

NATURE OF THE INSTITUTION

- a. It shall be a body of corporate having perpetual succession and a common seal and shall sue and be sued by the correspondent of the college.
- b. The college shall be a teaching college of courses in B.pharmacy, Pharm D,Pharm D(PB), Management and Scientific Knowledge.
- c. The College is managed by the Governing Body.
- d. The Governing Body is to act as Trustee of JIPS to manage any property, legacy endowment bequest or gift for purpose of education or otherwise in furtherance of the work and welfare of the college and to invest any funds representing the same in accordance with the provisions of AICTE and JNTUH norms/guidelines.

1.1 FORMATION / APPOINTMENT OF GOVERNING BODY

The Structure of the Governing Body of the College shall consist of the following persons as per the AICTE guidelines. The term of the governing body shall be two years unless otherwise specified.

- ◆ Chairman: To be nominated by the trust
- ♦ Member : Nominee of the trust
- ◆ Member : Nominee of the trust
- ◆ Member : An Industrialist/technologist/educationist from the Region to be nominated by the concerned Regional Committee as a nominee of the Council, out of the panel approved by the Chairman of the trust.
- ♦ Member: Nominee of the State Government Director of Technical Education.
- ◆ Member : An Industrialist/technologist/educationist from the Region nominated by the State Government.
- ◆ Member : Nominee of JNT University, Hyderabad
- ◆ Member : AICTE Nominee.
- Member: Regular staff at the level of Professor
- Member: Regular staff at the level of Assistant Professor
- ◆ Member Secretary : Principal, JIPS (Ex-officio).

1.2 SERVICE CONDITIONS

Classification of the members of staff of the College:

The employees of the College consist of teaching, non-teaching and technical-staff. The college selection committee shall appoint the Teaching Staff, Non-teaching and Technical Staff as per the guidelines of the institution and in accordance with the AICTE/JNTUH/SBTET Norms.

The Correspondent or the Principal shall appoint additional teaching, non-teaching and technical staff as and when necessary or temporarily or outsourcing on payment of hourly/daily/consolidated wages.

Service Conditions for the Staff:

- a. Every member of the staff shall agree to abide by all the conditions herein stated and also such conditions as may be stipulated from time to time by the competent authority.
- b. Every member of the staff shall employ himself/herself honestly, efficiently and diligently under the orders and instructions of the Principal / Designated Authority or other officers under whom he/she shall, from time to time, be placed. He / She shall discharge all duties pertaining to the office and perform in such a manner which may be required of him/her or which are necessary to be done in his/her capacity as aforesaid.
- c. Every employee of the College shall devote his whole time to the service of the College and shall not engage himself directly or indirectly in any trade, business or any other work which may interfere with the proper discharge of his duties.
- d. Any staff member, on the appointment, shall be on probation for a period of one year.
- e. All the teaching staff shall be paid AICTE scale of pay and other allowances as per College norms. The salary will be deposited in the respective salary account of the staff opened in the designated bank mentioned by the institution.
- f. Attested copies of following certificates should be submitted at the time of joining the college along with an undertaking about the genuineness of the certificates.
 - i SSC Certificate
 - ii. Intermediate Certificate
 - iii. Graduation Degree Certificate
 - iv. Post Graduation Degree Certificate
 - v. Service Certificate from previous Employer
 - vi. Relieving letter from previous Employer
 - vii. Aadhaar and PAN Cards
 - viii. Any other.
- g. Staff members should sign in the attendance register every day and also record in the biometric attendance system, 15 minutes before the commencement of regular first hour and at the end of the working hours for the day.
- h. Staff members should be available in the college premises during the entire period of office hours, on all working days.
- i. If a staff member on any kind of leave has to be out of station, he/she should intimate the Principal/ Designated Authority his/her exact outstation address and phone numbers in his/her leave application.
- j. No member of the staff shall apply, during the period of his/her service in this institution, for an appointment outside or send an application for study or training, except with the prior permission of the management and such application should be routed through the Principal and Designated Authority. Any breach of this rule will be viewed seriously and suitable disciplinary action will be

taken. The management may permit not more than two such applications in an academic year, but reserves the right to refuse to forward such applications based on the period of service if any agreed upon to serve in this college.

