



SPEL

**Strategic
Planning for
Excellence &
Leadership**

JULY 2021

Marian College Kuttikkanam (Autonomous) Strategic Planning for Excellence and Leadership-Annual Meeting July 2021

PROCEEDINGS

Date: 29th and 30 th of July 2021
Venue: Conference hall Marian College Kuttikkanam(Automonus)

Strategic Planning for Excellence and Leadership-Annual Meeting is a two-day academic conference with the participation of all the members of the Marian faculty administrative staff. It serves as a platform for institutional planning where discussions are held on various aspects like, teaching, learning, evaluation, facilities etc. it also helps the faculties and management for an introspective assessment on how far they have updated with the current academic practices. It also helps to pave the way for the professional growth of the faculty with a systematic feedback system.



Schedule

29 July 2021		
9:00	Welcome	
9:30	The meeting starts with prayer and welcome speech	
10 am	SSR Submission	Dr Binu Thomas
10:30	Tea Break	
10:45	Malpractice reporting and invigilation	Dr. Ajimon George, Chairman, Malpractice Prevention Committee
11:30	Examinations	Mr. Biju P Mani, Controller of Examinations
12:00	entries in MCKA	Mr. Biju P Mani, Controller of Examinations Mr. Santo Cherian
12:30	Lunch break	
1:30	Attendance and Leave	
2:00	Corporate Responsibilities	Discussion and finalization
4:30	Tea break	
30 July 2021		

8:30	ACADEMIC AND ADMINISTRATIVE ROLES AND RESPONSIBILITIES	Discussion and finalization with groups I. Teachers and their Responsibilities II. Teachers and Students III. Teachers and Colleagues IV. Teachers and Authorities V. Teachers and Non-Teaching Staff VI. Teachers and Guardians VII. Teachers and Society
10:30 break	Tea break	
10:45	CODE OF PROFESSIONAL ETHICS OF FACULTY	Presentation by groups and finalization
12:30	Lunch break	
1:30 pm	Communication to students	Principal
2:00 pm	Identity Cards	Fr Sobi
2:30 pm	Part time Jobs to students.	Mr Jaison
3:00 pm	RUSA	Dr Chackochen J Njavallil
3:30	Tea break	
3:45	Any other matters and valedictory function	

The meeting started with a prayer.

Dr. Rajimol A, Vice Principal welcomed the gathering.



Agenda 1-

SSR submission

Dr. Binu Thomas Coordinator, IQAC reported that the SSR can be submitted towards the end of this month itself. He requested the whole- hearted support of all the faculties for the successful upload the SSR. Dr. Thomas pointed out the following areas in the SSR which require the urgent attention of all concerned:

1. Placement offer letters.
2. Student projects.
3. Qualitative questions.
4. Uploading of teaching plans.

5. Number of teachers attended training programs with financial support of the College.
6. Employability of courses.
7. Authenticated minutes of BoS.

The principal directed that each faculty must ensure the correctness of data and that the SSR question allotted to them gets the full marks and shall consider this as a personal responsibility. These activities shall be completed before 24th of November.

Agenda 2.

Malpractice reporting and invigilation

Dr. Ajimon George, Chairman, Malpractice Prevention Committee and Vice Principal insisted that being an autonomous institution we have to bestow utmost integrity, fairness and transparency in our examination system. He then elaborated on the procedure to be followed in cases of malpractice:

1. We have to follow the institutional norms strictly to deal with malpractice cases. Care shall be taken to ensure that no individual interests shall come in between.
2. Students shall be made aware that malpractice in examinations is a very serious offence which will invite punishments and which will not be tolerated under any circumstances.
3. Faculty advisors shall ensure that students are aware of the seriousness of malpractices and the consequences that follow.
4. Invigilators shall warn the students about the consequences of malpractices before the commencement of every examination. Students shall be encouraged and given a chance to keep any document/ material in their possession that may invite disciplinary action outside the examination hall **before starting the examination**.
5. If any malpractice is detected, it shall be informed immediately to the CoE. The answer script and other materials/ documents shall be handed over to the CoE. A statement of the invigilator also shall be obtained.
6. Being a very sensitive issue, the invigilator shall exercise extreme restraint and caution in dealing with the student accused with malpractice. A very calm approach shall be exhibited to ensure that the other students are not the least disturbed. If needed, the parents shall be informed and the student shall be escorted to home by them.
7. The matter shall be treated as confidential by all concerned.
8. The CoE shall report the case to the Malpractice Prevention Committee immediately with the relevant documents.
9. The Committee shall conduct an enquiry, verify the documents and after hearing the accused student, the recommendations will be forwarded to the CoE.
10. Personal requests from the candidate or parents shall not be entertained.
11. Invigilators shall be very vigilant in the examination hall.
12. Mobile phones with the invigilating teacher in ordinary circumstances shall be kept in silent or switched off mode. It shall be used **ONLY for communication with the CoE**

