



SADHU VASWANI MISSION'S
St. Mira's College For Girls, Pune
An Autonomous (Affiliated to Savitribai Phule Pune University)
Reaccredited by NAAC- A Grade, cycle 3
[ARTS, COMMERCE, SCIENCE, BSc (Computer Science),
BBA, BBA(CA)]
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SSR 2017-2022

6.2.1 - - The institutional Strategic/ Perspective plan has been clearly articulated and implemented.

Link for Additional Information -

- Perspective Plan
- Strategic Deployment Plan



Jayabz
Dr. Jaya Rajagopalan
Principal-in-charge
Principal Incharge
St. Mira's College for Girls, Pune.



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St. Mira's College for Girls, Pune
Autonomous (Affiliated to Savitribai Phule Pune University)
Accredited and reaccredited with 'A' Grade by NAAC

NAAC Reaccreditation process in March 2017, the college has earned an 'A' grade once more with a commendable score of 3.41 on a scale of 4.

Perspective Plan

For the period

Academic Year 2017-18

To

Academic Year 2026-27



S. H. Gidwan
Principal
St. Mira's College for Girls, Poona

About the College

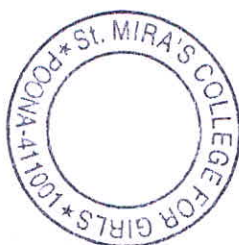
St. Mira's College for Girls, Pune, is an integral part of the Mira Movement in Education. It was founded in 1962, by the visionary philosopher-saint and esteemed academician, Sadhu T.L. Vaswani, as the first college set up, exclusively for women in Pune.

St. Mira's College distinguishes itself as a unique and pro-active temple of learning. Our exclusive identity lies in the inclusive education that we offer to all kinds of women students – those with special needs, the differently abled, first-generation learners as well as students coming to us from different parts of the country and abroad. In our 55 years of academic service, we have steadily grown from a small college to a robust institution which has found a place on the academic map of the country with many firsts to our credit- we were the first college under the University of Pune (now Savitribai Phule Pune University) to volunteer for the National Assessment and Accreditation Council (NAAC) grading; the first college in Pune to be awarded a 5 star rating ; the first college to be declared the Best College in Pune by our affiliating University; the First Arts / Commerce College in Maharashtra to take the fast track to academic autonomy and has progressed to becoming one of the few colleges in the country to be honoured with the College with Potential for Excellence (CPE) status twice.

SWOC ANALYSIS OF THE COLLEGE

- **Strengths**

1. The College is absolutely committed to achievement of the goal of Women's Empowerment, which is visible in our Ideals, Values and Philosophy of Education; our adherence to Ethical Practices; the offering of Value Based Education, Extension and Community Outreach Activities, all of which are seamlessly woven into the Academic



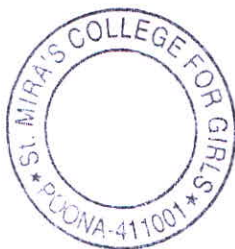
S. H. Gidwan
Principal
St. Mira's College for Girls

Calendar.

2. The College aims to promote Healthy Practices through its Leadership and Governance, by drawing strength from a democratic, participatory style of functioning. We have a dedicated Principal at the helm, committed teaching (faculty) and non-teaching staff, and an extremely supportive Management, who collectively ensure cohesion in the functioning of this august institution. The open-door collaborative approach of leadership and governance, adeptly addresses student grievances/issues, on the one hand, and promotes empowerment and professional growth of the Faculty, on the other.
3. The College strives to promote equity and access to opportunities for all our students.
4. The focus of the College on student-centricity is evident from our innovative reforms in curricular design and development and in the transaction of the entire teaching-learning evaluation process.
5. The relentless pursuit of excellence in Sports by our College, re-emphasises our commitment to the overall and holistic student development.

- **Weaknesses**

1. The Government of Maharashtra pattern of combining Degree Colleges with Junior Colleges: has led to space constraints at our current campus. The phenomenal growth and expansion of our academic programmes has left us with no room for further expansion. The demands of the University have left us with the burden of maintaining our infrastructure without supporting non-salary grants).
2. The constraints of affiliation from the University prevent us from offering additional Post graduate (P.G.) Programmes, which are offered by another College, located in close proximity to our College.
3. The sincerity and committed Faculty often have to multi-task and shoulder additional administrative and civic responsibilities, along with their main academic functions, leaving them hard-pressed for their academic endeavours, such as fulfilment of research commitments.
4. The non-receipt of non-salary grants from the State Government since 1996, has imposed a strain on our resources – a burden that cannot be passed on to the students.