- **K.** A member of the staff shall have his/her service terminated by giving one month notice or salary in lieu thereof, in case of temporary appointment or during the probationary period. In case of permanent service, three months notice or salary in lieu of the notice period must be deposited. However, no staff member will be permitted to tender the resignation in the middle of the academic session. After receiving the notice well in advance (before one/three months-whichever is applicable) the concerned staff member will be relieved from the duty only at the end of the academic session.
- I. The Principal/Designated Authority shall have the right to place any staff under suspension on charges of misconduct.
- m. In a case wherein a member of the teaching or non-teaching staff commits any misconduct in the discharge of his/her duties, the Principal has got discretion to award punishment such as warning, censure, and withholdings of increment with or without cumulative effect after conducting an enquiry by a committee constituted by the Principal.
- n. The Chairman/Principal shall have the power to terminate the services of a member of the staff of the college, for any of the following reasons:
- i. Misconduct and willful negligence of duty;
- ii. Gross insubordination;
- iii. Physical or mental unfitness;
- iv. Participation in any criminal offence involving moral turpitude
- v. Underperformance; and
- vi. Indulging in indiscipline activities or any activities violating the institution's rules and regulations applicable at the time of service.

o. Important Guidelines-

- i. For the development and progress of the college/department, all members of the staff should work as a team and they should also maintain a cordial relationship with other departments.
- work as a team and they should also maintain a cordial relationship with other departments. ii. In any meeting or assembly, decorum should be maintained and difference of opinion, if any, shall be expressed politely in diplomatic words without hurting the feelings of others.
- iii. Staff members should get prior permission from Management/Principal/ Designated Authority to contact any outside agency or government departments for any matter related to the college/ hostels.
- iv. If a staff member draws advance from the college to meet financial expenses for official tour or for arrangement of a college event, he/she shall settle the account within 21 days from the date of drawing advance or within 7 days after the completion of the event for which advance was drawn failing which the advance shall be adjusted against his salary.
- v. Staff Members, if and when relinquishing their job, shall hand over their jobs and responsibilities and get the NOC from the departments concerned.

vi. All the members of the staff shall be governed by general rules/norms also practiced by the college from time to time.

1.3 METHOD OF RECRUITMENT

Step-1:

- a. Recruitment is normally done twice in a year during May and November or whenever necessary.
- b. Number of vacancies is notified by the Principal/Designated Authority based on student strength / resignations or terminations of staff members, to the management for approval/information.
- c. Vacancies are advertised in leading Telugu and English newspapers.
- d. Screening of applications is done by the respective Department Head.
- e. Shortlisted candidates are informed through call letters and over the telephone by the College Office.
- f. At times, Walk-in interviews are also conducted for immediate postings.

Step-2:

- a. Selection committee constituted as per the rules and regulations of the university.
- b. The Direct interview is conducted by the selection committee and the selected list will be forwarded to the Chairman for the appointment.

Step-3:

Higher pay Packages for exceptional and experienced candidates are fixed by the selection committee subject to the approval of the Chairman of the Trust. Faculty norms are as per AICTE.

4. PROMOTION AND INCREMENTS

1. Promotion Policy:

The objective of the promotion policy is to recognize and reward, merit and competence. It improves organizational and functional effectiveness.

- a. All promotions shall be subject to completion of the minimum qualifying period and other requirements such as employee's current academic performance, their research work, number of publications, commitment of the staff to the improvement of the institution etc.
- b. The promotion of an employee is purely based on the merit cum seniority basis

1.4.2 Increment policy:

- a. The institution follows an Annual Increment Cycle i.e. once in a year.
- b. Employees are eligible for the increment along with the annual appraisal subject to his/her performance.
- c. Ad-hoc increment can also be applied subject to the Management discretion.

1.4.3 Appreciation Policy:

The institution has constituted an Appreciation Policy to encourage faculty for their competencies extended in designing the students' career graph.

a. The Institute appreciates the faculty for outstanding performance in the curricular/co-curricular/extra-curricular activities.

b. The institute appreciates the faculty who got awards/honors/prizes/medals by the Government/NGOs/any other organizations/for their contribution in R&D / Academics /Social Service.

1.4.4 Employee Welfare Policy:

JITS Welfare policy is to ensure the benefits, facilities given to the employees to work in a better environment. It helps to develop and implement conventional working environments and other facilities. JITS extends the following facilities to its employees.

