

NATIONAL INSTITUTE OF TECHNOLOGY KARNATAKA, SURATHKAL

Mangaluru- 575025, (D.K.), Karnataka State



INFORMATION BULLETIN

Admission to Full Time Self-Financed Post Graduate Programmes

2025-26

(M.Tech., M.Sc. and M.B.A programmes)

CONTENTS

1. General	Page No.
1.1 About the Institute	1
1.2 Location	1
1.3 Self-Contained Residential Campus	2
1.4 Computing and Communication Facilities	2
1.5 Library Facilities	3
1.6 Disciplines of Study	3
2. Admission to Full time Self -financed PG programmes	
2.1. Minimum Qualifications/Eligibility	6
2.2 Selection Procedure	7
2.3 How to Apply	7
2.4 Intake for the Self-Financed PG Programmes	8
3. Documents to be Produced	9
4. Calendar of Events for Admission to the self-financed PG Programmes 2025-26	9
5. Fees and Deposits	10

NATIONAL INSTITUTE OF TECHNOLOGY KARNATAKA, SURATHKAL

1. General

1.1 About the Institute

The National Institute of Technology Karnataka (NITK), Surathkal is a prestigious top ranked Institute in India, with a rich history dating back to 1960. The Institute is declared as Institute of national importance by the government of India as per the NIT act 2007 and is governed by the rules and statutes of the NIT Act, which indicates its affiliation with the national-level framework set for technical education institutions in India.

The institute has played a significant role in providing quality technical education and fostering research and development over the years and contributed significantly to the advancement of knowledge and technology. Institute has maintained a long-standing tradition of research spanning both conventional and modern areas of engineering and sciences across all the departments. The active involvement in application-oriented research to address societal challenges with a range of focus areas such as environment, water resources, materials, rock mechanics, manufacturing, new structures, VLSI, power electronics, biomedical, machine learning and artificial intelligence reflects a holistic and forward-thinking approach and highlights a diverse and comprehensive approach to research. With this kind of research, the Institute contributes not only to the academic and scientific community but also directly benefits society by addressing real-world issues.

NITK has a robust and inclusive admission process, attracting a diverse pool of students both nationally and internationally. The use of standardized entrance exams like JEE Mains for B.Tech., GATE for M.Tech., CAT/MAT/GATE for MBA, and JAM for M.Sc. reflects a commitment to a merit-based selection process. The inclusion of foreign students through exchange programmes, Ministry of External Affairs (MEA), Indian Council for Cultural Relations (ICCR), and the Direct Admission to Students Abroad (DASA) scheme adds to the Institute's global perspective and fosters cultural diversity. The availability of scholarship seats for M.Tech. programmes based on GATE scores, as well as the provision for sponsored students, showcases a commitment to supporting academic excellence and providing opportunities to deserving candidates. Additionally, the focus on self-financed categories for M.Tech, M.Sc. and MBA programmes demonstrates the Institute's flexibility in accommodating a broader range of students. The Institute's emphasis on doctoral programmes, including admitting candidates with Institute fellowships and external sponsored candidates, speaks to its dedication to advanced research and academic excellence. The strong placement record is a testament to the quality of education and training provided by NITK, as evidenced by the high demand for its graduates in top industries and companies. This recognition as one of the best institutions in the country for student placements further underscores the Institute's commitment to producing well-rounded and highly employable graduates.

1.2. Location

NITK is located in Surathkal of Mangalore City, Dakshina Kannada district, Karnataka, India. It is situated along the Kanyakumari-Mumbai National Highway 66. Mangalore, also known as Mangaluru, is a coastal city in the southwestern part of Karnataka, and NITK is positioned in the outskirts of this city with a campus set amid 300 acres of lush green surroundings with the Western Ghat Mountains to the east and the Arabian sea to the west. With a temperature range of 18 to 38 degrees Celsius, the location has a fairly moderate and pleasant climate throughout the year and the fact that the campus is situated on the sea shore adds an extra element of appeal with a refreshing and healthy climate. This location provides not only a peaceful and conducive environment for academic activities but also convenient connectivity to major cities in India and international destinations via road, rail, and air. The National Highway 66 is a major artery that runs along the western coast of India, facilitating easy travel to and

from major cities. The presence of the Mangalore Railway Station, located about 20 km away from the campus, ensures convenient rail access. Additionally, the Surathkal Railway Station being approximately 3 km away further enhances the connectivity for the NITK community. The Mangalore (Bajpe) airport being in close proximity, about 20 km away, adds to the ease of transportation. This airport serves as a vital link for both domestic and international destinations, making it convenient for students, faculty, and visitors to travel. This comprehensive connectivity by road, rail, and air not only facilitates the movement of individuals associated with the Institute but also supports collaborative activities, academic exchange programmes, and other engagements with institutions and professionals both nationally and internationally.