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Principal
St. Mira's College for Girls

5. The stipulated class strength in Maharashtra State, which is often 120+ in many classes, especially Commerce, exceeds the limits prescribed by many States and Universities. This puts an additional burden on our infrastructure and Faculty.

- **Opportunities**

1. St. Mira's College revels in being a Lead College for Autonomy in the State, combining confidence with dedication and humility for the fulfilment of its responsibilities as a path breaker – as an institution which has chosen to take the road less travelled.

2. St. Mira's College has always considered it an honour and privilege, to be invited to offer consultancy in the areas of our core competency like Value Based Education and Innovative Practices.

3. St. Mira's College will always strive to devise more and more innovative programmes and inter-disciplinary courses, in full exercise of our academic freedom under autonomy.

4. St. Mira's College for Girls, pledges constant endeavour to enhance the quality, content and value of our academic inputs, offering value to the students, at NO ADDED COST, with no strain on their time, finances and effort; thus, making add-on courses outside the campus, irrelevant and unnecessary.

- **Challenges**

1. The College, often, has had to swim against the anti-autonomy wave created by vested interests, in an environment, where there is a general lack of awareness about Autonomy.

2. The College administration, frequently has to sustain the morale and motivation of the Faculty members, in the face of dual responsibilities and conflicting roles, often imposed upon them by the affiliating University, the Government and the Election Commission.

3. The College may feel inhibited by the perennial quest to add value or introduce innovations in curriculum design and development and thereafter, in the teaching-learning-evaluation process, without additional grants from the State Government and without imposing an additional fee burden on the students-our most important stakeholder.

4. The College has observed a waning interest in conventional Bachelor of Arts (B.A.)



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/Bachelor of Commerce (B.Com) Programmes among the students, in the face of the emerging popularity of professional/vocational courses.

5. The College has to perform a 'balancing act' in conforming to the affiliating University norms, on the one hand, and in the exercise of its academic freedom, with respect to the subject choices on offer.

Recommendations of NAAC Re-accreditation Committee 2016-2017

NAAC conducts a five yearly, assessment and accreditation of Higher Educational Institutions (HEIs) to derive an understanding of the 'Quality Status' of the institution. The NAAC Peer Committee Visit in March 2017 for re-accreditation offered the following Recommendations:

- Need for additional physical space to meet current growing campus requirements like conduct of additional academic and extra-curricular activities;
- Need to introduce more non-conventional and high end short term courses, and explore autonomy further, by designing new and vocationally/ entrepreneurially relevant UG and PG programmes;
- Need to foster a dynamic Research Culture and institute Seed Money for its fulfilment;
- Need to ensure that every faculty member gets doctorate and/ or undertakes major and minor research, as applicable.
- Need for an improvement in the result/ pass percentage;
- Need to explore collaborations with foreign universities for students exchange and summer courses;
- Need to strengthen and forge long-term relationships with industry for course-ware and employment
- Need for more effective Placement Cell with Career Counselling and institutionalisation of coaching for competitive examinations;
- Need for compilation of academic resource material into text books and e-modules for college as well as outside students;
- Need to strengthen consultancy avenues so as to generate revenue and set benchmarks.

Guiding Principles Of Perspective Plan 2017-2018 to 2027-2028

The Internal Quality Assurance Cell (IQAC) of St. Mira's College for Girls, Pune has prepared this Perspective Plan, keeping in mind the following:

1) NAAC-the agency of quality assessment in Higher Education



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- 2) Vision and Mission Statement of our College.
- 3) Our Motto: 'Kindle the Light'
- 4) Quality Initiatives of the College

Our College Vision and Mission Statement

Vision

To grow into a Centre of Excellence providing quality education and empowering women to take their place in society.

Mission Statement

To empower and equip women students through an integrated education of the Head, Hand and Heart, to successfully meet the challenges of a competitive work life and inculcate in them the art of true living.

The Perspective Plan of the College has been prepared by the Internal Quality Assurance Cell (IQAC) by internalising stakeholder expectations-by giving due consideration to the SVM Management policies, the wisdom of the Principal, the churning of ideas amongst the faculty and the administrative staff, feedback from College students, parents, alumni and employers, for introduction of quality initiatives by the college and in the achievement of the Vision, Mission Statement and Motto of the College.