office for any urgent issues in connection with the examination. It shall The practice of carrying mobile phones to the examination hall may be dispensed with.

13. Engaging the phone for social media and answering phone calls is viewed as a serious misconduct from the part of the invigilating teacher.

The Principal observed that objectivity and transparency in the examination system are the highlights of our autonomous status and we are committed to maintain them. Any dilution or laxity in the processes like preparation of Question Bank, conduct of examination, invigilation, uploading of assessment data etc. will bring down the quality of our autonomy and hence cannot be accepted. Faculties shall take these responsibilities as personal obligations and anyone who violates these obligations will be deemed to be unfit to continue as Marian faculty and will be dealt with accordingly.

Agenda 3.

Examinations

Mr. Biju P Mani, Controller of Examinations observed that there are delays in the publication of results in the case of a few examinations which may bring down the average days for publication of results considerably down. So, he prescribed the following norms in the conduct of examinations with effect from this academic year.

1. Evaluation of Semester End Examinations shall be completed before 10 days after the completion of examination.
2. Continuous assessment data shall be uploaded in MCKA immediately after the assessment so that students and parents can verify them. It shall be done within five days after assessment.

Mr. Biju P Mani said that the examiners must bear in mind that students and parents can identify the defaulting teachers which would be a disgrace to both the faculty and institution.

Principal issued directions to the following effect:

1. ***Results shall be published within 15 days after the completion of examinations.***
2. ***Evaluations shall be completed within 10 days. Examination Cell shall complete the other formalities for publication of results within the next 5 days.***
3. ***All pending CA data shall be uploaded in MCKA before next Monday, ie. 22nd of November 2021.***
4. ***Timely completion of assessment and publication of results will be part of the annual self-assessment of teachers. This will be one of the criteria for administering the annual increments.***

Agenda 4.

Precision of entries in MCKA

Decisions:

1. Ensure that the entries in MCKA are correct in aspects.
2. Ensure that the time limits prescribed are followed strictly.
3. If required, students can be selected as Graduate Assistants to assist the faculty in these activities. The selection shall be made after proper screening and interview by the Faculty concerned or the department concerned.

The principal announced that personal interviews with the faculties will be conducted at the end of every academic year to ascertain their contributions to the students and the institution for the year. Their personal achievements also will be put to scrutiny. Accomplishment of assignments allotted to each will be subjected to verification. Positives and negatives will be recorded in their profile. Failure in fulfilling the assignments in time will be viewed seriously and will call for explanation.

Agenda 5.

Attendance and Leave

Decisions:

1. Teachers shall be present in the department at least 15 minutes (at 8.15 am) before College timings .
2. They shall be present in the classroom before third bell. Ensure that students participate in the prayer.
3. Attendance of students shall be marked on a daily basis.