1.3. Self- Contained Residential Campus

NITK provides a comprehensive and well-equipped residential campus with an environment that can significantly contribute to the overall development by providing not just academic facilities but also fostering a sense of community, social interactions, and a balanced lifestyle. There are 13 hostel blocks for boys and 6 blocks for girls with accommodation capacity of about 5500 boys and 1200 girl students and with independent messes of various types catering to diverse tastes. The availability of a good number of faculty quarters on campus contributes to a strong sense of community and a diverse and dynamic campus culture enhancing the overall experience for students.

There are ample opportunities for both outdoor and indoor games furnishing to a diverse and well-rounded approach to sports and recreational activities on campus, indicating a commitment to promote physical health, team spirit, and a holistic approach. Additionally, availability of swimming pool and a gymnasium facility on the campus underscores the Institute's commitment to promoting fitness and overall well-being among its students. Inclusion of N.C.C. and N.S.S. as prominent extracurricular activities reflects a commitment to holistic education, focusing on the development of leadership qualities, social responsibility, and active community involvement among the students. The Institute supports a host of activities through various clubs such as music, photography, web enthusiast and dramatic etc., enhancing the overall campus experience, promoting a well-rounded education that goes beyond academic learning.

A central library provided to meet the academic needs of students and faculty serves as a resource hub, offering a diverse collection of books, journals, and other academic materials. The well-equipped health care center ensures the necessary medical support and services for students and faculty, and plays a pivotal role in creating a campus environment that prioritizes the health and well-being of the community. The branches of State Bank of India and Canara Bank, along with ATM facilities, offer convenient banking services for the campus community and the presence of post office enhances the overall accessibility and convenience for communication needs. Two canteens cater to the culinary needs of the residents.

1.4. Computing and Communication Facilities

NITK has implemented a campus-wide network that spans all areas, including academic buildings, guest houses, student hostels, and campus residences. The campus backbone services are provided through approximately 20 kilometers of 12/24 core Optical Fiber Cable (OFC). The backbone supports varying speeds, including 1 Gbps and 10 Gbps connections to different buildings. Broadband connectivity is extended to campus residences, providing high-speed internet access to residents. Different entities on the campus, including departments, residences, directorate, administrative blocks, guest houses, and hostels, are individually connected to the core switch. Hostel blocks are integrated into the academic blocks of NITK, allowing for seamless connectivity and sharing of internet bandwidth across the Institute. The Institute ensures round-the-clock internet connectivity, providing students, faculty, and staff with continuous access to online resources and services. Journals subscribed through the INDEST consortium are available throughout the campus LAN, ensuring that academic resources are easily accessible to the entire campus community. This detailed network infrastructure enhances communication, collaboration, and access to information across the campus. The emphasis on high-

speed connectivity, integration of networks, and access to academic resources reflects a commitment to providing a technologically advanced and well-connected environment for both academic and residential aspects of campus life.

In order to support seamless migration of connectivity between access points for users, approximately 1000 indoor access points and 40 outdoor access points are deployed via Wi-Fi network which is an extension of the wired networks. The NITK data centre serves as an integration hub for Optical Fiber Cable (OFC)/backbone infrastructure housing internet connections to Bharat Sanchar Nigam Limited (BSNL) and the national knowledge network. The centre is equipped with networking hardware to facilitate efficient data transfer and communication across the entire network. This ensures that the Institute has reliable and redundant connections to the internet, catering to the diverse needs of academic, research, and administrative activities. Main servers are connected to the data centre network. The Center for Computational Computing (CCC) utilizes virtualization with the Proxmox virtualization environment and Ubuntu system containerization environment. CCC hosts a campus-wide license for MATLAB, Simulink, and companion products. Faculty, researchers, and students at NITK have the flexibility to download and install products like MATLAB, Simulink, and companion products which contributes to a more versatile and accessible computing environment for the academic community.

