	67.82	73.15	78.99	7.0%
Standalone Institutions	15.61	16.03	18.37	19.94	21.66	23.54	25.59	27.90	30.44	8.7%
University/University Level Institutions	2.62	2.83	1.05	3.30	3.57	3.66	4.17	4.53	4.92	8.2%
										Topograph

in 2023 with a value of \$4.59 billion, are projected to reach \$8.46 billion by 2032. Renowned for their expertise in specialised fields and global collaborations, these institutes shall aim to strengthen their research endeavours and attract top talent.

Deemed-to-be-Universities, constituting 7.3% in 2023 with a value of \$4.24 billion, are expected to reach \$8.42 billion by 2032, transforming into vibrant centres for distinctive academic programmes, aligning courses with industry needs, adopting inventive teaching methods, and integrating technology.

This comprehensive evolution across various institutions is poised to shape a dynamic and flexible workforce, positioning India at the forefront of global knowledge creation and dissemination.

#### B) Affiliated Institutions: **Potential Growth Prospects**

Until now, Colleges and Institutions Affiliated with Universities have been dominant forces, claiming a significant 70.9% share in India's higher education market. This category, valued at \$41.16 billion, showcased a commendable CAGR of 5.9% between 2018-2023. Following suit were Standalone Institutions, representing 24.9% of the market and reaching a value of \$14.45 billion, exhibiting robust growth with a CAGR of 7.9%. University and University-level Institutions contributed 4.2%, amounting to \$2.44 billion, reflecting a steady CAGR of 6.9%.

Fast forward to 2032, and the trajectory for these

institutions remains promising. Colleges and Institutions Affiliated with Universities are poised to lead with a substantial market share of \$78.99 billion. Their current strategic approach, characterised by embracing digital learning, aligning curricula with industry needs, and promoting collaborations, aims to significantly enhance graduates' skills and employability in an ever-evolving job market.

Simultaneously, Standalone Institutions, operating independently, are expected to achieve a market worth of \$30.44 billion by 2032. Their growth is rooted in offering specialised courses and flexible curriculum structures, catering to a variety of educational needs beyond traditional university frameworks. These institutions prioritise unique pathways to success by addressing specific interests and equipping students with distinct

skill sets.

Furthermore, University and University-level Institutions are projected to reach a market value of \$4.92 billion by 2032. Their commitment to delivering exclusive programmes, encouraging research excellence, and enhancing infrastructure continues to contribute to a holistic education experience, promoting competitiveness in higher education.

The growth and evolution of these institutions until now has set the stage for a dynamic future. The data illustrates an ongoing and consistent path for them.

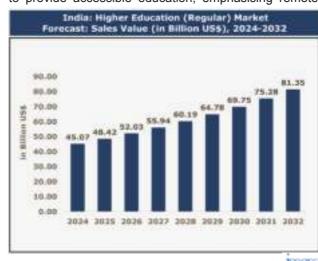
#### **Growth Trajectories of Diverse Higher Learning Modes**

As of 2023, India's higher education domain encompass- professionals. es an array of modes, with regular education leading the way, commanding 72.6% of the total market share. Valued at \$42.14 billion, this segment exhibited a CAGR of 6.0% from 2018 to 2023. This traditional mode stresses upon in-person classroom experiences, practical sessions, and a vibrant campus culture, promoting comprehensive skill development and collaborative learning.

Looking ahead to 2032, regular education is projected to maintain its stronghold, representing 71.1% of the market with a value of \$81.35 billion, propelled by a robust CAGR of 7.7% from 2024 to 2032. The enduring appeal of on-campus learning experiences is expected to drive sustained growth, prompting universities to invest in infrastructure, enhance teaching methodologies, and promote conducive campus ecosystems.

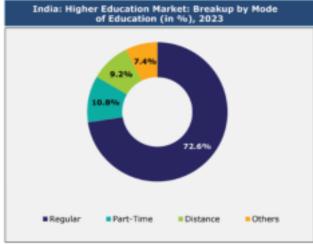
Part-time education, constituting 10.8% in 2023 with a market value of \$6.27 billion, responds to the evolving needs of working professionals and individuals seeking flexible learning schedules. Projected to reach \$13.38 billion by 2032, with a CAGR of 8.9%, part-time education is poised for significant growth, driven by the demand for flexible learning pathways. Institutions are expected to expand offerings, innovate in delivery methods, leverage online platforms, and tailor programmes to meet the specific needs of adult learners and working

Distance education, accounting for 9.2% in 2023 and enhance digital resources. with a value of \$5.34 billion, leverages digital platforms to provide accessible education, emphasising remote



accessibility, personalised learning experiences, and skill-centric programmes. The forecast for distance education is optimistic, with an expected market value of \$10.68 billion by 2032, reflecting a CAGR of 8.1%. This growth is spurred by the increasing adoption of online learning platforms and the demand for accessible education, prompting institutions to expand online offerings

Other modes of education, comprising 7.4% in 2023 with a value of \$4.30 billion, are anticipated to reach



imana

\$8.94 billion by 2032, boasting a CAGR of 8.6%. This segment represents a diverse array of educational approaches, and institutions that are expected to continue catering to various learning preferences, contributing to the overall growth and dynamism of the higher education landscape.

