D.A.V. COLLEGE

Bibiwala Road, Bathinda-151001

Report on

Academic and Administrative Audit

Submitted on 10-01-2018

Team of Experts:

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D.A.V. COLLEGE, BATHINDA

INTRODUCTION

With an aim of promoting and sustaining quality education as an ethos of the organization, D.A.V. College, Bathinda managed by D.A.V. College Managing Committee, New Delhi, affiliated to Punjabi University, Patiala requested us to conduct an Academic and Administrative Audit (AAA) vide the letter of the Principal Dr. Sanjeev Sharma, dated 09.10.2017 for the year 2013-2017.

The Committee consisted of the following:

- 1. Dr. R.K. Mahajan, Principal, MMD DAV College Giddarbaha.
- 2. Dr. M.P. Singh, Principal, Punjabi University Guru Kashi College, Talwandi Sabo
- 3. Prof. Jyoti Parkash, HoD and Associate Prof in Pol.Sci Govt. Rajindra College Bathinda

The committee in the interest of the college conducted the Audit during the month of December, 2017. Having deliberated upon the issues involved in conducting the audit, the committee agreed upon adopting the '7- Criteria Framework' formulated by the National Assessment and Accreditation Council (NAAC). For carrying out their talk accordingly, the observations, the bindings and analysis were grouped under following heads.

- 1. Curricular Aspects
- 2. Teaching Learning and Evaluation
- 3. Research, Consultancy and Extension
- 4. Infrastructure and Learning Resources
- 5. Student Support and Progression
- 6. Governance and Leadership
- 7. Innovation and Best Practices

The discussion in the following pages is presented accordingly.

1. CRITERION I: CURRICULAR ASPECT

DAV College Bathinda is affiliated to Punjabi University Patiala, and follows the Curriculum designed by the University. Although the college has limited flexibility in the design of the curriculum, it however, makes significant contribution through its faculty who are on the Board of Studies, Board of Examination and in other academic bodies. The college holds meetings to review the relevance and adequacy of the existing courses and suggestions are noted down. The feedback of the stakeholders on the desired changes is also taken into consideration. Members of the staff on the academic bodies of the University communicate the suggestions to the Board of Studies for effective inclusion. Every department of the institution meticulously works out workload, timetables and chalks out detailed lesson plans for effectual implementation of the prescribed curriculum.

The vision, mission and objectives of the institution are clearly spelled out through the college website, prospectus, magazine, newsletter and interactions during Staff Council meets. Departmental Visions have also been displayed in the respective departments. Besides these printed records, the vision, mission and objectives of the institution are also made evident through the practices of the institution which are directed towards the welfare and humanitarian causes. Academic calendar is prepared and implemented as per the guidelines of the university.

The institution introduced the following programmes during last five years

M.A. (Pbi, Pol Sci) B. Com (Prof.): 2013-14

M.Sc. (Chemistry), B. Com Hons.: 2017-18

Courses relevant to Gender sensitivity, Professional ethics, Human Values and Community Outreach are integrated in all programmes. Environment and Sustainability Course is compulsory in UG programmes.

In order to offer a wide array of employability oriented courses, the college also offers Certificate/ Diploma / Add-on Programs and value added courses.

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Application oriented programmes enable the students to acquire hands on knowledge through internship, projects, field work etc.

The feedback system of the college is systematized. Results of outcome assessment and stakeholders' feedback serve as input for continuous improvement in curriculum. The feedback from all the stakeholders namely students, parents, alumni, employers, teachers is discussed, deliberated in staff meetings, academic council and Governing Body (Local Committee) and then implemented.

2. CRITERION II TEACHING, LEARNING AND EVALUATION

The institution makes all the efforts in making the teaching learning process 'student-centric'. Students are acquainted with the course pattern and the college campus by conducting 'Induction Programme' on the first day of the college after the admission process.

Calendar

The academic activities of the college are planned in the academic planner and academic calendar at the commencement of each academic session. It is mandatory for the faculty to stick to the academic calendar. The admission of students to various courses is done in accordance with the instructions of the university. The total number of seats is sanctioned by the university.

The college adheres to the academic calendar issued by the university each year with respect to the admission dates, submission of marks of internal evaluation tests, schedule of semester examination and so on. Before the start of new session, all the respective heads of the departments plan the framework and divide the work load amongst teachers as per university guidelines.