This Perspective Plan incorporates the visionary ideas of the founder Sadhu T. L. Vaswani- distinguished academician and philosopher-saint of Modern India. The central idea of the Plan is to transform St. Mira's College for Girls' into a Centre of Excellence, providing quality education and enabling women to make their place in society.

The Key Result Areas (KRA) identified are :

1. Student Development
2. Faculty Development
3. Research and Development
4. Community Outreach



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St. Mira's College for Girls

5. Industry – Academia Interface
6. Institutional Governance
7. Infrastructure Development
8. Green Initiatives & Sustainability
9. Communication with key stakeholders
10. Institutional Brand Image

1) Student Development

The urge to take a quantum leap in providing quality education to our students has prompted us to choose **Autonomy over Affiliation**. Our curriculum design and development, our teaching-learning endeavours continue to concentrate on imparting an intellectually stimulating environment that encourages critical inquiry and independent learning and is in tandem with the higher education policies of the Nation.

i. Improving student learning outcomes

To equip our stakeholders with an enriched teaching-learning experience as well as to keep them abreast with the times, the College finds it necessary to focus on improvement of the student learning outcomes. The Plan envisages the following for Goal 1(i) fulfilment.

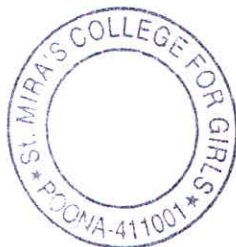
- To initiate more UG Programmes like B.A. (Hons) B.Com (Hons), BMS, BBA(IB), BBA(Innovation & Entrepreneurship) & PG Programmes like M.Com (Accountancy), MSc, MA(Psychology)
- To enhance theoretical understanding of subjects and fortify subject specific skills.
- To re-visit Curriculum Design and Development from 2019, for implementation w.e.f 2020-2021, by outlining Programme and Course based Outcomes and introduction of more specific skill building courses for inclusion as core courses of the Programme.
- To adopt innovative teaching tools, use of ICT and new pedagogies for effective student engagement.
- To make provision for a wider bouquet of Credit Courses, Certificate and Diploma Courses with focus on skill-based learning in collaboration's with prestigious institutes like TISS, EDII and foreign universities.
- To present students, opportunities for global interaction and learning.
- To improve student pass percentage in specific subject



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Principal

St. Mira's College for Girls

- To offer flexible assessments patterns to cater to diverse capabilities, reinforce regular teaching with remedial coaching for slow learners and strengthen the Buddy System of Learning.
 - To develop a comprehensive system of student counselling and student support.
 - To familiarize students with the Ethos, Mission Statement and Vision of the College and conduct an elaborate Student Induction Programme for new entrants to the College.
 - To establish a full time dedicated Mental Wellness Program on campus.
 - To compile a comprehensive Handbook for students
- ii. To enhance employability & entrepreneurial skills and non-subject related skills (generic)**
- To establish a Centre for Women Entrepreneurship (CWE) in order to encourage students to explore self-employment opportunities and careers in entrepreneurship.
 - To create an Entrepreneurial Ecosystem and establish an Incubation Cell for promoting women and social entrepreneurship and the start-up culture.
 - To encourage Mentoring for Start-ups by students and staff.
 - To establish a Civil Services Guidance Cell.
 - To continue on-going employment generating courses in linkage with other collaborating agencies.
 - To establish a Career Guidance & Placement Cell.
 - To achieve 100% student placements with reputed companies and other institutions.
- iii. Maintaining updated student progression reports**
- To encourage and counsel students for higher studies, with a focus on professional Programmes like Chartered Accountancy, Masters in Business Administration (MBA) and in Computer Applications (MCA), the Civil Service examinations (UPSC, MPSC), Bank and Insurance sector Probationary Officer and clerical cadre examinations, careers in law, etc.
 - To streamline the support mechanisms for students who migrate abroad for higher studies like sending timely student feedback to requesting institutions, issuing Letters of Reference/Recommendation to requesting students for processing their higher education admission applications.
 - To create a mechanism for recording details of student progression with proper documentation.
- iv. Sports and Extra Curricular**



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To create an awareness of physical activities and sports for healthy lifestyle, by including Sports and Physical fitness activities as a mandatory program requirement

- To organize various activities to create an awareness of physical activities and sports for healthy lifestyle like daily practice of Yoga, Pranayama and Meditation.
- To ready Sports students for participation in and provide them exposure to district, state, national and international level competitions/events so that their n-achievement factor inspires them to bring laurels to College.
- To make provision for hiring of a well-equipped Sports Ground/Facility.