#### Navigating the Academic Spectrum: Graduation to Specialisation

In 2023, India's higher education sphere was dominated by graduate courses, constituting 79.7% of the market share, valued at \$46.25 billion, with a CAGR of 5.6% from 2018 to 2023. Looking ahead to 2032, and this trend will continue. The graduate courses are projected to represent 76.5% of the market, reaching a staggering value of \$87.46 billion, driven by a robust CAGR of 7.4% from 2024 to 2032.

The allure of graduate-level courses lies in their multidisciplinary approach, practical skill development, and industry-aligned curricula. Responding to the demand for specialised undergraduate programmes, universities are bridging the gap between academia and industry, reflecting a growing appetite for programmes blending theoretical knowledge with hands-on experience, catering to distinctive career aspirations.

Post-graduate courses, accounting for 10.8% in 2023, are on an upward trajectory with a projected market value of \$13.96 billion by 2032, exhibiting a CAGR of 9.4%. This growth is attributed to a shift towards unique and niche programmes, research-driven learn-

ing, and global collaborations, indicating an increasing preference for advanced degrees offering specialised expertise and career advancement opportunities.

Emphasising skill-focused programmes, industry certifications, and flexible learning pathways, diploma courses respond to the evolving need for shorter-term, focused programmes catering to specific career requirements. Representing 6.5% in 2023, they are experiencing a surge in demand, expected to reach a market value \$9.26 billion by 2032, with a CAGR of 10.6%

PhD programmes, while accounting for a modest 0.7% in 2023, are set to touch a value of \$0.87 billion by 2032, exhibiting a CAGR of 8.6%. The trend showcases a notable surge in research-oriented education, interdisciplinary research, and collaborations with industries and global institutions, contributing significantly to India's academic and scientific advancements.

Certification courses, holding a 0.5% share in 2023, are already experiencing a significant surge, and pro-

jected to reach \$0.69 billion by 2032, with a CAGR of 11.4%. Propelled by the need for skill-specific training and industry-recognised credentials, these courses are expected to diversify further, focusing on industry-relevant certifications, leveraging technology for accessible learning, and collaborating with industries to offer tailored certification programmes aligned with market needs.

Finally, other courses offered, accounting for 1.9% in 2023, are expected to reach \$2.10 billion by 2032, with a CAGR of 7.8%, indicating a steady growth trajectory in this segment.

This shift signals extensive opportunities for students in graduate education, escalating demands for a wide variety of quality programmes, and a workforce geared toward specialised skills. As we move towards achieving the goal of Viksit Bharat, it will be imperative for policymakers to further fortify graduate education while strategising improvements for post-graduate and diploma courses, potentially influencing employment trends and skill development in society.

### Future Horizons: The Rise of Women in Indian Higher Education

The realm of higher education in India is rapidly evolving concerning gender dynamics. In 2023, men dominated the student body, comprising 51.4% of the market share, particularly favouring traditional academic cours-

es such as engineering, business, and science. However, the female student segment is experiencing rapid growth, exhibiting a Compound Annual Growth Rate (CAGR) of 6.8% during 2018-2023. Women are diversifying their academic interests,

inclining towards STEM fields, social sciences, and humanities.

The market for male students in higher education is projected to steadily grow, reaching \$57.86 billion by 2032. This growth is attributed to sustained interest in conventional academic domains. Educational insti-

tutions must focus on expanding STEM programmes, employing innovative teaching methods, and promoting academic excellence in these fields.

Conversely, the female student segment is antici-

Breakup by Gender	2024	2028	2024	3027	2028	2029	2030	2031	2032	CAGR 2024- 2032
Male	31.95	34.34	36.91	39.70	42.74	46.02	49.56	53.52	57.86	2.2%
Female	30.27	32.65	35.23	36.03	41.09	44.42	48.02	52.05	56.49	8.1%

pated to outpace male growth, reaching \$56.49 billion by 2032. This surge will be driven by women's increasing interest in a range of career paths and leadership roles. Educational institutions must respond by offering a broader spectrum of programmes, creating gender-inclusive learning environments, and providing leadership

opportunities for female students.

dynamics.