1.5. Library Facilities

Central Library at NITK Surathkal serves as a vital hub for academic and research activities, playing a key role in fostering an environment of learning, exploration, and knowledge dissemination. With a rich collection of 1.5 lakh print materials, including reference books, textbooks, CDs, etc., the library provides a diverse range of resources covering Engineering, Science, Social Sciences, Humanities, and Management. The library subscribes to a core collection of print journals (100 plus) and an extensive range of electronic resources. The electronic resources include e-journals (12045), e-databases (25), and e-books (11202), providing a wealth of information in digital formats. The library is a core member of e-ShodhSindu, a Consortia for Higher Education E-Resources. This consortium provides access to over 10,000 qualitative electronic resources, including full-text, bibliographic, and factual databases, enhancing research capabilities. Students and researchers have access to various reputable online scientific databases, including those from American Chemical Society, American Physical Society, IoP, Royal Society of Chemistry, Emerald, Taylor & Francis, American Mathematical Society, Annual Reviews, ASME, IEEE, JSTOR, MathScinet, Nature, Science-Direct, SpringerLink, and more. The library subscribes to the premium version of Grammarly, an automated grammar tutor and revision tool, aiding students in writing effective and error-free documents. It also offers a Plagiarism Checking Service using the "Turnitin" web tool, particularly beneficial for Ph.D. and M.Tech by Research students. The provision of remote access to e-resources and a dedicated mobile app adds flexibility for users, allowing them to access valuable information beyond the physical library space.

Library has been fully computerised with integrated web based library management software to Koha, which enables users to search real-time book status and reservations. The library is fully air conditioned with more than 1000 seating capacity. Newly established eLibrary Complex has the State-of-the-Art modern IT facilities with e-Studio for lecture capturing and live streaming facility, 2 Cyber Libraries with 50+ computers to conduct hands-on training, 2 Seminar Halls of 50+ Capacity each, 8 Discussion Rooms, dedicated Research Scholars Section, Digital Reading Rooms, Laptop Zones etc. catering to more than 7000 on campus library users 24X7 along with in-housed cafeteria.

1.6 Disciplines of Study

The Institute offers undergraduate programmes in 11 disciplines and post-graduate programmes in 32 specialized areas. The Institute also offers facilities for research leading to Ph.D. degrees in various branches of Engineering, Science and Humanities & Social Sciences. The academic responsibilities are shared by the following 14 Teaching Departments:

1. Chemical Engineering
2. Chemistry
3. Civil Engineering
4. Computer Science and Engineering
5. Electrical and Electronics Engineering
6. Electronics and Communication Engineering
7. Information Technology
8. Mathematical and Computational Sciences
9. Mechanical Engineering
10. Metallurgical and Materials Engineering
11. Mining Engineering
12. Physics
13. Humanities, Social Sciences and Management
14. Water Resources and Ocean Engineering

The Teaching Departments offering the postgraduate programmes which include M.Tech, M.Tech by Research, M.Sc and MBA are as follows.

a) Chemical Engineering

- | | | |
|-------------------|---|--------------------------------------|
| i) M.Tech. (CG) | - | Chemical Engineering |
| ii) M.Tech. (ES) | - | Environmental Science and Technology |
| iii) M.Tech. (IB) | - | Industrial Biotechnology |

b) Civil Engineering

- | | | |
|--------------------|---|---|
| iv) M.Tech. (ST) | - | Structural Engineering |
| v) M.Tech. (GT) | - | Geotechnical Engineering |
| vi) M.Tech. (EN) | - | Environmental Engineering |
| vii) M.Tech. (TS) | - | Transportation Engineering |
| viii) M.Tech. (CM) | - | Construction Technology and Management
(Includes L&T sponsored candidates) |

c) Computer Science and Engineering

- | | | |
|------------------|---|--|
| ix) M.Tech. (CS) | - | Computer Science and Engineering |
| x) M.Tech. (IS) | - | Computer Science and Engineering
Information Security |

d) Electrical and Electronics Engineering

- | | | |
|---------------------|---|---|
| xi) M.Tech. (P&ES) | - | Power & Energy Systems |
| xii) M.Tech. (PE&C) | - | Power Electronics and Control |
| xiii) M.Tech. (PV) | - | Power Electronics and Control for Electric
Vehicle (BGSW sponsored seats only) |