2) Faculty Development

Since the Arts and Commerce section of the College is a Government- aided wing, the recruitment policies, the number of teaching and non-teaching posts, the permissible work-load and intake capacity are determined and sanctioned by the Office of the Joint Director of Education, as per Maharashtra State Government norms.

The faculty and non-teaching staff of the Non-Grant Programmes, are recruited on an ad-hoc basis with due adherence to the basic recruitment norms and meeting of requisite qualification requirements.

The plan of action for faculty development is as follows:

- To contribute towards fulfilment of the Vision, Mission Statement and Motto of the College.
- To encourage and facilitate faculty participation in Orientation Programmes, Refresher Courses, Conferences, in-house training sessions and workshops for effective capacity building, academic enrichment, and dissemination of the same to the student community.
- To develop and promote Curriculum Excellence and facilitate Academic Audits.
- To design and develop more Skill Development Courses
- To introduce new and innovative teaching -learning tools for promoting pedagogical excellence.
- To acquire representation on student and professional bodies for dynamic and intensive exposure to civil society, keeping in mind, the institution's Vision, Mission Statement and Motto of the College.
- To collaborate with /partner Knowledge and Skill Hubs for effective capacity building.
- To pro-actively engage in/take up teaching assignments/projects with reputed universities in India & Foreign Universities.
- To develop a comprehensive Handbook for faculty



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- To encourage Faculty to offer their academic expertise as consultancy services for conduct of Corporate Management Development Programmes.
- To encourage faculty to participate in both State and Centrally sponsored Projects.
- To make faculty undergo regular Performance Appraisal through a well-structured Performance Appraisal Mechanism.
- To contribute towards the Corporate Life of the Institution such as co-ordinating and/or undertaking different and challenging responsibilities- both academic and administrative.

3) Research and Development

Our endeavours to promote a research culture among both the faculty and students has seen a good number of faculty taking up doctoral work under the UGC Fellowship Programme and a large number of faculty research being published in National and International journals. The Library offers access to a number of e-books, e-research journals and computer facilities.

The College Plan of Action for Research and Development is:

- To create an eco-system for Research and Development by encouraging faculty to apply for various Minor/ Major research projects, forging collaborations with funding agencies and Industry.
- To incentivize research by faculty of the self-financing courses to complete their doctoral degree, by providing financial support.
- To increase the number of Student Research Projects, Paper Presentations, Publications in reputed peer reviewed journals
- To organise State/National /International Level Seminars and publish the proceedings of the same.
- To constitute a Research Committee and institutionalise the research policy.
- To apply to the affiliating University for a Post graduate Research Centre status.
- To provide financial assistance to faculty for participation in UGC/NAAC/Government/University sponsored research seminars / conferences
- To enter into collaborative research with reputed institutes & universities in India & abroad
- To explore and seek active involvement in funded research projects conducted by international agencies.

4) Community Outreach



J.H. Gadgil
Principal
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Our Mission Statement encapsulates a holistic development of our young women learners. Hence social and community service are an inseparable part of our curricular and co- curricular activities.

The College Plan of Action for Community Outreach:

- To focus on providing Internship to Students with local NGOs.
- To widen social outreach activities of the College by collaborating with national and local community agencies.
- To focus on providing Internship to Students with local NGOs.
- To increase student participation in outreach activities.
- To formalise long term MOU's with community agencies involved in social outreach activities.
- To constitute a College Electoral Club
- To assist in rebuilding and volunteering in conflict-prone areas
- To introduce Credit and Certificate Courses on Community Outreach
- To include students involvement and participation as part of assessment

5) Industry – Academia Interface

One of the major post accreditation initiatives taken up by the College has been to incorporate the 'experiential' component in the curriculum. This is mainly achieved through field, industrial and institutional visits that help students to make the connect from text to real life.

The College Plan of Action for increased industry-academia interface is:

- To forge collaborations with professional bodies to increase industry interface.
- To enter into student internship arrangements in collaboration with industry to expand job opportunities.
- To enhance students' employability skills via industry-led appropriate student training;
- To encourage faculty engagement in consultancy projects;
- To formalise MOU's for the Incubation Centre for facilitating start up projects by the students
- To strengthen the alumni interactions through active involvement in curriculum development, provision of internship opportunities, for knowledge sharing, student aid and fund-raising activities.



