## National Institutional Ranking Framework Ministry of Education Government of India Welcome to Data Capturing System: OVERALL

## Submitted Institute Data for NIRF'2024'

## Institute Name: Keshav Memorial Degree & P.G. College [IR-O-C-25928]

#### Sanctioned (Approved) Intake

| Academic Year           | 2022-23 | 2021-22 | 2020-21 | 2019-20 | 2018-19 | 2017-18 |
|-------------------------|---------|---------|---------|---------|---------|---------|
| UG [3 Years Program(s)] | 790     | 790     | 790     | -       | -       | -       |
| PG [2 Year Program(s)]  | 216     | 216     | -       | -       | -       | -       |

### Total Actual Student Strength (Program(s) Offered by Your Institution)

| (All programs<br>of all years) | No. of Male<br>Students | No. of Female<br>Students | Total Students | Within State<br>(Including male<br>& female) | Outside State<br>(Including male<br>& female) | Outside<br>Country<br>(Including male<br>& female) | Economically<br>Backward<br>(Including male<br>& female) | Socially<br>Challenged<br>(SC+ST+OBC<br>Including male<br>& female) | No. of students<br>receiving full<br>tuition fee<br>reimbursement<br>from the State<br>and Central<br>Government | No. of students<br>receiving full<br>tuition fee<br>reimbursement<br>from Institution<br>Funds | No. of students<br>receiving full<br>tuition fee<br>reimbursement<br>from the Private<br>Bodies | No. of students<br>who are not<br>receiving full<br>tuition fee<br>reimbursement |
|--------------------------------|-------------------------|---------------------------|----------------|--|---|--|--|---|--|--|---|--|
| UG [3 Years<br>Program(s)]     | 1366                    | 997                       | 2363           | 2363   | 0   | 0  | 147  | 1842  | 1098   | 34   | 103   | 754  |
| PG [2 Year<br>Program(s)]      | 83                      | 164                       | 247            | 241  | 6   | 0  | 21   | 117   | 55   | 0  | 0   | 83   |

### Placement & Higher Studies

### UG [3 Years Program(s)]: Placement & higher studies for previous 3 years

| Academic Year | No. of first year<br>students intake in the<br>year | No. of first year<br>students admitted in<br>the year | Academic Year | No. of students<br>admitted through<br>Lateral entry | Academic Year | No. of students<br>graduating in<br>minimum stipulated<br>time | No. of students<br>placed | Median salary of<br>placed<br>graduates(Amount in<br>Rs.) | No. of students<br>selected for Higher<br>Studies |
|---------------|---|---|---------------|--|---------------|--|---------------------------|---|---|
| 2018-19       | 550   | 542   | 2019-20       | 4  | 2020-21       | 382  | 171                       | 255000(Two Lakhs<br>Fifty Five Thousand<br>Only)          | 63  |
| 2019-20       | 610   | 595   | 2020-21       | 1  | 2021-22       | 496  | 266                       | 275000(Two Lakhs<br>Seventy Five<br>Thousand Only)        | 95  |
| 2020-21       | 790   | 782   | 2021-22       | 0  | 2022-23       | 624  | 273                       | 300000(Three Lakhs<br>Only)                               | 98  |

### PG [2 Years Program(s)]: Placement & higher studies for previous 3 years

| Academic Year | No. of first year<br>students intake in the<br>year | No. of first year<br>students admitted in<br>the year | Academic Year | No. of students graduating in minimum stipulated time | No. of students<br>placed | Median salary of<br>placed<br>graduates(Amount in<br>Rs.) | No. of students<br>selected for Higher<br>Studies |
|---------------|---|---|---------------|---|---------------------------|---|---|
| 2019-20       | 216   | 183   | 2020-21       | 115   | 3                         | 216000(Two Lakhs<br>Sixteen Thousand<br>Only)             | 7   |

| 2020-21 | 216 | 187 | 2021-22 | 145 | 30 | 300000(Three Lakhs<br>Only) | 12 |
|---------|-----|-----|---------|-----|----|-----------------------------|----|
| 2021-22 | 216 | 129 | 2022-23 | 95  | 37 | 300000(Three Lakhs<br>Only) | 8  |