e) Electronics & Communication Engineering

xiv) M.Tech. (VL)	-	VLSI Design
xv) M.Tech. (CN)	-	Communication Engineering and Networks
xvi) M.Tech. (SP)	-	Signal Processing and Machine Learning

f) Information Technology

xvii) M.Tech. (IT)	-	Information Technology
--------------------	---	------------------------

g) Mathematical & Computational Sciences

xviii) M Tech. (CD)	-	Computational and Data Science
---------------------	---	--------------------------------

h) Mechanical Engineering:

xix) M.Tech. (TH)	-	Thermal Engineering
xx) M.Tech. (MF)	-	Manufacturing Engineering
xxi) M.Tech. (MC)	-	Mechatronics Engineering.
xxii) M.Tech. (MD)	-	Mechanical Design

i) Metallurgical & Materials Engineering

xxiii) M.Tech. (PT)	-	Materials Process Technology
xxiv) M.Tech. (ML)	-	Materials Engineering
xxv) M. Tech. (NT)	-	Nanotechnology

j) Mining Engineering

xxvi) M.Tech. (RT)	-	Rock Excavation Technology and Management. [M.Tech (Research) only]
--------------------	---	--

k) Water Resources and Ocean Engineering

xxvii) M.Tech. (MS)	-	Marine Structures
xxviii) M.Tech. (WR)	-	Water Resources Engineering and Management
xxix) M.Tech. (GF)	-	Geoinformatics

l) School of Humanities, Social Sciences and Management:

xxx) M.B.A.	-	Master of Business Administration
-------------	---	-----------------------------------

m) Chemistry:

xxxi) M.Sc.(CY)	-	M.Sc. in Chemistry
-----------------	---	--------------------

n) Physics:

xxxii) M.Sc.(PH)	-	M. Sc. in Physics
------------------	---	-------------------

2. Admission to Full time Self-financed PG programmes:

NITK Surathkal admits students for the Full time self -financed M.Tech., M.Sc. and M.B.A. programmes in the Academic year 2025-26. The candidates who fulfil the prescribed minimum eligibility criteria as given in the following section may apply for the same. The student who is selected under the Full time self -financed category will not receive any scholarship/assistantship.

2.1. Minimum Qualification / Eligibility:

A. M.Tech Programme (Common to all M.Tech. Programmes):

Admission shall be open to Indian nationals who have passed the prescribed qualifying examination with a Cumulative Grade Point Average (CGPA) of at least 6.5 in the 0-10 scale grading system, OR not less than 60% marks in the aggregate (taking into account the marks scored in all the subjects of all the public/university examinations conducted during the entire prescribed period for the degree programme). However, this prescribed minimum shall be a CGPA of 6.0 OR 55% marks in the aggregate for SC/ST/PwD candidates.

For information on the prescribed qualifying examinations for various M.Tech. Programmes offered by the various departments at NITK, please refer the CCMT-2025 website or NITK website (www.nitk.ac.in Information bulletin for PG and Ph.D. admissions 2025-26)

B. M.B.A. Programme:

Admission to M.B.A. Programme shall be open to Indian nationals who have passed Bachelor's Degree in any discipline from a Recognized University with a Cumulative Grade Point Average (CGPA) of at least 5.5 in the 0-10 scale grading system, OR not less than 50% marks in the aggregate (taking into account the marks scored in all the subjects of all the public/university examinations conducted during the entire prescribed period for the degree programme). However, this prescribed minimum shall be a CGPA of 5.0 OR 45% marks in the aggregate for SC/ST/PwD candidates.

C. M.Sc. Programmes:

Admission to M.Sc programme in Chemistry/Physics is open to Indian nationals who have passed B.Sc. degree with Chemistry as one of the subjects for M.Sc. Chemistry and Physics as one of the subject for M.Sc. Physics, with a Cumulative Grade Point Average (CGPA) of at least 6.5 in the 0-10 scale grading system, OR not less than 60% marks in the aggregate (taking into account the marks scored in all the subjects of all the public/university examinations conducted during the entire prescribed period for the degree programme). However, this prescribed minimum shall be a CGPA of 6.0 OR 55% marks in the aggregate for SC/ST/PwD candidates.