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6) Institutional Governance

The College Plan of Action for Institutional Governance is:

- To initiate incremental improvements in Governance and aim to achieve a digital transformation through an integrated ERP system for functioning in a seamless manner.
- To promote effective academic administration via Knowledge Management, Curriculum Design and Development, Learning Management System, Development of Internal Quality Assurance and Educational Standard, Academic Regulations and Practices, Decentralization and Participative Management.
- To develop and implement functional campus policies like the Policy on Financial Support to Faculty, the Policy on Staff Welfare, Funds/Loans, the Policy on E-Governance, the Admissions Policy, the Examination Policy, the Research Policy, the Intellectual Property Rights(IPR) Policy, the Consultancy Policy, the Information Technology (I.T.) Policy, the Sports Policy, the Library Policy, the Laboratory Policy, the Maintenance Policy, the Policy on the Rights of Persons with Disabilities.
- To introduce and implement Examination Reforms with respect to Monitoring and Evaluation i.e. Subject wise Result Analysis, Automation of Examination Management, Availability of Examination Schedule, uploading of Results on Website, availability of Revaluation Facility for students for elimination of errors in evaluation, result processing and issue of various certificates.
- To maintain infrastructure with sustainability at its core.

7) Infrastructure Development

The Perspective Plan as regards to Infrastructure and other Resources will be based on following strategic policies

- To explore possibilities of resource sharing with sister concerns.
- To re-allocate the available resources for optimum utilization.
- To initiate infrastructure upgradation with provision for AV enabled class rooms and Smart Boards (in 3-4 class rooms) which would facilitate an enhanced teaching-learning experience for students.



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- To explore the possibility of relocating the Degree College campus to a new, larger campus area.

8) Green Initiatives & Sustainability

The College will formally attempt to introduce waste management, on campus. Its Plan of Action includes:

- To establish a Green Club on campus which will focus on the principles of REDUCE, RE-USE, RECYCLE.
- To conduct regular Campus Cleanliness Drives.
- To encourage extra-curricular activities on contemporary, thematic issues like sustainability.
- To motivate all teachers and students to use digital platforms for teaching.
- To include sustainability and related aspects in the curriculum
- To conduct awareness campaigns about waste management, energy and water conservation.
- To adopt eco-friendly practices like move towards carbon neutrality in and around the college.
- To strive to achieve a 'zero' waste campus status and then extend its reach 'beyond campus.'

9) Communication with key stakeholders

Regular interactions with the different stakeholders like faculty, students, parents, employers, alumni etc. is necessary in order to obtain valuable inputs and adaptability in implement Change, wherever possible, is our '*mantra*' for success.

In line with the above, our Plan of Action is:

- To maintain open communication with faculty and students, via conduct of regular meetings.
- To secure a structured feedback from the key stakeholders of the Institution, viz. students, teachers, alumni, parents and employers.
- To initiate the process for registration of the nascent College Alumni Association.



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- To organize events/activities under the aegis of the Alumni Association.
- To conduct meetings and interactions with potential sponsors and donors (individual and institutional).
- To organize fund-raising events

10) Institutional Brand Image

The success of any institution is dependent on its Brand Image, its Visibility and its Reputation.

The College Plan of Action to revamp and strengthen its brand image is :

- To participate in Government recognized initiatives like NIRF and AISHE.
- To create a positive social media presence.
- To promote networking with Media & PR.
- To explore and enter into international collaborations and tie-ups



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Strategic Plan Deployment (2017-2022)

1. Strategic Goal - Student development

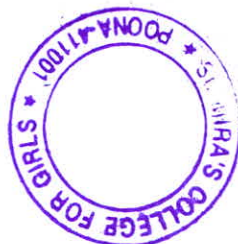
- A. Innovative and student-centric teaching-learning
 - Curriculum design and development at regular intervals - program and course based outcomes introduced for implementation w.e.f. 2020-21
 - Flexible and innovative assessment and evaluation
 - Improvement of pass percentage
 - Creation of opportunities for global interaction and learning - Formation of MILE Centre
- B. Skill enhancement and Entrepreneurial development
 - Introduction and upscaling of additional credit courses- certificate and diploma courses
 - soft skills workshop for students once in a year
 - Entrepreneurial development and self employment avenues through CWE
- C. Overall well-being of students
 - Student counselling and support
 - Mental Well-being support on campus
 - Add-on course in Physical Education at F.Y. level to enhance awareness about physical well-being
 - SIP with a view to orient students in the institutional ethos and overall college functioning.