The time table for each semester is prepared by the time table committee before the beginning of classes and is displayed on the college notice board well in advance. Class-room wise time-table is displayed outside all classrooms on the first day of new session.

A criterion for minimum attendance is maintained by the university. If any student's attendance falls short, he/she is not eligible for internal assessment,

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scholarship, final exams. Following such conditions, he/she will be detained likely.

Student performance and learning outcomes

Curriculum of various courses offered by the college is displayed on the website and is communicated to teachers and students. This helps the students in selecting a course of his/her interest. The college has introduced undergraduate courses like B.A, BBA, BCA, B.Com, B.Sc. and post-graduate courses like M.A, M.Com, M.Sc., PGDCA which offers wide range of career opportunities in the fields of teaching, banking and insurance, data analysis and so on.

The program outcomes, program specific outcomes and course outcomes are attained by procedures like class tests, oral tests, mid-semester test and assignments. The result of each student in each course in all such tests leads to the calculation of the level of achievement of program outcomes, program specific outcomes and course outcomes. Feedback regarding all the course outcomes is collected from the students on the feedback proforma. Special programmes are organised for advanced and slow learners. The institution takes care of special educational learning needs of the slow learners by providing special classes to them. They are recommended simplified version of books. Whereas the advanced learners are provided with extra books and reading material.

Examination

The students are assessed through internal assessment based on class tests, oral tests, mid-semester examination, assignments, etc. The performance of students is displayed on the notice board and is also informed to the parents. Any grievances in internal examinations regarding evaluation are redressed by the Dean Examination and Heads of respective departments. If there is any discrepancy, it is rectified. The Registrar of college remains in contact with the university regarding problems related to university examinations.

Teaching Learning Process

The teachers make collaborative efforts in making teaching leaning process a success. Traditional as well as modern methods of teaching are adopted by them. The university has well-framed curriculum to cater to the learning needs

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of students. The college has taken initiative in ameliorating the quality of teaching learning by PowerPoint Presentations in explaining difficult concepts. The communication and interpersonal skills of the students are developed by group discussions and brainstorming sessions, declamation contests and debates. The IQ of the students is developed by Quiz competitions and presentations on different topics. Mock interview sessions of students are held to equip the students with pre-requisites for a job. Educational trips are also arranged to increase their knowledge in various fields.

The teachers use lecture method the most to cover substantial syllabus within a given time span. The teachers have free access to e-journals by logging in INFLIBNET which is sponsored by the UGC. This helps the teachers to keep abreast of latest information in aiding the procedure of teaching. Besides classroom interaction, assignment, role-play, presentations projects, tutorials, extension lectures by external experts in relevant fields are also organised to create general interest and awareness in students. Teachers enhance their teaching methodology through the use of PPTs, graphs, charts, models and audio-visual aids. Other exercises like college magazine, various clubs and societies, field work and industrial visits are an integral part of teaching. Movies and documentaries related to syllabi are also shown to the students. To help the faculty reflect upon the modern techniques of class room interactions, FDP has also been organised by the college.

Evaluation Process and Reforms

The college has commenced its own reforms along with the major evaluation reforms of the university in order to make evaluation more effective. Before the final examination, house examination and class tests are conducted by the teachers on regular basis. The college preserves total objectivity and secrecy in conducting examination. It has examination committee working under the Dean of examination. The answer sheets are evaluated by the teachers in time and are shown to the students to make them aware of their weaknesses which help them improve further.

Attendance is also one criterion for the internal assessment of students. Hence, the minimum attendance criterion pushes the students to attend classes regularly and the parents of absentees are duly informed. At the closure of the session, students are evaluated on the basis of their performance in academic and cocurricular activities.

The end-term examination is held by the university itself. The answer books are evaluated by the teachers in the given time span. The university has a system of re-evaluation and re-checking of answer books if any student is not satisfied with the result.

Student Welfare Committee

Suitable initiatives are taken by the college administration for meritorious and financially weak students. Philanthropists like Sh. R.K.Gupta contribute a handsome amount for the welfare of the students and the development of the college.

The college has Student Welfare Committee for boys and girls separately who looks after the well-being of the students at physical and mental level. The students are counselled at personal level as well. The institution also focuses at mentoring the students at different levels. A mentor is allotted to a group of students who deals with different issues concerned with the students. He/she takes care of the social and psychological needs of the students. The mentors work as guides in the counselling of the students in choosing a right career for themselves.

