Certificate of Publication

Print ISSN No : 2277-8160

This is to certify that

Mr./Mrs./Ms./Prof./Dr. **Karthika. S**

has contributed a paper as author/ Co-author to

GLOBAL JOURNAL FOR RESEARCH ANALYSIS

A Peer Reviewed, Referred, Refereed & Indexed International Journal

Title " **Advancing Workforce Agility In Higher Education: A Conceptual Framework For Fostering Academic Resilience And Innovation In The VUCA Era** *"*

and has got published in volume **14**, *Issue* **10**, **October - 2025**

The Editor in Chief & The Editorial Board appreciate the Intellectual Contribution of the author/co-author

Executive Editor *Editor in Chief* *Member, Editorial Board*

Certificate of Publication

Print ISSN No : 2277-8160

This is to certify that

Mr./Mrs./Ms./Prof./Dr. **S. Balamurugan**

has contributed a paper as author/ Co-author to

GLOBAL JOURNAL FOR RESEARCH ANALYSIS

A Peer Reviewed, Referred, Refereed & Indexed International Journal

Title " **Advancing Workforce Agility In Higher Education: A Conceptual Framework For Fostering Academic Resilience And Innovation In The VUCA Era** *"*

and has got published in volume 14 *, Issue* 10 *,* October - 2025

The Editor in Chief & The Editorial Board appreciate the Intellectual Contribution of the author/co-author

Executive Editor *Editor in Chief* *Member, Editorial Board*