### Ph.D Student Details

| Ph.D (Student pursuing doctoral program till 2022-23 Students admitted in the academic year 2023-24 should not be entered here.) |   |   |         |  |  |  |
|--|---|---|---------|--|--|--|
|  |   | Total Students  |         |  |  |  |
| Full Time  |   | 0   |         |  |  |  |
| Part Time  |   | 0   |         |  |  |  |
|  | No. of Ph.D students graduate                               | ed (including Integrated Ph.D)                                |         |  |  |  |
|  | 2022-23   | 2021-22   | 2020-21 |  |  |  |
| Full Time  | 0   | 0   | 0       |  |  |  |
| Part Time  | 0   | 0 0   |         |  |  |  |
| PG   | (Student pursuing MD/MS/DNB program till 2022-23 Students a | admitted in the academic year 2023-24 should not be entered h | ere)    |  |  |  |
|  | Number of students pursuing PG (MD/MS/DNB) program          |   | 0       |  |  |  |
|  | No. of students Graduating in PG (MD/MS/DNB) program        |   |         |  |  |  |
| 2022-23 2021-22 2020-21  |   |   |         |  |  |  |
| 0  | 0 0   |   |         |  |  |  |

## **Online Education**

| Portal Name  | No. of students offered online courses which have credit transferred to transcript | Total no. of online courses which have credit transferred<br>to the transcript | Total no. of credits transferred to transcript |
|--|--|--|--|
| Swayam   | 0  | 0  | 0  |
| 5. No. of courses developed and available online on Swayam pla | atform by your institution faculty   | 1  |  |

# Financial Resources: Utilised Amount for the Capital expenditure for previous 3 years

| Academic Year  | 2022-23  | 2021-22  | 2020-21   |  |  |  |  |  |
|--|--|--|---|--|--|--|--|--|
|  | Utilised Amount  | Utilised Amount  | Utilised Amount                                 |  |  |  |  |  |
|  | Annual Capital Expenditure on Academic Activities and Resources (excluding expenditure on buildings) |  |   |  |  |  |  |  |
| Library  | 239109 (Two Lakhs Thirty Nine Thousand One Hundred and Nine Only)                                    | 153153 (One Lakh Fifty Three Thousand One Hundred and Fifty Three Only)      | 56700 (Fifty six Thousand Seven Hundred Only)   |  |  |  |  |  |
| New Equipment for Laboratories   | 1843900 (Eighteen Lakhs Forty Three Thousand Nine Hundred only)                                      | 1298645 (Twelve Lakhs Ninety Eight Thousand Six Hundred and Forty Five Only) | 500000 (Five Lakhs Only)                        |  |  |  |  |  |
| Engineering Workshops  | 0 (Zero)   | 0 (Zero)   | 0 (Zero)  |  |  |  |  |  |
| Studios  | 0 (Zero)   | 0 (Zero)   | 0 (Zero)  |  |  |  |  |  |
| Other expenditure on creation of Capital Assets (excluding expenditure on Land and Building) | 9182509 (Ninety One Lakhs Eighty Two Thousand Five Hundred and Nine Only)                            | 5236650 (Fifty two Lakhs Thirty six Thousand Six Hundred and Fifty only)     | 3450000 (Thirty Four Lakhs Fifty Thousand Only) |  |  |  |  |  |

### Financial Resources: Utilised Amount for the Operational expenditure for previous 3 years

| Academic Year   | 2022-23  | 2021-22   | 2020-21  |  |  |  |  |  |
|---|--|---|--|--|--|--|--|--|
|   | Utilised Amount  | Utilised Amount   | Utilised Amount  |  |  |  |  |  |
|   | Annual Operational Expenditure   |   |  |  |  |  |  |  |
| Salaries (Teaching and Non Teaching staff)  | 22123595 (Two Crores Twenty One Lakhs Twenty Three Thousand Five Hundred and Ninety Five Only) | 21088320 (Two Crores Ten Lakhs Eighty Eight Thousand Three Hundred and Twenty Only) | 18490169 (One Crore Eighty Four Lakhs Ninety Thousand One Hundred and Sixty Nine Only) |  |  |  |  |  |
| Maintenance of Academic Infrastructure or consumables and<br>other running expenditures(excluding maintenance of hostels<br>and allied services,rent of the building, depreciation cost, etc) | 5611509 (Fifty Six Lakhs Eleven Thousand Five Hundred and Nine Only)                           | 7415626 (Seventy Four Lakhs Fifteen Thousand Six Hundred and Twenty Six Only)       | 8811123 (Eighty Eight Lakhs Eleven Thousand One Hundred and Twenty Three Only)         |  |  |  |  |  |
| Seminars/Conferences/Workshops  | 269402 (Two Lakhs Sixty Nine Thousand Four Hundred and Two Only)                               | 221360 (Two Lakhs Twenty One Thousand Three Hundred and Sixty Only)                 | 119403 (One Lakh Nineteen Thousand Four Hundred and Three Only)                        |  |  |  |  |  |

