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Subject: Confirmation of Research Paper Publication

Dear Prof. (Dr.) Shalini Suryanarayan,

We are pleased to confirm that your research paper titled **“Accountability and Autonomy in Higher Education Institutions: Dilemmas and Solutions”** has been successfully published in the International Journal for Research in Education (IJRE), Volume 15, Issue 05, May 2026, with ISSN: (P) 2347-5412 ISSN: (O) 2320-091X, Impact Factor: 9.705

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Your paper is now available online at: [Link](#)

Page No: 46 – 55

The editorial board extends its sincere appreciation for your valuable contribution to our journal. Your research work demonstrates a high standard of academic excellence and adds significant value to the journal.

We congratulate you on this achievement and look forward to your continued association with IJRE in future publications.

With best regards,

Dr. Kalpana Jain

Editor-in-Chief

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