- a PF (for eligible staff)
- b. Transport facility
- c. Medical facility
- d. Five special leaves with pay will be provided for concern staff's Marriage.
- e. In case of unfortunate death of concern staff's father/mother, five special leaves with pay will be provided
- f. Maternity leave to female employees
- g. Dress Allowance to Sub-Staff
- h. Sick Leaves
- i. Early Permission
- j. Accidental insurance
- k. Financial Assistance to Research Scholars
- I. Special CLs to Research scholars
- m. Facilitating OD to Faculty for participation in Training/ Seminar/Workshop/R&D

1.5 LEAVE RULES

Leave Rules:

- a. Leave shall not be claimed as a matter of right.
- b. A member of the staff shall not normally on any pretence absent from duties without prior permission of his / her superior officer authorized to give permission.
- c. Leave letter is to be submitted in advance and approval must be obtained prior to availing the leave.
- d. In case of absence on Medical grounds, intimation should be sent to the Principal/Designated Authority within 12 hours of start of medical attention and a Medical Certificate shall be produced at the time of joining after leave.
- e. Leave of any kind will not be sanctioned when the services of the staff are needed for the college work or when there is an unfinished job involving the employee.
- f. In case of emergency work related to college or university, the principal / designated authority reserves all rights to cancel the leave.

Casual Leave (CL):

a. All employees are eligible for 12 days of casual leave per year @4 days for four months during the calendar year from 1st Jan to 31st December.

- b. At a time not more than 4 days including holidays shall be granted. Carryover of lapsed CL for next year is not permissible.
- c. Permission for a short period of absence not exceeding one hour on any working day may be granted at the discretion of the designated authority subject to a maximum of 3 hours per month.
- d. Permission to leave the campus early / report late for duty is given to the staff subject to the total duration of 3 hours per month. They should apply for permission in advance. He/She is required to intimate the authority to seek station leaving permission in the event of leaving the station even while on leave.
- e. Permission may be given to prefix or suffix Sunday/Holidays to a casual leave but if Sunday/Holidays come in between the period of casual leave, this will be counted as part of the casual leave.
- f. Staff going on leave should make an alternative arrangement for their regular duties on the days of their absence, which should be duly signed by the substitute staff member and concerned HOD.

Vacation Leave (VL) Rules:

- a. These rules govern the availing of vacation leave for each year. The maximum duration and number of days shall be decided by the Principal/Designated Authority.
- b. Vacation Leave (VL) is applicable to all the members of the staff with eligible service.
- c. The total number of VL days at the end of the academic year (May to June) for the members of faculty (teaching staff) is limited to 10 to 20 days for continuous service of 12 months in the institution.
- d. However, vacation leave shall be availed as per the circulars issued then and there in this regard, indicating the slots in the period identified for summer vacation, to ensure smooth functioning of the institution.
- e. A staff member becomes eligible for VL only after rendering continuous service of one full calendar year i.e., as on 1st January to 31st December.
- f. However, in special/deserving cases, VL can be sanctioned after 6 (six) months of continuous service, including the following vacation period, on a pro-rata basis. In such cases, staff members are required to serve the institution for a further period of six months or one semester, so that total service of one year can be obtained.
- g. Any unused part of VL cannot be carried over to the next academic year.
- h. While calculating the number of days of vacation leave, all intervening declared holidays and Sundays will be included.
- i. The staff member should be present at least either on the last working day before availing the vacation or first working day after the vacation.

Leave with Loss of Pay:

- a. Any leave availed in excess of the prescribed limit shall be deemed to be leave on Loss of Pay (LOP). If the quantum of LOP is more than 10 days in a year, it will be considered as a Break-in-Service, unless acceptable supporting documents in evidence of justifying such excess leave are provided. The decision of the Principal / Designated Authority shall be final in such cases.
- b. If any staff member is absent from duty without prior or later permission, such a period of absence will

be considered as LOP. Such absence will be considered as a Break-in-Service.

c. Absence with or without permission and without making alternative arrangements for class or other important duty will also be treated as LOP. Such absence will also be considered as a Break in Service and to that effect, the next increment will be delayed by the amount of breaking period.