### IPR

| Calendar year            | 2022 | 2021 | 2020 |
|--------------------------|------|------|------|
| No. of Patents Published | 0    | 0    | 0    |
| No. of Patents Granted   | 0    | 0    | 0    |

### Sponsored Research Details

| Financial Year                           | 2022-23 | 2021-22 | 2020-21 |
|--|---------|---------|---------|
| Total no. of Sponsored Projects          | 0       | 0       | 0       |
| Total no. of Funding Agencies            | 0       | 0       | 0       |
| Total Amount Received (Amount in Rupees) | 0       | 0       | 0       |
| Amount Received in Words                 | Zero    | Zero    | Zero    |

## **Consultancy Project Details**

| Financial Year                           | 2022-23 | 2021-22 | 2020-21 |
|--|---------|---------|---------|
| Total no. of Consultancy Projects        | 0       | 0       | 0       |
| Total no. of Client Organizations        | 0       | 0       | 0       |
| Total Amount Received (Amount in Rupees) | 0       | 0       | 0       |
| Amount Received in Words                 | Zero    | Zero    | Zero    |

### Executive Development Program/Management Development Programs

| Financial Year  | 2022-23 | 2021-22 | 2020-21 |  |  |
|---|---------|---------|---------|--|--|
| Total no. of Executive Development Programs/ Management<br>Development Programs | 0       | 0       | 0       |  |  |
| Total no. of Participants   | 0       | 0       | 0       |  |  |
| Total Annual Earnings (Amount in Rupees)(Excluding Lodging & Boarding Charges)  | 0       | 0       | 0       |  |  |

| Total Annual Earnings in Words | Zero | Zero | Zero |
|--------------------------------|------|------|------|
|--------------------------------|------|------|------|

# PCS Facilities: Facilities of physically challenged students

| 1. Do your institution buildings have Lifts/Ramps?  | Yes, more than 80% of the buildings |
|---|-------------------------------------|
| 2. Do your institution have provision for walking aids, including wheelchairs and transportation from one building to another for handicapped students? | Yes                                 |
| 3. Do your institution buildings have specially designed toilets for handicapped students?  | Yes, more than 80% of the buildings |

### Accreditation

### NAAC Accreditation

| 1. Does your institute have a valid NAAC Accreditation? | NO |
|---|----|
|---|----|