SL No	RESPONSIBILITY	NAAC CRITERION	IN-CHARGE
1.	Academic Council Secretary	I	Dr Benymol Jose
2.	Diploma/Certificate-Coordinator	I	Ms Kochumol Abraham
3.	Mentoring Coordinator	II	Br Joseph Charuplackal
4.	Continuous Assessment Coordinators	II	Mr Win Mathew John & Ms Lisna Jose
5.	College Calendar	II	Mr Jerome Varghese
6.	UNAI Coordinators	II	Ms Suzanna Oommen, Mr Midhun TA
7.	Chief Superintendent of SEA	II	Dr Fr Sibichen Joseph
8.	Examination Squad Formation in Charges	II	Ms Reny Jose & Ms Vinitha M V
9.	Examination Committee	II	Dr Rajimol A, Ms Melby Joseph, Mr Win Mathew, Mr Siju P T & Fr Jose Chittady
10.	Exam Malpractice Prevention Committee	II	Dr Ajimon George, Ms Suzanna Oommen, Dr Rasi R A, Mr Kiran V Nath
11.	Camp Officer- Examinations	II	Mr. Eric Thomas Joseph
12.	MITLE	II	Director: Dr Cherian P Kurien Joint Directors: Dr Binu Thomas, Dr Joby Cyriac Mr Satheesh Kumar Dr R Santhosh Kumar
13.	Coordinator Extension Services	III	Volunteers?
14.	NSS Programme Officers	III	Mr Arun George Joseph, Ms Assanu Augustine, Mr Balu B Pillai, Dr Justin P J
15.	NCC Officers	III	Ms. Melby Joseph, Dr Shinta Sebastian
16.	IPR & Patent	III	Dr Mendus Jacob & Dr Siby Joseph, Mr Bose George, Mr Jobin Jose
17.	Child line Nodal Officer	III	Mr Praison Alias
18.	Research Committee	III	Dr Murali Vallabhan, Dr Thomas K V & Dr Jobi Babu,

			Br Joseph Charuplackal
19.	Developing Consultancies & Linkages	III	Dr Cherian P Kurien, Dr Mendus Jacob, Dr Binu Thomas, Mr Jaison Mathew, Dr Shinil Sebastian & Ms Meenu P Thomas,
20.	Internet & Digital Resources	IV	Mr Siju P T, Dr Vincent Varghese & Ms Kochumol Abraham
21.	Building Committee (Auditorium Construction)	IV	Administrator, Principal, Dr Sabu Augustine, Dr Rajimol A, Fr Shaiju K S, Dr Ajimon George
22.	Automation and Software Development	IV	Mr. Santo Cherian, Sr Regina SABS, Fr Dr Sibichen Joseph Ms Jeena Joseph, Ms Honey Mathew
23.	Library Committee	IV	Prof Vijayakumar, Dr Sunny Mathew, Dr TV Muralivallabhan, Dr Rajimol A
24.	Career Counselling, Finishing School, Placement	V	Dr K V Thomas, Dr Brijesh George Joseph, Mr Jaison Mathew
25.	Scholarships	V	Dr Juby George, Dr Shinil Sebastian
26.	MCSC	V	Dr Fr Shaiju K S, Mr Eric Thomas Joseph & Ms Jyothi Lakshmi
27.	Anti-Ragging Cell	V	Ms Simi John, Dr Reni Thomas, Mr Sreeraj T
28.	Anti-Narcotic Cell	V	Mr Ajesh P Joseph, Ms Jismy Maria Joseph & Mr Midhun Antony
29.	Incubation, Entrepreneurship, & IEDC	V	Mr Bibin Xavier, Dr Sunny Mathew & Ms Seethalekshmy C, Sajan N Thomas, Jaison Mathew, Mr Satheesh Kumar S, Dr Bijith George Abraham, Mr Jerome Varghese
30.	Marian Cultural Forum (MCF)	V	General Coordinators: Dr Fr Shaiju K S & Ms Juji George

			<p>Drama: Mr Saresh Kumar, Ms Rose Mary Philip & Mr Philip Jose</p> <p>Debate: Mr Alen Kuriakose, Ms Kripa Sara Fenn & Fr Biju John C</p> <p>Short Film: Mr Joby N J & Ms Elsa Sovi Varghese</p> <p>Music Band: Mr Mukund Sreeram & Ms Juji George</p> <p>Dance: Ms Divyalakshmi S & Ms Keerthy Elza Tes Mathew</p> <p>Drawing, Clay Modelling: Fr Soby Kannalil & Mr Kiran V Nath</p>
31.	Scholar Support Programme	V	Ms Siju PT
32.	Grievance Committee	V	Principal, Dr Lumy Joseph, Dr Thomas KV, Mr Samson Thomas, Chairperson (MCSC), PTA member
33.	Wellness Promotion (Sports, games, healthy living etc)	V	Mr Boby K Mani, Ms Sonia Scaria, Dr Catherine, Fr Binny Kaiyaniyil
34.	Think Tank Coordinator & Futuristic Planning	VI	Dr Jose James
35.	AISHE	VI	Mr Jerome Varghese
36.	PR & Digital Marketing	VI	Dr Michael Puthenthara, Dr Joby Cyriac, Mr Samson Thomas, Fr Soby Kannalil, Mr Jerit Jojo, Mr Jelit Mathews Joseph, Ms Claris Annie John, Ms Twinkle Sara Koshy, Mr Bose George
37.	Staff Secretaries	VI	Ms Jyothislakshmy B & Mr Eapen Alexander
38.	College Council Secretary	VI	Br. Joseph Charuplackal
39.	Staff Editor-College Magazine	VI	Malayalam, Mr Philip Jose, Sr Celine Cherian FCC
40.	HR Coordinator	VI	Ms Melby Joseph