Maternity Leave Rules:

- a. The Institute permits Maternity leave of 12 weeks, to be availed at the convenience of the mother-tobe. The leave period includes weekends and holidays.
- b. All confirmed lady employees are eligible for Maternity leave. However, the management may, at its discretion, also allow an employee under probation to avail maternity leave, and extend her probation period by the same duration.
- c. Maternity leave shall be limited to an employee's first two confinements and must be spaced by at least 3 years (except in case of a miscarriage). In case of unfortunate miscarriage, a maximum leave of 4to 6 weeks may be availed.
- d. The employee shall inform the Principal at least 8 weeks prior to proceeding on leave with appropriate Medical Certificate.
- e. Maternity leave will be in addition to other leave facilities of the Institute and shall not be prefixed or suffixed with any other kind of leave.

On-Duty (OD):

- a. On-duty will be granted when staff members are required to go out on official duties or to participate in conferences, seminars, workshops etc., by prior and proper adjustment of workload, as approved by the Principal/Designated Authority. When staff members go for examination work for Universities other than JNTUH, OD will not be granted.
- b. The Number of days on OD is limited to 5 for a year; the excess days shall be deducted from other eligible leave at the credit of the staff.
- c. The Number of days on OD related to University Spot evaluation, Observer and External examiner duties are not restricted.
- d. Application for OD to attend seminar/conference including paper presentation should be submitted to Principal through concerned HOD.

1.6. CONDUCT AND DISCIPLINE

Conduct:

- a. Every employee shall, at all times, maintain absolute integrity and devotion to duty and do nothing which is unbecoming of an employee of an educational institution.
- b. Every employee shall abide by and comply with the rules and regulations of the college and all orders and directions of his/her superior authorities, under whose supervision or control, he/she is placed.
- c. Every employee shall extend the utmost courtesy and attention to all persons with whom he/she has to deal in with the course of his/her duties.
- d. Every employee shall endeavor to promote the interest of the college and shall not act in any manner prejudicial thereto.

- e. No employee shall be a member, or be otherwise associated with, any political party or any organization which takes part in politics, nor shall he/she take part in, subscribe in aid of, or assist, in any other manner any political movement activity.
- f. No employee shall join, or continue to be a member of an association the objectives or activities of which are prejudicial to the interests of the sovereignty and integrity of India or public order or morality. If any question arises whether a party is a political party or whether any organization takes part in politics or whether any organization engages in activities prejudicial to the interests of the sovereignty and integrity of India or public order or morality, the college shall follow the decision taken by the State Government.
- g. No employee shall engage directly or indirectly in any trade or business or undertake any other employment. For undertaking honorary work of a social and charitable nature or work of a literary, artistic or scientific character the employee shall obtain the prior permission of the authority.
- h. An employee of the college shall strictly abide by any law relating to intoxicating drink or drug in force in any area in which he may happen to be for the time being and not to be under the influence of any intoxicating drink or drug during the course of his duty and shall also take care that the performance of his duties at any time is not affected in any way be the influence of such drink or drug.
- i. Every employee shall maintain the strictest secrecy regarding the college's affairs and the affairs of its constituents and shall not divulge, directly or indirectly, any information of confidential nature either to a member of the public or of the college staff, unless compelled to do so by a judicial or other authority or unless instructed to do so by a superior officer in the discharge of his duties.
- j. An employee of the College shall not, without the prior permission of the Chairman, engage in any trade or business or adventure by himself or through any member of his family, undertake, accept, engage, solicit or seek any outside employment or office while on duty or on leave, whether stipendiary or honorary.
- k. No employee of the College shall enter into any partnership, accept any fees, endowment or commission whatsoever from any part other than the college, except with the prior permission of the authority.

Discipline:

- a. All employees are required to attend college dressed formally with an I.D card issued by the college during the course of their duties.
- b. Faculty not attending the class as per time table will be viewed seriously and they are liable for Loss of Pay.
- c. The management has the right to introduce new rules/modify present rules without any advance intimation according to the circumstances prevailing from time to time.
- d. Their service will be continued based on their performance and dedication to their duty.
- e. Employee's general conduct and behavior are expected to be that of becoming a good faculty.
- f. Punctuality and regularity are essential for the faculty.
- g. One has to be obedient to the superiors and follow the instructions issued by them from time to time.
- h. The Chairman or any other competent authority may place an employee under suspension when disciplinary proceedings against him or contemplated or are pending or a case against him in respect of any criminal offence is under investigation, inquiry or trial.