The Indian higher education market is undergoing rapid changes, with both male and female segments experiencing growth. Educational institutions must adapt

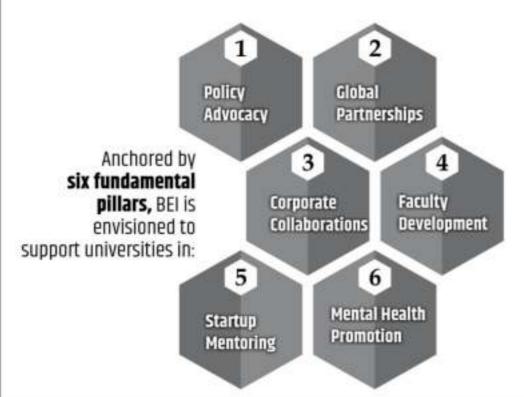
to meet the evolving needs of these changing demographics. They should offer a wide array of programmes, utilise innovative teaching methods, and establish inclusive learning environments.

Overall, the future of higher education in India looks promising. With a growing population and an escalating demand for skilled workers, the Indian higher education market is well-positioned for continued growth, accommodating the evolving gender



#### Envision | Empower | Enable

Blitz Edu Initiatives (BEI), backed by Blitz Education, aims to actively contribute to Viksit Bharat Movement through India's higher education sector.





Join hands with BEI to enhance the educational landscape, create happy campuses, and address the evolving needs of universities and youth.

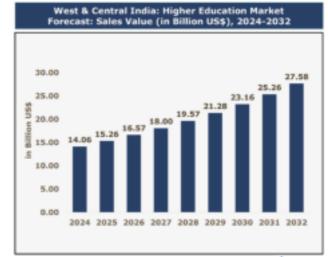
Blitz Edu Initiatives - launching on Jan 24, 2024 at Mumbai.

## **Blitz**Education

### **Exploring Regional Dynamics in India's Higher Education Landscape**

In 2023, the higher education landscape in India revealed a fascinating diversity, displaying distinctive regional strengths and promising potential. Northern India took the lead, commanding 35.1% of the market, driven by a consistent 5.8% annual growth from 2018 to 2023. Leading universities in Uttar Pradesh (with a 52.4% share), Rajasthan, and Haryana excelled in various disciplines like engineering, management, and humanities. This region is set for further expansion, particularly in data science and Al, with a projected value of \$39.08 billion by 2032 (7.6% annual growth).

Following closely, South India held a significant share at 27.1%, valued at \$15.74 billion and maintaining a steady 6.6% annual growth between 2018 and 2023. The educational sphere in this region was dominated by technology, healthcare, and arts & sciences, with Tamil Nadu leading at 31.8%. Noteworthy strengths in research, innovation incubation, and cultural expositions in arts and languages characterise this region. Looking ahead, South India's market is estimated to reach \$31.33 billion by 2032 (8.0% annual growth), driven by advancements in biotechnology and renewable energy, along with the establishment of innovation hubs and entrepreneurial centres within universities



Innanc

West & Central India, with a 22.4% market share valued at \$13.01 billion, showcased impressive growth at an 8.1% annual rate. Maharashtra dominated the scene with a 48.6% share, focusing on commerce, technology, and traditional arts. This region is poised to sustain its upward trajectory, reaching \$27.58 billion by 2032 (8.8% annual growth). Continued growth in higher education offerings, strong industry-academia collaborations, and strategic skill development aligned with industry needs will propel this expansion.

East India, though smaller at 15.4%, exhibited significant growth (5.0% annual growth), reaching \$8.91 billion in 2023. West Bengal led the way with a 37.2% share, showcasing a blend of traditional and modern disciplines, including a growing interest in research-oriented programs and cultural/regional language studies. This region is projected to witness ongoing academic advancements, research initiatives, and cultural studies, with the market value reaching \$14.73 billion by 2032 (6.2% annual

India's higher education landscape presents a captivating mix of regional strengths and promising growth prospects. Each region boasts unique specializations, research focus, and cultural influences, ensuring a dynamic and diverse educational ecosystem for years to come.

#### **India's Higher Education System:**

#### **Balancing Opportunities and Hurdles**

India's higher education sector resembles a bustling marketplace - brimming with exciting possibilities, yet not without its fair share of challenges. On one hand, there are opportunities — various types of colleges aiming to cater to a broad spectrum of students, from aspiring engineers to data enthusiasts. These institutions

enable students to shape their distinct learning journeys and prepare themselves for the global job market. On the other hand, challenges such as geographical limitations, quality control, program relevance, and effectiveness need to be addressed

The growing number of students and the renowned IITs and IIMs underscore India's prominence in delivering quality education. However, beneath the surface, there are fissures. Outdated teaching methods and rote learning prevail in many places, hampering creativity and critical thinking. Decaying infrastructure, limited resources, and unequal access across regions and

social groups compound these challenges. To address these issues, a comprehensive overhaul of teaching methods, along with substantial infrastructure upgrades and targeted efforts to ensure equitable education access, is imperative.