### Faculty Details

| Srno | Name                   | Age | Designation         | Gender | Qualification    | Experience (In<br>Months) | Currently working with institution? | Joining Date | Leaving Date | Association type |
|------|------------------------|-----|---------------------|--------|------------------|---------------------------|-------------------------------------|--------------|--------------|------------------|
| 1    | B Niharika             | 23  | Lecturer            | Female | M.Sc.            | 4                         | Yes                                 | 04-08-2023   |              | Regular          |
| 2    | D Lakshmi Karthika     | 40  | Assistant Professor | Female | M.A              | 58                        | No                                  | 12-06-2019   | 31-03-2023   | Regular          |
| 3    | G Himabindu            | 57  | Assistant Professor | Female | M.Sc.            | 240                       | Yes                                 | 01-07-2008   |              | Regular          |
| 4    | K Deepa                | 44  | Lecturer            | Female | M.COM            | 10                        | Yes                                 | 24-07-2023   |              | Regular          |
| 5    | KSreedevi              | 50  | Assistant Professor | Female | M.COM            | 324                       | Yes                                 | 03-06-2013   |              | Regular          |
| 6    | M Saikiran             | 33  | Assistant Professor | Male   | MBA              | 84                        | Yes                                 | 17-11-2021   |              | Regular          |
| 7    | N Krishna Prasad       | 37  | Assistant Professor | Male   | M.Sc.            | 156                       | Yes                                 | 01-07-2013   |              | Regular          |
| 8    | P Shravanthi           | 49  | Assistant Professor | Female | M.Sc.            | 300                       | Yes                                 | 06-09-1998   |              | Regular          |
| 9    | S Lavanya              | 40  | Assistant Professor | Female | M.A              | 168                       | Yes                                 | 03-04-2023   |              | Regular          |
| 10   | Sireesha Singh         | 41  | Assistant Professor | Female | M.COM            | 216                       | Yes                                 | 26-07-2022   |              | Regular          |
| 11   | V Anjaneyulu           | 35  | Assistant Professor | Male   | M.Sc.            | 144                       | Yes                                 | 16-08-2012   |              | Regular          |
| 12   | Y Sri Nirupama         | 35  | Assistant Professor | Female | MSc(Statistics)  | 144                       | Yes                                 | 22-02-2021   |              | Regular          |
| 13   | B Anupreethi           | 45  | Assistant Professor | Female | M. Phil          | 204                       | Yes                                 | 23-03-2021   |              | Regular          |
| 14   | C Shiva Reddy          | 38  | Assistant Professor | Male   | MCA              | 144                       | Yes                                 | 18-07-2012   |              | Regular          |
| 15   | Dr Shraddha Thiwari    | 42  | Assistant Professor | Female | Ph.D             | 204                       | Yes                                 | 01-09-2021   |              | Regular          |
| 16   | Jale Manohar           | 25  | Lecturer            | Male   | M.COM            | 8                         | Yes                                 | 18-10-2022   |              | Regular          |
| 17   | K Venuka               | 44  | Assistant Professor | Female | M.Sc.            | 168                       | No                                  | 19-06-2013   | 17-05-2023   | Regular          |
| 18   | M Radhika              | 42  | Assistant Professor | Female | MSc(Mathematics) | 204                       | Yes                                 | 10-07-2006   |              | Regular          |
| 19   | Meer Gulbahar<br>Begum | 55  | Assistant Professor | Female | M.COM            | 324                       | Yes                                 | 05-07-2015   |              | Regular          |
| 20   | P Shanmukha Priya      | 36  | Lecturer            | Female | MCA              | 60                        | Yes                                 | 15-06-2023   |              | Regular          |