- i. An employee who is detained in police or judicial custody, whether on a criminal charge or otherwise for a period exceeding 48 hours or is sentenced to a term of imprisonment exceeding 48 hours by a court of law and is not forthwith dismissed or removed or compulsorily retired consequent to such conviction, shall be deemed to have been suspended with effect from the date of his detention / conviction by an order of college authority and shall remain under suspension until further orders.
- j. An order of suspension made or deemed to have been made under this bye-law shall continue to remain in force until it is modified or revoked by the authority competent to do so.

Annual Confidential Report:

- a. All the staff members are required to submit their Self Appraisal Report at the end of every academic year in the prescribed format.
- b. The Head of the institution shall write a confidential report for all staff and submit to the Chairman for approval.

1.7. RESIGNATION/TERMINATION/MISCONDUCT RULES:

- a. Resignation will be accepted only at the end of the academic year.
- b. Every Resignation must be submitted with 3 months prior notice or 3 months salary in lieu of notice period.
- c. Any indiscipline/absconding from duties/such acts tarnishing the image of the institution/misbehavior etc, will be called for explanation through show cause notice.
- d. Necessary disciplinary action will be taken based on the committee's recommendation to the maximum extent of termination.
- e. The management may terminate the services of a faculty due to non-compliance of institution's rules or code of conduct.
- f. The conditions in the appointment letter needs to be adhered to.

2. PROCEDURES

1. THE DUTIES AND RESPONSIBILITIES OF TEACHING FACULTY:

General:

- a. The Faculty Member should come to the college at least 15 minutes before the commencement of classes and should leave the college no earlier than 15 minutes after the end of the last hour.
- b. All the Faculty Members are expected to follow the rules and regulations of the Institution as prevalent from time to time.
- c. The workload of the teacher should not be less than 24 hours a week, of which teaching-contact hours should be at least as follows:
 - i. Principal 4 hours/week
 - ii. Dean / Professor 10 hours/week
 - iii. Associate Professor 14 hours/week
 - iv. Assistant Professor/Lecturer 18 hours/week

For the above stipulations, two tutorial hours/two laboratory/Drawing hours will be counted as one teaching hour.

The work plan of teachers shall ensure, in the most productive manner, the utilization of stipulated 35 working hours per week, with regard to the roles, jobs and targets assigned to them by the Department/Institution.

- a. Faculty Members are expected to update their knowledge by attending seminars/workshops/conferences, after obtaining necessary permission from the Principal/Management.
- b. Faculty Members should attempt to publish textbooks, research papers in reputed International/Indian Journals/Conferences.
- c. The Faculty Member must strive to prepare himself/herself academically to meet all the challenges and requirements in the methodology of teaching so that the input may be useful for the student community at large. Every Faculty Member is expected to extend his/her beneficial influence in building up the personality of students and he/she should associate himself/herself actively with such extra-curricular activities which he / she is interested in or assigned to him/her from time to time.
- d. Groupism of any kind should be absolutely avoided. Faculty Members found indulging in such activities will be subject to disciplinary proceedings.

2. Department:

- a. The Faculty Member should always first talk to the HOD and keep the HOD in confidence about the member's professional and personal activities.
- b. The teaching load will be allotted by the HOD after taking into account the Faculty Member's interests.
- c. In addition to teaching, the Faculty Member should take additional responsibilities as assigned by HOD / Principal in academic, co-curricular or extracurricular activities. Each Department has to nominate faculty members for following departmental responsibilities.
 - i. Examination
 - ii. Timetable
 - iii. Training & Placement
 - iv. Projects
 - v. Seminars
 - vi. Department Library
 - vii. Attendance
 - viii. Students Participation
 - ix. Branch Association
- d. Every Faculty Member connected with R&D activity must give a seminar on some topic at least once in each semester.
- e. Every Faculty Member should maintain student's attendance records very carefully on a day to day basis and put up the same for signature by HOD/Principal as the case may be on the last working day of each month. Upload the attendance details periodically as per the guidelines issued by competent authority.