Career Counselling and Placement cell

The placement cell serves the role of counselling and conducting placement drives for the students. It holds placement activities in the college campus and provides job opportunities for the students so that maximum students may avail the service. Workshops and seminars are organized for preparing the students for competitive examinations. The placement cell also conducts personality development programmes.

3. CRITERION III-RESEARCH, CONSULTANCY AND EXTENSION

Research & Consultancy

DAV College has always fostered research as an integral part of curriculum. In fact, the institution encourages the faculty to publish research papers in academic journals. The college also boosts the faculty to participate in professional academic programmes. The college has framed a research committee which regularly motivates the faculty and the students to write quality research papers, participate in seminars, workshops and other research activities. It is worth mentioning that presently there are seventeen Ph.D. faculty members (including Principal) in the college and many others are pursuing the same. The faculty members are actively participating in various research pursuits. Few of them have availed research projects from different institutions. Most of the faculty members have sound research base as they have got their research papers published in reputed journals. Faculty participation in national/international seminars, conferences and workshops is a routine exercise. Three of the faculty members are also supervising Ph.D. scholars. Besides that, few of the faculty members have also offered consultancy to different institutions on honorary basis.

Extension Activities

The college organises extension activities which are beneficial not only for students but for the society at large. The Department of Computer Science and Technology initiated computer literacy programme for senior citizens which provides basic computer knowledge along with using online facilities. Besides, computer classes in collaboration with IIT Bombay have also been started for equipping students with the latest technological information. Working towards noble causes, the institution provides space for classes meant for deaf and dumb students on every Sunday, the playground and the auditorium of the institution are used for practice by army personnel, players and other social organizations. To make the students aware about their fundamental duties, the institution played an active role by organizing rallies and conducting seminars on Voter Awareness in 2016. Above all, to build a sense of social responsibility among the students, events like Blood Donation Camp, Cancer Day, AIDS Awareness Day, Art of Living, Earn While Learn, Tree Plantation, Hindi Diwas, Tobacco Day, Environment Awareness Programmes etc. have been carried out, thereby,

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contributing to their overall development. The NCC wing, NSS unit and Red Ribbon Club in the college are perpetually engaged in organizing events with a lot of zeal and fervor.

Research and Development

- 1. Regularly applying for major and minor projects.
- 2. Faculty members are encouraged to pursue Ph.D.
- 3. Motivation for providing consultancy.
- 4. Faculty members are motivated to get their papers published in peer reviewed journal with moderate to high impact factor.
- 5. Publication of books and book chapters.
- 6. Participation in National/International Seminar and Conference along with publication of proceedings.
- 7. Sanctioned Leave for participating in National/International Seminars and Conferences.
- 8. Organizing Seminars and Workshops for staff and students.
- 9. Faculty members are encouraged to apply to UGC, ICSSR for grant for organizing National/International Seminars and Conferences.

4. CRITERION IV- INFRASTRUCTURE AND LEARNING RESOURCES

The college is successfully running nine postgraduate courses along with undergraduate courses in humanities, science, commerce and computers. Every department is allotted proper block of classrooms along with departmental room with a computer and Wi-Fi facility. There are 44 classrooms and 1seminar hall that are well lit and ventilated with proper seating arrangements for the students. To provide practical experience, the college has well equipped laboratories - 3 physics, 4 chemistry, 2 biology and 4 computers. The apparatus is handled by

well-trained lab operators and updated from time to time. The college has excellent sports facilities including two cemented pitches and equipment for cricket and badminton, and stadium and gymnasium hall for indoor and outdoor sports activities. The college has an auditorium and an open air theatre for cultural activities.

Library as a Learning Resource

From past two years, the college has attained membership of INFIBNET, thus having access to e-books and e-journals. The college library has Library Advisory Committee (LAC) comprising of:

- a) The Principal
- b) The Librarian
- c) All Head of the Department

The services provided by the library, include the following:

- > Library provides previous question papers of the University Exams.
- > There is one reading hall of capacity of 100 readers which is open throughout the day.
- > The library displays articles of relevance, newspapers and makes the material easily accessible for the students to read.
- > There is a book bank facility for needy students in which the books are donated by faculty members from time to time.
- > Books are also issued to the students from the book bank throughout the semester according to their requirement.
- > Annual stock taking procedure is adopted to write off the damaged books.