41.	Internal Compliance Committee (Anti-Sexual Harassment)	VI & VII	Ms Amruth K John, Dr Reni Thomas, Ms Rosamma K S, Rev Sr Caroline FCC and Rev Sr Jain SH
42.	Phoenix Club	VII	Sr Celine Cherian FCC, Ms Aiswarya Pradeep & Mr Anand Sunny
43.	Swacch Bharat Abhiyan	VII	Mr Arun George Joseph, Ms Assanu Augustine, Mr Balu B Pillai & Mr Saresk Kumar
44.	Unnath Bharat Abhiyan	VII	Mr Arun George Joseph, Ms Assanu Augustine, Mr Balu B Pillai & Mr Mathew Kurian
45.	Ek Bharat Shrestha Bharat	VII	Mr Geril Scaria George & Ms Jeena Joseph
46.	Gender Champion Activities	VII	Ms. Chrisna Joy, Mr Sreeraj T & Mr New MSW faculty
47.	Women Cell	VII	Ms Claris Annie John, Ms Michael Tomy & Ms Princy T Sebastian
48.	Common Fest	VII	Coordinator: Dr Joshy John, Inter Collegiate- UG:- Mr Aswin Uthaman, Mr Allen George P, Ms Meenu P Thomas, Mr Sreeraj T PG:- Fr Soby Kannalil, Dr Soney John, Mr Robins A Kattoor, Joseph, Dr KV Thomas
49.	Responding to Social Issues & Values	VII	M Simi John & Fr Akhil P Joseph
50.	Best Class Evaluation PG	VII	Dr Shinta Sebastian & Dr Rasi R A
51.	Best Class Evaluation UG	VII	Ms Sona Mary Francis & Mr Allen George Podippara
52.	CSM & Jesus Youth	VII	Dr Chackochan J Njavallil & Ms Jyothi Jose
53.	Film Club	VII	Mr Eapen Alexander & Ms Anna Rony
54.	Adventure Sports Club	VII	Dr Fr Shaiju K S, Dr MD Baby & Cyril Manuel
55.	Nature Club	VII	Ms Neethu Anil & Misheal Tomy
56.	Science Club	VII	Dr Midhun H, Dr Lijin George & Dr Aneesh Mathew
57.	Quiz Club	VII	Mr Siju PT, Mr Jayamon M R, Ms Surabhi James
58.	Walk with a Scholar	VII	Dr Justin P J
59.	Red Ribbon Club	VII	Dr Reni Thomas & Dr Arun Sankar

60.	Energy Conservation Club	VII	Mr Ajesh P Joseph, Mr Jacob Bose & Dr Sujitha Annie
61.	Road Safety Club	VII	Ms Syama U S & Mr Tinku Joy
62.	Rotaract Club (Associated to Rotary Club)	VII	Ms Chrisna Joy & Mr Aswin Uthaman
63.	Legal Literacy Club	VII	Dr Justin P J & Ms Simy John
64.	Tourism Club	VII	Mr Jacob Bose, Dr Jobi babu
65.	Campus Development Officer & Implementing Green Protocol	VII	Dr T V Muralivallabhan, Mr Jacob Bose, Mr Bobby K Mani
66.	IQAC Coordinator		Dr Binu Thomas Mr Sajan Thomas (For the next cycle)
67.	Joint Coordinator, IQAC		Dr Jobi Babu (For the next cycle)
68.	NEP Implementation Committee		Dr Binu Thomas, Mr Radhakrishna Pillai B, Dr Jose James, Dr Cherian P Kurien
69.	NIRF		Mr Jerome Varghese & Mr Arun George Joseph
70.	RUSA		Dr Chackochan J Njavally

4. Leaves shall be obtained from the granting authority as it is not a matter of right.
5. Presuming leave through SMS or WhatsApp message is unacceptable. If requested through these media in urgent cases, ***leave shall be obtained from the authority through the official procedure on the date of return itself.***
6. If late attendance shall be marked only after reporting to the Principal's office.
7. All teachers shall sign in the morning and afternoon. If not signed it will be marked absent- unless otherwise reported on time to the Principal.