- f. The absentees roll number of the first hour should be noted by the concerned teachers and handover the same to the Department.
- g. Whenever a Faculty Member intends to take leave, the Faculty Member should get the leave sanctioned in advance and with proper alternative arrangements made for class / lab / invigilation. In case of emergency, the HOD or the next senior faculty must be informed with appropriate alternative arrangements suggested.
- h. The Faculty Member should make himself / herself presentable. The Faculty Member should show no partiality to any segment / individual student.
- i. The Faculty Mentor/Counselor must update the register consisting of the student's mentoring record regularly and put it up for inspection by HOD/Principal as the case may be.
- j. Visiting/Adjunct Faculty: Experienced and Retired faculty from reputed institutions like IIT's & NIT's can be appointed as visiting/adjunct faculty in all departments. The visiting/adjunct faculty has to engage atleast 45 to 50 periods of any subject per semester.

3. RESEARCH & DEVELOPMENT

1. Research Incentive Policy:

To encourage the Research and Development activities of the staff, Research incentive policy is implemented in our institution. In this regard, JTS announced the following incentives towards their contribution.

1. Publication of Books:

Faculty members are encouraged to write and publish books or monographs, and incentives will be provided as indicated below:

BOOKS/ CHAPTERS	PUBLISHERS	INCENTIVE
Full Book	International	Rs. 10,000/-
Full Book	National	Rs. 5,000/-
Chapters in Books	International/National	Rs. 1500/-
Monographs	International/National	Rs. 1000/-

3.1.2 Research publications in Journals:

A research paper should be his/her original work in hard copy or in electronic form in a reputed/ refereed international journal with the following conditions:

- a. The journal should have an abstract and indexed in reputed indices like Web of Science, Scopus indexed list, etc., with impact factor.
- b. The faculty should be the primary and corresponding author for the paper and mention the college name in affiliation details.

The following incentives will be given to the faculty member as stated points per publication {for all the cases current year Impact Factor (IP) value only considered}:

- a. Cash incentive of 15,000/- for IP>1.5.
- b. Cash incentive of 10,000/- for 1<IP<=1.5.
- c. Cash incentive of 5,000/- for 0.5<IP<=1.
- d. Cash incentive of 2,500/- for IP<=0.5.
- e. Cash incentive of 2,000/- for non-impact factor journal publications of IEEE, SPRINGER, ELSEVIER etc.

Note: In case of multiple indexing high Impact Factor (IP) value can be considered.

3.1.3 Publications in conferences:

The following amenities will be extended to the faculty as stated below (twice in a year per faculty):

- a. The paper should be published in conferences conducted by Scopus indexed conferences or held by the reputed organizations like IITs/NITs/ IPC / APTI / IPA / CDRI / CSIR / NIPER / Central Research Organizations / Govt. Universities.
- b. Publications in putative international professional societies like IEEE, SPRINGER, ELSEVIER, ACM, Bentham etc.
- c. The institution will pay a maximum of Rs. 2000/- towards the registration fee, TA & DA as per the eligibility criterion and provide OD (On-Duty) for research paper presentation in the conferences.
- d. The institution will pay the registration charges and provide OD (On-Duty) for presenting a research paper in international conferences held in abroad.

Note: For other cases, only OD will be provided.

3.1.4 Research leave:

- a. Research leaves are granted to faculty registered as Ph.D research scholar under any reputed organizations.
- b. Six leaves per year can be utilized to attend for Pre PhD Exam, Course work (credit/audit course), Research review meetings, pre-talk and final talk by submitting the proof.

Note: Faculty should have a minimum of three years experience in this institution to avail these leaves.

3.1.5 Research grants:

- a. Major Projects (> 10 Lakhs): For every research grant, an incentive of 10% of the sanctioned amount will be disbursed during the project period preferably in the project sanctioned month.
- **b. Major Projects (5= 10 Lakhs):** Our institution pays Rs.5000/- cash incentive, once for every research grant received from funding agencies.

Guidelines:

- 1. It is the responsibility of the faculty to submit all evidence to R&D in-charge to avail all facilities.
- 2. The incentive shall apply to any number of papers, subject to the condition of Intellectual Property Rights. Plagiarism checks to be done by R&D in-charge before submitting the paper.
- 3. When a research publication journal/book/research grant has multiple authors, the cash incentive shall be divided equally among the authors (only our college faculty).
- 4. When a paper being presented in National/International Conferences has multiple authors from the college, the right to claim is restricted to a single author.

As this being a tentative scheme, the criteria and modalities will be adjusted then and there by the college.