2.2. Selection Procedure:

Selection of candidates for admission to Self-Financed PG programmes will be based on the performance in the written aptitude test (50% weightage) and a technical interview (50% weightage). Technical presentation and assessment of subject knowledge with 25% weightage each are part of the interview component.

2.3. How to Apply:

The Information Bulletin, Seat Matrix and Online Application portal for admission to Self-Financed PG programmes is available on the Institute website www.nitk.ac.in. The applicants need to register online with the portal. The registered candidates have to complete the Online Application form and pay the prescribed application fee, i.e. **Rs 500 (OC / OBC) and Rs 150 (SC / ST / PwD)** through IRIS portal on or before **30.05.2025 (Friday)**.

The hardcopy of the completed application form with payment receipt and copies of all necessary documents is to be sent to the Assistant Registrar (Academic), National Institute of Technology Karnataka, Surathkal, Srinivasnagar, Mangalore -575 025, Karnataka to reach on or before 03.06.2025 (Tuesday) . “Application for Self-Financed M.Tech /MBA/M.Sc. Admission in the Department of -----” should be clearly mentioned on the top of the envelope.

Applications which are incomplete / defective / received late are liable to be rejected summarily and no correspondence will be entertained on such applications.

Note: If a candidate desires to apply to more than one programme he / she should submit separate **APPLICATION** along with the payment Receipt of Application fee for each program. The candidates called for interview will have to appear for written test and interview at their own cost. The written test and interview will be held at N.I.T.K., Surathkal in **offline mode**.

2.3 Intake for the Self- Financed programmes (2025-26)

Programme	Department	Specialization	No of Seats
M.Tech.	Civil Engineering	Structural Engineering	5
		Geotechnical Engineering	5
		Environmental Engineering	5
		Transportation Engineering	5
	Water Resources and Ocean Engineering	Marine Structures	5
		Water Resources Engineering and Management	5
		Geoinformatics	5
	Mechanical Engineering	Thermal Engineering	10
		Manufacturing Engineering	10
		Mechatronics Engineering	5
		Mechanical Design	10
	Electronics & Communication Engineering	VLSI Design	8
		Communication Engineering and Networks	8
		Signal Processing and Machine Learning	8
	Chemical Engineering	Chemical Engineering	5
		Environmental Science & Technology	5
		Industrial Biotechnology	5
	Metallurgical & Materials Engineering	Materials Process Technology	5
		Materials Engineering	5
		Nanotechnology	5
	Electrical & Electronics Engineering	Power and Energy Systems	10
		Power Electronics and control	10
	Information Technology	Information Technology	5
	Computer Science and Engineering	Computer Science & Engineering	5
		Computer Science & Engineering – Information Security	5
	Mathematical & Computational Sciences	Computational and Data Science	5
M.Sc.	Physics		7
M.Sc.	Chemistry		5
M.B.A.	School of Management		10
		Total	186

3 Documents to be Produced:

A. At the time of counselling/written test/interview:

1. Original marks card of all Semesters/years of Bachelor's degree
2. Date of Birth Certificate in Original (SSLC / X Std.)
3. Degree Certificate or Course Completion certificate from college (if qualifying degree exam results are awaiting)
4. Caste Certificate if belonging to SC / ST (original)
5. GATE / NET Score Card (if applicable)
6. Pass certificate for A.M.I.E. candidates (M Tech.)
7. Persons with Disabilities (PWD) certificate, if applicable.

B. Documents to be Submitted at the time of Admission:

1. Admission offer letter issued by Competent Authority.
2. Original marks card of qualifying examinations (First to Final Year) with two sets of duplicate copies. (The spelling and order of the name should be same in all the years of marks card, degree certificate and Migration Certificate).
3. Course Completion certificate from college (if qualifying degree exam results are awaiting) (Format is available in the Institute website)
4. An Undertaking by those candidates whose result is awaited (Annexure – I undertaking form is available in the institute website)
5. Degree Certificate or Provisional Pass Certificate issued by the University.
6. Medical Certificate (Format is available in the Institute website)
7. Date of Birth Certificate in original (X Std. or SSLC).
8. Caste Certificate in case of SC / ST.
9. Transfer Certificate.
10. Conduct Certificate.
11. Aadhar card copy.
12. Persons with Disabilities (PWD) certificate, if applicable.
13. Migration Certificate.