Agenda 6.

Corporate Responsibilities

1. Corporate responsibilities will be published at least by next week.
2. Programs shall be planned and executed immediately to provide students opportunities to perform.
3. Draft of the corporate responsibility:

Agenda 7.

Code of Professional Ethics Of Faculty

CODE OF PROFESSIONAL ETHICS OF FACULTY

(Adopted from UGC Regulations 2018)



I. Teachers and their Responsibilities

Whoever adopts teaching as a profession assumes the obligation to conduct himself / herself in accordance with the ideal of the profession. A teacher is constantly under the scrutiny of his students and the society at large. Therefore, every teacher should see that there is no incompatibility between his precepts and practice. The national ideals of education which have already been set forth and which he/she should seek to inculcate among students must be his/her own ideals. The profession further requires that the teacher should be calm, patient and communicative by temperament and amiable in disposition.

Teachers Should:

1. Adhere to a responsible pattern of conduct and demeanor expected of them by the community;
2. Manage their private affairs in a manner consistent with the dignity of the profession;
3. Seek to make professional growth continuous through study and research;

4. Express free and frank opinion by participation at professional meetings, seminars, conferences etc., towards the contribution of knowledge;
5. Maintain active membership of professional organization's and strive to improve education and profession through them;
6. Perform their duties in the form of teaching, tutorials, practical's, seminars and research work, conscientiously and with dedication;
7. Discourage and not indulge in plagiarism and other unethical behavior in teaching and research;
8. Abide by the Act, Statutes and Ordinances of the parent University and to respect its ideals, vision, mission, cultural practices and tradition;
9. Co-operate and assist in carrying out the functions relating to the educational responsibilities of the college and the university, such as: assisting in appraising applications for admission, advising and counselling students as well as assisting the conduct of university and college examinations, including supervision, invigilation and evaluation; and
10. Participate in extension, co-curricular and extra-curricular activities, including the community service.

II. Teachers and Students

Teachers should:

1. Respect the rights and dignity of the student in expressing his/her opinion;
2. Deal justly and impartially with students regardless of their religion, caste, gender, political, economic, social and physical characteristics;
3. Recognize the difference in aptitude and capabilities among students and strive to meet their individual needs;
4. Encourage students to improve their attainments, develop their personalities and at the same time contribute to community welfare;
5. Inculcate among student's scientific temper, spirit of inquiry and ideals of democracy, patriotism, social justice, environmental protection and peace;
6. Treat the students with dignity and not behave in a vindictive manner towards any of them for any reason;
7. Pay attention to only the attainment of the student in the assessment of merit;
8. Make themselves available to the students even beyond their class hours and help and guide students without any remuneration or reward;
9. Aid students to develop an understanding of our national heritage and national goals; and
10. Refrain from inciting students against other students, colleagues or administration.

III. Teachers and Colleagues

Teachers should:

1. Treat other members of the profession in the same manner as they themselves wish to be treated;
2. Speak respectfully of other teachers and render assistance for professional betterment;

3. Refrain from making unsubstantiated allegations against colleagues to higher authorities; and
4. Refrain from allowing considerations of caste, creed, religion, race or sex in their professional endeavor.

IV. Teachers and Authorities:

Teachers should:

1. Discharge their professional responsibilities according to the existing rules and adhere to procedures and methods consistent with their profession in initiating steps through their own institutional bodies and / or professional organizations for change of any such rule detrimental to the professional interest;
2. Refrain from undertaking any other employment and commitment, including private tuitions and coaching classes which are likely to interfere with their professional responsibilities;
3. Co-operate in the formulation of policies of the institution by accepting various offices and discharge responsibilities which such offices may demand;
4. Co-operate through their organization's in the formulation of policies of the other institutions and accept offices;
5. Co-operate with the authorities for the betterment of the institutions keeping in view the interest and in conformity with the dignity of the profession;
6. Adhere to the terms of contract;
7. Give and expect due notice before a change of position takes place; and
8. Refrain from availing themselves of leave except on unavoidable grounds and as far as practicable with prior intimation, keeping in view their particular responsibility for completion of academic schedule.