Maintenance of Campus Facilities

For the maintenance and utility of the facilities available, established policies and procedures are followed by the institution. Sports facilities are maintained through regular monitoring of the equipment and are upgraded from time to time through a written request by the Departmental Head to the Head of the Institution. To ensure optimum utilization and maintenance of lab equipment, deficiencies are reported to the Principal by the departmental heads. New components are replenished in the labs and original software is purchased from time to time after consultation with the department concerned. Latest technology is updated from time to time in Computers. Computer systems are

enabled with online UPS systems to avoid any damages during power outages. The college campus is covered under CCTV Surveillance. Cameras are installed at strategic places for the safety of the staff, students and all stakeholders. One of the eco friendly generator having a capacity of 82.5kW, two generators having a capacity of 15kW of each and one generator of 7kW (the total backup power is 120kW). The college has a full-fledged team to maintain and repair the infrastructure facilities and equipment. There is a full time campus caretaker, who heads an efficient team of electricians, gardeners, grounds men, technicians, lab attendants and other supporting staff. This team is headed by Estate Officer who is in-charge of Building Committee as well. The team is ever-ready to attend to the major and minor faults, repairs, landscaping, cleanliness and sanitation.

5. CRITERION-V STUDENT SUPPORT AND PROGRESSION

Being a degree college, students are counselled to take various types of entrance examinations. Some students prefer PG courses while others prefer to join multi-national companies, industries, profession, start-ups and self-employment. Coaching for competitive examinations is also provided in the campus.

Since many students belong to weaker sections of the society, they are provided with free ships, scholarships and fees concession. Soft skills and personality development courses are organised for their overall growth. Students are also encouraged to participate in co-curricular activities along with NCC, NSS, etc.

There is a Grievance Redressal Cell Committee and Anti-Ragging Committee to avoid any kind of harassment to the students. Regular meetings are held during the session wherein problems of students are discussed and proper solution is reached at. The Anti-Ragging committee and Anti- Sexual Harassment committee makes sure that no untoward incident takes place in the college premises. A nodal officer has been appointed to provide guidance relate to the 'Right to service Act'. The Student Council has been constituted for the bringing on record the suggestions of the students. Students' Feedback is utilised for the implementation of corrective measures.

Student Mentoring and Support

Prospectus of the college is published every year. The prospectus contains information regarding courses and eligibility, admission schedule, academic calendar, vision and mission of the college, rules and regulations, student discipline, anti-ragging rules, faculty details, designation etc.

There is a provision of government scholarship which helps the economically weaker students who are eligible for the same and the college assists the students in this regard. Faculty mentors counsel and interact with students in order to listen to their woes and guide accordingly.

Skill Development

Industrial visits are arranged by the concerned departments for the UG and PG course students. This provides opportunity to learn practically through interaction, hands on knowledge, etc.

Remedial classes for the failure, drop outs and weak students prove to be an excellent mentoring exercise. Faculty members put in their best efforts to clarify the doubts of the students. The outcome of such classes is reviewed in the faculty meetings by the Principal in discussion with the faculty members.

Student Participation and Activities

The college has a very vibrant sports culture. Students are encouraged to participate in various activities. The college takes feedback from parents during Parent-Teacher meetings. The students also participate in various sports such as Kabaddi, hockey, chess, cricket etc. under the guidance of faculty members. Emphasis is given to improve academic performance. The Principal and management are actively involved to improve the quality of education and to upgrade the infrastructure.

To enhance the intellectual ability of the students of the institutions encourage them to publish the article relating to education, current affairs, social issues and their area of interest in the College magazine.

6. CRITERION VI: GOVERNANCE, LEADERSHIP, AND MANAGMENT

DAV College Bathinda aims at leaving an indelible impression on the young minds by following a comprehensive system of education. The vision and mission drafted is as follows:

Vision

To impart education that will groom students to become responsible global citizens, while retaining their Vedic values, Indian philosophy and ethos. We aim at turning our institution into a hub of intellectual activism, and are committed to promote an array of accessible, affordable, responsive and high quality education totally in gear with the needs of changing world.