| 21 | Roshni Bharathi            | 47 | Assistant Professor                                 | Female | M.COM               | 262 | Yes | 05-09-2020 |            | Regular |
|----|----------------------------|----|---|--------|---------------------|-----|-----|------------|------------|---------|
| 22 | Seema Rani                 | 43 | Assistant Professor                                 | Female | M.COM               | 156 | Yes | 01-09-2021 |            | Regular |
| 23 | T Sridhar                  | 38 | Lecturer  | Male   | MBA                 | 132 | Yes | 12-07-2023 |            | Regular |
| 24 | Vutukuru Kalindi           | 56 | Assistant Professor                                 | Female | M.A                 | 63  | Yes | 17-11-2022 |            | Regular |
| 25 | Anish Shah                 | 48 | Assistant Professor                                 | Male   | M.A                 | 192 | Yes | 01-09-2021 |            | Regular |
| 26 | C Sanjana                  | 25 | Lecturer  | Female | M.A                 | 29  | Yes | 04-02-2021 |            | Regular |
| 27 | Dr K Someshwer<br>Rao      | 62 | Dean / Principal /<br>Director / Vice<br>Chancellor | Male   | Ph.D                | 456 | No  | 17-08-2020 | 16-09-2023 | Regular |
| 28 | J Chadalavada<br>Madhurima | 38 | Assistant Professor                                 | Female | МВА                 | 144 | Yes | 24-07-2023 |            | Regular |
| 29 | K Swapna                   | 37 | Lecturer  | Female | MCA                 | 84  | Yes | 25-08-2023 |            | Regular |
| 30 | M Lakshmi<br>Prasanna      | 43 | Assistant Professor                                 | Female | M.COM               | 144 | Yes | 11-06-2018 |            | Regular |
| 31 | Mamatha Vaidya             | 60 | Assistant Professor                                 | Female | M.A                 | 384 | Yes | 26-07-2022 |            | Regular |
| 32 | P Aruna Kumari             | 43 | Assistant Professor                                 | Female | M.Sc.               | 120 | No  | 01-04-2021 | 30-11-2022 | Regular |
| 33 | Ritu Garg                  | 39 | Lecturer  | Female | M. Phil             | 72  | Yes | 13-03-2023 |            | Regular |
| 34 | Santosh Vysa               | 46 | Assistant Professor                                 | Female | M.COM               | 72  | Yes | 03-07-2023 |            | Regular |
| 35 | T Shashikala               | 47 | Assistant Professor                                 | Female | M. Phil             | 180 | No  | 11-11-2016 | 01-09-2022 | Regular |
| 36 | V Sumalatha                | 39 | Assistant Professor                                 | Female | Ph.D                | 180 | Yes | 23-09-2019 |            | Regular |
| 37 | A Padmaja                  | 49 | Assistant Professor                                 | Female | M.Sc.(Microbiology) | 156 | Yes | 13-06-2011 |            | Regular |
| 38 | B Ujjivani                 | 27 | Assistant Professor                                 | Female | М.СОМ               | 16  | Yes | 21-03-2022 |            | Regular |
| 39 | D Sneha                    | 30 | Lecturer  | Female | M.COM               | 22  | Yes | 01-09-2021 |            | Regular |
| 40 | G Sharath Babu             | 37 | Assistant Professor                                 | Male   | M.Sc.               | 148 | Yes | 05-12-2020 |            | Regular |
| 41 | K Preethi                  | 23 | Lecturer  | Female | M.COM               | 24  | Yes | 02-02-2022 |            | Regular |
| 42 | M Anajana Devi             | 42 | Assistant Professor                                 | Female | М.СОМ               | 144 | Yes | 02-08-2023 |            | Regular |
| 43 | M Soujanya                 | 38 | Assistant Professor                                 | Female | M.COM               | 168 | Yes | 15-06-2010 |            | Regular |
| 44 | N Rajkumar                 | 33 | Lecturer  | Male   | M.COM               | 72  | Yes | 23-02-2023 |            | Regular |
| 45 | Priti Arya                 | 42 | Assistant Professor                                 | Female | M.COM               | 180 | Yes | 01-09-2012 |            | Regular |
| 46 | S S Padmakar               | 66 | Assistant Professor                                 | Male   | Ph.D                | 516 | No  | 06-06-2019 | 30-06-2023 | Regular |
| 47 | Sripadh<br>Deshpandey      | 28 | Lecturer  | Male   | M.Sc.               | 46  | Yes | 20-09-2019 |            | Regular |
| 48 | V Neeraja                  | 49 | Assistant Professor                                 | Female | M.COM               | 240 | Yes | 14-06-2010 |            | Regular |
| 49 | Amita Kumar<br>Jaiswal     | 50 | Assistant Professor                                 | Female | M.COM               | 276 | Yes | 12-06-2019 |            | Regular |
| 50 | Bhasker Yogendra           | 54 | Assistant Professor                                 | Male   | M.COM               | 348 | Yes | 14-07-2022 |            | Regular |
| 51 | Dr B Kiran Kumar           | 43 | Assistant Professor                                 | Male   | Ph.D                | 264 | Yes | 23-11-2016 |            | Regular |
|    |                            |    |   |        |                     |     |     |            |            |         |