In case the result of qualifying degree is awaited, provisional admission will be given subject to meeting eligibility requirements latest by 30th September 2025

4 Calendar of Events for Admission to the self-financed PG Programmes 2025-26

Opening of Application portal	05.05.2025 (Monday)
Last Date for Online Submission of applications	30.05.2025 (Friday)
Last Date for hard copy of applications to reach NITK	03.06.2025 (Tuesday)
Last date for dispatch of call letters (by email only) to short-listed candidates, and announcement in the website by respective departments.	13.06.2025 (Friday)
Selection Test and / or Interview (Offline) at NITK	25.06.2025 (Wednesday) to 27.06.2025 (Friday)
Last date for sending recommendations merit list by Departments to the Dean (Academic)	02.07.2025 (Wednesday)
Publication of provisional selection/merit-list on website by Dean (Academic)	07.07.2025 (Monday)
Online Fee Payment Dates for Selected Candidates	14.07.2025 (Monday) to 18.07.2025 (Friday)
Physical Reporting, document verification and admission Dates for Selection-List Candidates	To be announced later
Last Date for sending admission offer letters to waiting-list candidates	To be announced later
Last date for Physical Reporting, document verification, admission and online Fee Payment for waiting-list candidates.	To be announced later
Class Start date	To be announced later

5 Fees and Deposits:

A. Fee structure for self-financed PG programmes for the year 2025-26

Semester Fees	M.Tech		M.Sc		MBA	
	I Sem. Rs.	II Sem. Rs.	I Sem. Rs.	II Sem. Rs.	I Sem. Rs.	II Sem. Rs.
Tuition fee	200000	200000	100000	100000	300000	300000
Other fee (PART A) #						
Institute Admission Fee	1340	-	1340	-	1340	-
Development Fee	2690	2690	2690	2690	2690	2690
Security Deposit (refundable)	6700	-	6700	-	6700	-
NITK Alma Mater Endowment Contribution	2690	-	2690	-	2690	-
Convocation Fee	3310	-	3310	-	3310	-
Other fee (PART B)##						
Library Resources Fee	4030	4030	4030	4030	4030	4030
Career Development Fee	2760	-	2760	-	2760	-
Health Care Facility	1660	-	1660	-	1660	-
Students Activities Fee	6620	-	6620	-	6620	-
Campus Amenities	1660	-	1660	-	1660	-
Group Insurance coverage of students	510*	-	510*	-	510*	-
Computing Resource Fee	4410	-	4410	-	4410	-
Day Scholar Total Fees	238380	206720	138380	106720	338380	306720
Hostel Rent (For Hosteller) (including water/ electricity charges) (Shared accommodation)	8820	8820	8820	8820	8820	8820
Hosteller Total Fees	247200	215540	147200	115540	347200	315540

Note:

PART A of other fee is the onetime fee to be paid at the time of admission. It will be increased @5% every year for every newly admitting batch of students.

PART B of other fee will be increased @5% every year applicable to all students of all the batches irrespective of their year of admission w.e.f. 2024 -25 admission batch onwards.

*Provisional, subject to revision.

B. Provisional Mess Fees (At Hostel Office) for Hostellers (first semester) for the year 2025-26

1	Admission Fee	1000.00
2	Establishment Charges- Per semester	8100.00
3	Maintenance	3690.00
4	Student Extra Curricular	520.00
5	Mess Advance – Every Semester	22000.00
	Total	35,310.00
		Mess Fee structure is tentative, subject to revision.

Note: Refund of Fees:

- i) Any student who withdraws admission **before** the closing date of admission for the respective rounds of the Academic Session is eligible for the refund of the all the fees and deposits, after a deduction of a processing fee of Rs.1000 /- (Rupees One Thousand Only).
- ii) Candidates who withdraw the admission **after** the closing date of admission for the respective rounds are eligible for refund of only the security deposit paid to the Institute. They are not eligible for refund of any other fee.
- iii) Candidates who are leaving the course **after joining** are not eligible for the refund of any fee.

Any disputes arising out of admissions shall be subject to Mangalore Court jurisdiction.

Ragging: If any incident of ragging comes to the notice of the authority, concerned accused student shall be given liberty to explain and if his explanation is not found satisfactory, the authority would expel him / her from the institution.