Mission

To provide a wide range of holistic education to the youth of the society by homogenizing the western knowledge while remaining anchored to our cultural moorings, to provide and nurture creative and resourceful individuals who care for the nation and the weaker section of the society, and are amply imbued with humanistic zeal, passions and values to bridge the rural urban divide, taking benefits of education to the poor and marginalized sections of the society, irrespective of the cast and creed. Promote and inspire a feeling of fraternity, national integration, religious harmony and secularism for achieving holistic development of our students through academic excellence and professional competence.

Strategy Development and Deployment

The college is governed by the Central body DAV Managing Committee, New Delhi which has been instrumental in creating a conducive environment for the overall development and growth of hundreds of educational institutions in the country. The Central Management holds regular meetings with the principals along with other members of general body, termed as General Body Meeting. The agenda of the meeting is circulated well in time to enable Principals and other members to go through the details and discuss the points during meetings if desired. The Local Committee (LC) is the governing body of the institution at the Local Level. It consists of the Chairman, Principals of DAV institutions in the area, renowned social activists, doctors, Arya Samajis, entrepreneurs, members of the founding family of the college and two elected members of the

staff. LC Chairman, members and Principal conduct various important meetings like annual budgetary meeting, plan for appointments, organizing functions, framing the policies and plans for rapid growth and progress. The minutes of these meetings are forwarded to the DAV College Managing Committee for information and approval.

The college has been growing in a systematic manner over the years. Keeping in the view of the demand from the people of the area, new courses and new streams have been added. The management has been bestowing constant support in the creation of the needed localities and is grants autonomy to the principal and staff for running the institution on sound academic lines. It has been helping to liaison with the industry, NGOs and other supporting organizations for strengthening the quality of education offered through the college.

Research & Development

The institute follows innovative practices to support Research and Development activities. Duty Leaves were given by the institution to the respective faculty members to attend/participate in seminars /conferences. Various national seminars are also organised by different departments of the institution to promote research and development. The college insists and motivates the faculty to clear the NET/SLET exams. The students are encouraged to undertake community oriented activities which are carried out by NSS and NCC.

Faculty Empowerment Strategies

College has taken many steps for the welfare of its employees, teaching as well as non-teaching. They are provided with the facility of contributory provident fund as per provisions. Gratuity to the eligible employees is provided by the college. Maternity leave with pay for six months as per rules is given to the female employees. The Adhoc staff salary is paid as per Minimum Wage Act. The college administration motivates the faculty members to update their knowledge and impart quality teaching by participation in orientation programmes, refresher courses, conferences and seminars. Therefore, duty leave

for attending conferences, workshops, refresher courses and seminars is given to the respective faculty members. Free health service is available to all the employees of the college at college health centre. Also, the benefit of Employee's State Insurance (ESI) scheme is available to the employees of the college who are eligible for the same. For the updation of the skills of nonteaching staff, computer training is provided from time to time. Furthermore, free education is available to the wards of the staff members.

Internal Quality Assurance System

Following the spirit of NAAC methodology, the college has constituted IQAC with the Principal, Vice-Principal, few senior teachers, few old students, few existing students and renowned industrialists of the city. It has been meeting periodically to review the academic activities and offer suggestions.

For the purpose of effective and fruitful implementation of quality enhancement, the members of IQAC visit all the departments of the institution on regular basis. IQAC discusses its strategies and quality measures with the departments. Various committees have been constituted under the stewardship of IQAC, namely, Research Committee, Admission Committee, Library Advisory Committee, Discipline Committee, Student Welfare Committee, etc.

IQAC enquires about the various activities of the departments scheduled for the entire session. Departments, thus, call their meetings at the beginning of the session to finalize the activities.

To enhance the quality of education and attendance of students in class, each teacher is required to submit an absentee slip to the College office every day before leaving the college. Information of the students who are regularly absent for more than 7 days, is conveyed to the parents and they are advised to keep in touch with the teacher for the said purpose.

To witness a remarkable growth in the pass percentage, IQAC advises all the departments to arrange for the remedial classes for slow learners after the house test. These classes are free of cost and help the slow learners to enhance their knowledge.

IQAC makes consistent efforts to provide best educational facilities and opportunities such as computer education, placement services, organizing motivational lectures and much more to the students.