2. Strategic goal - Faculty Development

- A. Opportunities to develop academic inputs
 - Curriculum enhancement through periodical academic audit.
 - Encourage faculty to use new and innovative teaching-learning tools for achieving pedagogical excellence
 - Encourage faculty to design and develop more Skill Development Courses
- B. Opportunities to contribution in the functioning of the Institution
 - Enhance active participation of faculty in college committees
 - Active participation of faculty in Sadhu Vaswani Mission activities
- C. Opportunities to contribute to the professional community
 - Enhance active participation of the faculty in various professional bodies such as BOS
 - Encourage faculty to be associated with NGOs and other civil society organizations
- D. Enhanced inputs to improve overall performance
 - Regular Performance Appraisal through a well-structured Performance Appraisal Mechanism.

3. Strategic goal - Enhancing Research Culture of the Institution

- Encourage faculty to apply for various Minor/ Major research projects, and undertake Industry sponsored projects.



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- Extra support to research by faculty of the self-financing courses to complete their doctoral degree.
- Increased number of Student Research Projects, Paper Presentations, and publications.
- Organise State/National /International Level Seminars and publishing the proceedings of the same.
- Financial assistance to faculty for participation in UGC/NAAC/Government/University sponsored research seminars / conferences.
- Initiate establishment of Research Centres.

4. Strategic goal - Initiating and Strengthening Community Outreach Programs

- Enhanced participation of students in outreach activities and awareness programs conducted by different NGOs
- Increase number of collaborative activities with national and local community agencies.
- Focus on providing Internships to students with local NGOs.
- Formalise long term MOU's with community agencies involved in social outreach activities.

5. Strategic goal - Improving Industry – Academia Interface

- Increased number of internship programmes for students in collaboration with industries to tap future employment opportunities.
- Increased number of training workshops by corporates to orient students depending on specific industry needs.
- Encourage faculty engagement in consultancy projects
- Strengthen alumni relations through active involvement in curriculum development, internship opportunities, knowledge sharing, student aid and resource mobilisation.
- Formalise MOU's for setting up of an Incubation Centre so as to facilitate start up projects by the students.

6. Strategic goal - Effective Institutional Governance

A. Promote effective academic administration

Knowledge Management, Curriculum Design and Development, Learning Management System (2018) Academic Regulations and Practices, Decentralization and Participative Management through

college committees, BOS, Academic Council, Examination Cell,

B. Policy framework for effective governance

Development and revision of functional campus policies like the Policy on Financial Support to Faculty, the Policy on Staff Welfare, Funds/Loans, the Policy on E- Governance, the Admissions Policy, the Examination Policy, the Research Policy, the Intellectual Property Rights (IPR) Policy, the Consultancy Policy, the Information Technology (I.T.) Policy, the Sports Policy, the Library Policy, the Laboratory Policy, the Maintenance Policy, the Policy on the Rights of Persons with Disabilities, Gender Policy, Sustainability policy



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C Regular upgradation of the Examination process through practices such as Subject wise Result Analysis, Automation of Examination Management - use of online examination software, paper picker software and cloud-based system of digital.edu

7. Strategic goal - Infrastructure Development

A. Optimum utilization of resources

- Promote practices such as classroom mapping, and utilization form for A.V. room and Auditorium.

B. Infrastructure upgradation

- Provision for AV enabled class rooms and Smart Boards (in 3-4 class rooms)
- Enhanced use of digital and E-library resources

8. Strategic goal - Plans for Green Initiatives & Sustainability

- Formation of Green Club on campus which will focus on the principles of REDUCE, RE-USE, RECYCLE.
- Regular Campus Cleanliness Drives.
- Increased number of extra-curricular activities on contemporary, thematic issues like sustainability.
- Motivate all teachers and students to use digital platforms for teaching.
- Increased number of awareness sessions about waste management, energy and water conservation.

9. Strategic goal - Improving Communication with key stakeholders

- Development of structured feedback from the key stakeholders of the Institution, viz. students, teachers, alumni, parents and employers.
- Initiate the process for registration of the nascent College Alumni Association.
- Organize events/activities under the aegis of the Alumni Association.

10. Strategic goal - Relocating Institutional Brand Image

- Create a positive social media presence.
- Promote networking with Media & PR.



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