Despite the hurdles, exciting opportunities beckon. International collaborations are topmost in this list, breaking down barriers and reshaping the landscape of education. Aligning with foreign universities elevates academic stature, enhances curricula, and provides students with diverse perspectives and global experiences. Initiatives such as joint research projects, teacher exchanges, and student mobility programs open doors to a wealth of knowledge, fostering cross-cultural understanding. Going ahead, this should be the primary focus of Indian Higher Education Institutions (HEIs). Government support and targeted initiatives can play a pivotal role in encouraging and facilitating these collaborations, propelling Indian higher education onto the global stage.

Skill development is no longer a mere buzzword; it's the key to success in the ever-changing job market. Beyond book smarts, employers now seek practical skills. Colleges prioritising skill development through internships, industry projects, and hands-on training hold the key to graduate employability. Collaboration with companies ensures the relevance and demand-driven nature of the taught skills. Niche courses in fields like Al and data science can make Indian graduates highly sought-after talent. For HEIs, this means not only becoming more relevant, adaptable, and impactful but also achieving higher graduate employment rates and better starting-salaries for their students, a key metric defining an institution's success.

Government initiatives can be a powerful catalyst for change. Funding schemes for research, scholarships for students, and efforts to improve infrastructure provide much-needed fuel for growth. The National Education education. By seizing these opportunities, Indian HEIs can create a dynamic, inclusive, and future-oriented education system that empowers students, steers innovation, and drives the nation's progress.

As Indian higher education institutions adopt these transformative avenues, they are not merely reacting

> to change; they are actively shaping the future. The IMARC report underscores the dynamic nature of India's higher education sector, portraying a realm in the midst of significant change. With an array of educational avenues, technological integration, global collaborations, and a

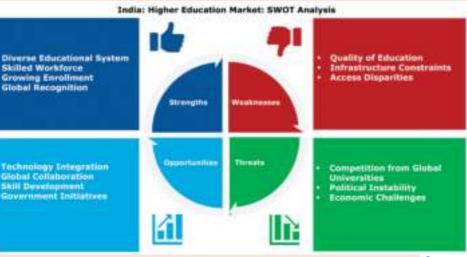
keen focus on skill-centric learning, the future of higher education in India appears promising and robust. The report portrays an educational horizon marked by adaptability, innovation, and inclusivity, ensuring that Indian higher education remains agile, competitive, and responsive to ever-evolving global demand. However, amid the chances of growth

and evolution, challenges must not be forgotten. Global competition from universities offering cutting-edge curriculums and diverse experiences is intensifying. Geopolitical instability and economic downturns can create uncertainties in funding, research, and academic freedom. To thrive, Indian HEIs must enhance their academic offerings, promote international collaborations, and develop resilience in the face of external threats. Investing in research, diversifying funding, and offering job-oriented courses are crucial to remain com-

petitive and attract both students and global partners.

This is a pivotal moment. We can say that India's higher education sector is like a giant on the edge of a mountaintop, ready to take a leap far beyond just getting bigger. By balancing pragmatism with innovation, India can rewrite its educational narrative and pave the way for a future where quality education empowers all, unlocks potential, and fuels the nation's progress. For that, we have to fix up the cracks in old teaching methods, make sure everyone gets a fair shot at learning, and teach people to think critically alongside the skills companies need. It's like balancing on a tightrope - holding onto the wisdom of the past while navigating the tech

The world is watching as India's education giant takes its first steps. Let's make sure this climb isn't just about numbers, but about lighting a fire in every student, opening minds, and pushing India towards a future where knowledge is king. This isn't just about higher education institutions - it's about building a world where India's bright minds light the way for everyone.



Policy 2020, emphasising flexibility, multidisciplinary learning, and tech integration, outlines a roadmap for a future-proof education system. HEIs aligning their strategies with these priorities and actively engaging with government initiatives are poised to thrive in this supportive environment.

HEIs must enhance their academic offerings, promote international collaborations, and develop resilience in the face of external threats. Investing in research, diversifying funding, and offering job-oriented courses are crucial to remain competitive and attract both students and global partners.

Beyond these pillars, opportunities abound. Technology promises a revolution, making education accessible, engaging, and tailored for the digital age. How exciting would it be to establish an educational setting where classrooms evolve into virtual labs, personalised learning is facilitated by robots, and global collaboration takes place through online platforms! Gamified learning, too, holds immense potential to boost engagement, while micro-credentials can provide targeted skill sets. HEIs incorporating these solutions are poised to create dynamic learning environments, effectively preparing graduates for the jobs of tomorrow.

The key lies in recognising the potential, adopting innovation, and actively shaping the future of Indian higher