7. CRITERION-VII INNOVATIONS AND BEST PARCTICES

The college is slowly making steps towards the quality drive. Innovations are a part of the inclusive culture of the institution. In terms of environmental consciousness, the college is located on a very friendly environment in terms of flora. It is also focusing on rainwater harvesting, waste management and cleanliness. The institute is maintaining a beautiful garden with medicinal plant varieties.

Some of the best practices followed by the college are as follows:

- The Career Counselling and Placement Cell organizes Job Fests and placement drives in which various companies like ANZ Tech Company, ICICI Prudential, Star Health, Allied Insurance, Geojit BNP Paribas Ltd., Touchstone Education, etc have recruited students from various departments.
- Various units of the college like NSS, NCC, Red Ribbon Club, Student Welfare Department, and Literary Society conduct activities like debate, declamation, essay writing, quiz, lectures to create awareness and consciousness among the students. The students have fetched positions in inter college and inter university competitions. The students participate with full fervour in campaigns like Swacch Bharat Abhiyaan, Jan Chetna Rally, Voter Awareness Camp, and Rendering Help to the citizens in banks at the time of Demonetization, etc.
- Youth Welfare Department enlists support of professionals to impart training in drama, music, dance, mime, installation, etc. to the students which provides access to a stimulating cultural and social environment and enable them to represent their college in World Culture Festival, International Youth Festival, Zonal and Inter Zonal Youth Festival.
- The college feels immensely proud of a large number of sportsmen who have made their mark in the national and international arena. The Department of Physical Education has groomed many students who have etched their mark in National and International arena and won many

medals. DAV College Bathinda is well known as a nursery of Kabbadi. The department renders kabaddi training to military personnel free of

- Eco-friendly practices that encourage a spirit of environmental friendliness are implemented.
- To promote use of bicycles amongst students, teaching and non-teaching staff free cycle parking facility is provided in the campus.
- Public transport is used for commuting instead of individual vehicles.
- Pedestrian friendly roads of interlocking tiles have been constructed within the college campus. This helps in minimizing congestion of automobiles within the campus.
- Making the campus plastic free is also one of the major concerns of the college authorities. Recyclable bags, stainless steel and glass utensils are used in the college canteen instead of plastic bags. For the awareness banners have been installed at key locations in the campus.
- For official use and other communication purposes, emails, whatsapp, digital notices, e-corners etc. are used to minimize the use of paper.
- Trees, grass and flower beds are grown and planted in the entire college campus which not only adds to the beautification of the college but also provides healthy and clean environment to breathe in. The practice of rain water harvesting has also been put into use to check any wastage of water.
- The facility 'Blood on demand' has been initiated by the NSS wing.
- Several activities are organized in the college campus in order to increase the consciousness of students which includes discussions on Swami Vivekananda and Youth, open discussion on Pt. Jawaharlal Nehru and also an open discussion on the most important fundamental right i.e. Right to vote.
- "International Yoga Day" is celebrated to highlight the importance of healthy mind and body.
- Teacher's Day" is celebrated to mark the birth anniversary of Dr. Sarvepalli Radhakrishnan.
- To mark the contribution of Mahatma Gandhi and his ideals, a special function is organized.
- Gender equity program is organized in the institution.
- Free computer education is being given to the senior citizens.

- Earn while learn scheme has been started in the college for economically weaker students.
- Various scholarship schemes are provided to the meritorious students and economically weaker students.

RECOMMENDATIONS

Having reviewed the academic and administrative practice of the college, the committee recommends the following measures for immediate implementations.

- To host all important policy documents and activities on the website of the college.
- College should create an E-portal in which the teachers may provide study material so that the students may access and be benefitted from the same.
- To strengthen further ICT interface for making teaching learning process effective at least 50% of the classrooms be provided with smart boards.
- To open a competitive exam cell for improving the employability of the students.
- Teachers must be encouraged to pursue for Ph.D.
- The publications activity of the staff needs to be stepped up. Each faculty member should be advised to publish at least one paper a year in a referred journal.
- Apply for the NAAC reaccreditation.
- To empower the members of the IQAC, it is suggested that they attend workshops to enable them to improve upon their quality, concaveness and methods.
- In spite of good sports facilities available in the campus it is suggested that the number of options in games be increased.
- To participate in the NIRF ranking framework.

It is expected that the implementations of the above recommendations would bring above quality changes in attitude and bounding of the college and make a preferred destination.

We thank the administration for giving this opportunity.

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