V. Teachers and Non-Teaching Staff :

Teachers should :

1. Treat the non-teaching staff as colleagues and equal partners in a cooperative undertaking, within every educational institution;
2. Help in the functioning of joint-staff councils covering both the teachers and the non- teaching staff.

VI. Teachers and Guardians

Teachers should:

1. Try to see through teachers' bodies and organization's that institutions maintain contact with the guardians, their students, send reports of their performance to the guardians whenever necessary and meet the guardians in meetings convened for the purpose for mutual exchange of ideas and for the benefit of the institution.

VII. Teachers and Society

Teachers should:

1. Recognize that education is a public service and strive to keep the public informed of the
2. educational programme which are being provided;
3. Work to improve education in the community and strengthen the community's moral and intellectual life;
4. Be aware of social problems and take part in such activities as would be conducive to the progress of society and hence the country as a whole;
5. Perform the duties of citizenship, participate in community activities and shoulder responsibilities of public offices;
6. Refrain from taking part in or subscribing to or assisting in any way activities, which tend to promote feeling of hatred or enmity among different communities, religions or linguistic groups but actively work for national integration.

Resolved to adopt the above Code of Ethics for strict compliance by all the Marian faculty.



Agenda 8.

Communication to students

1. All communications to students like fee payments, exam dates, general communications etc. shall only be through MCKA.
2. All teachers engaging the first hour on Friday shall communicate this information effectively.
3. Encourage and ensure that students check the MCKA portal regularly.

Agenda 9.

Identity Cards

1. Ensure that all students wear ID cards on campus. Security personnel will be asked to check them at the entrance after completing the distribution of IDs. Please ask all students to wear them.
2. ID cards for II year students are ready for distribution and Faculty Advisors concerned shall collect it from the Reception on Friday the 19th November. If any student is absent, the Faculty Advisor concerned shall take safe custody of that student ID.
3. ID cards for I year students will be distributed within a week.

Agenda 10.

Part time Jobs to students.

The new time schedule has provided opportunities for students to engage in part time jobs on and off campus. A detailed discussion is warranted to finalize the modalities for this initiative. The following areas are identified for on campus jobs.

1. Library services.
2. Data entry for research purposes.
3. Syllabus entry in MCKA (under the scrutiny of faculty concerned).
4. Gym instructor.
5. Training in extracurricular activities.
6. Mess, laundry, gardening etc. services.
7. Graduate assistants in departments.
8. Social media management and marketing.
9. Brochure and poster designing.
10. Social services.
11. Small cafeteria on campus.
12. Retail shops on campus.
13. E- Commerce platforms.

Mr. Jaison Mathew, Placement Officer suggested that a faculty shall be entrusted with the responsibility of coordinating these activities at the department level. Apart from the salaried jobs on campus, prospects of agency mode of business- earning through online marketing for companies will be explored.

Agenda 11.

RUSA

Dr. Chackochen J Njavallil, RUSA Co-ordinator reported that the first instalment of Rs. 2.5 Crores as RUSA assistance for the College has been fully utilized for the purposes for which it was sanctioned. The balance amount of Rs. 2.5 Crores has been released by RUSA and we are waiting for the orders of the state government.

Dr. K V Thomas reported that 24 research proposals were received of which the review of 17 proposals were completed. It is expected that the monetary assistance can be disbursed towards 26th of November. However, it was noticed that the format for the submission of proposals need to be changed and a revised format will be circulated the next day. Dr. Thomas observed that we lag in the area of research and cannot go for long like this. It is expected that these new proposals will usher in a promising era for research at Marian.

Rev Dr. Roy Abraham P in his concluding words observed that familiarization of people in position and faculties among the students is an urgent need. Students don't recognize faculty and other authorities, probably due to the absence of programs on campus. This situation has to be changed.

Principal also stated that proper sign boards shall be placed on campus to familiarize students with the facilities available. He also announced that Rev Fr. Reuben Thannickal, the former Manager, will be visiting the College on 22nd Monday and a meeting is arranged to welcome him.

Fr. Shaiju KS extended the Vote of thanks.

The meeting came to an end at 4.15 pm.