|    |                         |    |   | 1      |                  | 1   | 1   |            |            |         |
|----|-------------------------|----|---|--------|------------------|-----|-----|------------|------------|---------|
| 52 | l Maruthi Ram<br>Prasad | 51 | Assistant Professor                                 | Male   | M.COM            | 336 | No  | 07-07-2020 | 12-11-2022 | Regular |
| 53 | K Shadrak               | 32 | Lecturer  | Male   | M.Sc.            | 60  | No  | 07-07-2018 | 31-01-2023 | Regular |
| 54 | M Kanaka Reddy          | 38 | Assistant Professor                                 | Male   | M.Sc.            | 156 | Yes | 01-01-2021 |            | Regular |
| 55 | Madhuri Thaide          | 42 | Assistant Professor                                 | Female | M.A              | 204 | No  | 20-06-2008 | 16-03-2023 | Regular |
| 56 | N Uma Devi              | 55 | Assistant Professor                                 | Female | M.A              | 420 | Yes | 05-06-2009 |            | Regular |
| 57 | Rajani Goli             | 33 | Assistant Professor                                 | Female | M.Sc.            | 61  | Yes | 16-12-2019 |            | Regular |
| 58 | Sangeetha<br>Lawrence   | 48 | Assistant Professor                                 | Female | M.Sc.            | 252 | Yes | 01-06-2013 |            | Regular |
| 59 | T Pavani Durga          | 25 | Lecturer  | Female | MSc(Statistics)  | 29  | Yes | 18-02-2021 |            | Regular |
| 60 | V Snigdha               | 24 | Assistant Professor                                 | Female | M.A              | 21  | Yes | 18-10-2021 |            | Regular |
| 61 | Afroz Begum             | 25 | Lecturer  | Female | M.A              | 20  | Yes | 01-04-2023 |            | Regular |
| 62 | B Veda                  | 27 | Assistant Professor                                 | Female | M.Sc.            | 72  | Yes | 01-06-2019 |            | Regular |
| 63 | Deepa Ramanathan        | 47 | Lecturer  | Female | M.A              | 120 | Yes | 24-02-2023 |            | Regular |
| 64 | Goli Rajani             | 34 | Assistant Professor                                 | Female | MSc(Mathematics) | 132 | Yes | 16-12-2019 |            | Regular |
| 65 | K Sanjay Raj            | 49 | Assistant Professor                                 | Male   | M.COM            | 264 | Yes | 03-06-2013 |            | Regular |
| 66 | M Grishma               | 37 | Lecturer  | Female | М.СОМ            | 84  | Yes | 03-08-2022 |            | Regular |
| 67 | M Swathi                | 38 | Assistant Professor                                 | Female | М.СОМ            | 144 | Yes | 23-06-2015 |            | Regular |
| 68 | N Tammi Reddy           | 64 | Assistant Professor                                 | Male   | M. Phil          | 444 | No  | 05-09-2018 | 08-02-2023 | Regular |
| 69 | Raj Purohith Urmilla    | 25 | Lecturer  | Female | M.Sc.            | 15  | Yes | 21-09-2022 |            | Regular |
| 70 | S Vijitha               | 45 | Assistant Professor                                 | Female | MCA              | 132 | Yes | 25-06-2007 |            | Regular |
| 71 | Supraja Birelli         | 43 | Assistant Professor                                 | Female | M.Sc.            | 168 | Yes | 19-09-2019 |            | Regular |
| 72 | V Santhi                | 46 | Dean / Principal /<br>Director / Vice<br>Chancellor | Female | M. Phil          | 312 | Yes | 21-05-2023 |            | Regular |
| 73 | A Lavanya               | 35 | Assistant Professor                                 | Female | M.Sc.            | 156 | Yes | 15-06-2019 |            | Regular |
| 74 | B S Srinivas Rao        | 56 | Assistant Professor                                 | Male   | M. Phil          | 348 | Yes | 01-12-2021 |            | Regular |
| 75 | D Neeraja               | 57 | Assistant Professor                                 | Female | M.COM            | 288 | Yes | 16-06-2019 |            | Regular |
| 76 | G Raja Sekhar           | 48 | Lecturer  | Male   | M.A              | 60  | Yes | 25-07-2023 |            | Regular |
| 77 | K L Annapurna           | 54 | Assistant Professor                                 | Female | Ph.D             | 336 | No  | 02-07-2003 | 30-11-2022 | Regular |
| 78 | L Deepika               | 40 | Lecturer  | Female | M.A              | 60  | Yes | 11-07-2018 |            | Regular |
| 79 | M Shobha Rani           | 50 | Assistant Professor                                 | Female | M. Phil          | 276 | Yes | 04-07-2005 |            | Regular |
| 80 | N Mounika               | 27 | Lecturer  | Female | M.Sc(Phy)        | 30  | Yes | 04-02-2021 |            | Regular |
| 81 | P Somanadham            | 61 | Assistant Professor                                 | Male   | Ph.D             | 372 | Yes | 24-06-2000 |            | Regular |
| 82 | S Pranitha              | 34 | Assistant Professor                                 | Female | M.Sc.            | 144 | Yes | 06-07-2015 |            | Regular |
| 83 | Sirivolu Vanisree       | 51 | Associate Dean                                      | Female | M.LISc           | 180 | Yes | 16-07-2008 |            | Regular |
| -  | -                       | -  |   | -      | •                | •   | -   | •          | •          |         |