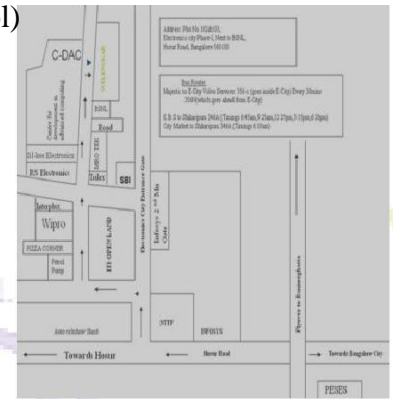


Appendix 10

MANDATORY DISCLOSURE FOR THE ACADEMIC YEAR 2016-17

Mandatory Disclosure	Updated on 10 th April 2017
AICTE File No	F. No. South-West/1-2016889889/2014/EOA/ Corrigendum- 1
Date & Period of last Approval	5 th April 2016, 2016-2017
Name of the Institution	PRIN.L.N.WELINGKAR INSTITUTE OF MANAGEMENT DEVELOPMENT AND RESEARCH (We School)
Address of the Institution	Plot No 102&103, Electronics City Phase I Hosur Road, BANGALORE – 560100 Karnataka State
City & Pin Code	Bangalore – 560100
State / UT	Karnataka
Longitude & Latitude	Latitude - 12.84 Longitude - 77.66
Phone number with STD Code	080-42678300, 28521066/67, 28520480/817
FAX number with STD code	80 41742108
Office hours at the Institution	9 AM To 5 PM
Academic hours at the Institution	9 AM To 5 PM
Email	anil.rao@welingkar.org
Website	www.welingkar.org
Nearest Railway Station (dist in Km)	Majestic 25 Km
Nearest Airport (dist in Km)	Bengaluru International Airport (65 Kms.)
Type of Institution	Govt. / Govt. aided / University Dept / Deemed Univ. / Private Self Financed (AICTE approved autonomous institute)



Location Map

Category (1) of the Institution	Non Minority
Category (2) of the Institution Co-Ed / Women only	Co-Ed
Name of the organization running the Institution	Shikshana Prasaraka Mandali, Pune
Type of the organization	Trust [✓] / society
Address of the organization	Sharada Sabhagriha S P College Campus Pune – 411030
Registered with	Public Trust Registration Office, Pune
Registration date	21 st Nov 1952
Website of the organization	www.spmandali.org
Name of the affiliating University / Board	NA
Address	NA
Website	NA
Latest affiliation period	NA
Name of Principal / Director	Prof. Dr. Anil Rao Paila
Exact Designation	Sr. Dean & Director – Prin. L.N. Welingkar Institute of Management Development & Research , Bangalore
Phone number with STD Code	080 28521066/67, 28520480/817 42678300
FAX number with STD code	080 41742108
Email	anil.rao@welingkar.org
Highest Degree	PhD
Field of specialization	Management Information Systems (MIS), Marketing & Innovation Management

Governing Board Members

Title	First Name	Middle Name	Last Name	Designation	Trustee Since	Trustee Till	Profession	Academic Qualification
Mr.	Sohanlal	Kundanmal	Jain	Chairman	01.04.2016	28.02.2021	Advocate	B.A., L.L.B.
Mr.	Shrikrishna	Raghunath	Chitale	Vice Chairman	01.04.2016	28.02.2021	Business	B.Com.
Mr.	Vasant	Raghunath	Desai	Member	01.04.2016	28.02.2021	Business	B.Sc.
Mrs.	Madhuri	Satish	Misal	Member	01.04.2016	28.02.2021	Business	B.Com.
Mr.	Satish	Vasant	Pawar	Member	01.04.2016	28.02.2021	Business	B.A. (HONS.), MBA
Mr.	Jayant	Vishnudas	Kirad	Member	01.04.2016	28.02.2021	Business	B.Com.
Mr.	Mihir	Krushnakant	Prabhudesai	Member	01.04.2016	28.02.2021	Business	B.A., L.L.B.
Mr.	Keshav	Chintaman	Vaze	Member	01.04.2016	28.02.2021	Business	B.Sc.
Mr.	Damodar	Badrinarayan	Bhandari	Member	01.04.2016	28.02.2021	Advocate	B.Com., L.L.B.
Mr.	Suresh	Madhukar	Deole	Member	01.04.2016	28.02.2021	Retd. Marine Engineer	Marine Engineer
Mr.	Rajesh	Chandrakant	Patwardhan	Member	01.04.2016	28.02.2021	Chartered Accountant	B.Com., FCA, DISA
Mr.	Purushottam	Pandurang	Kulkarni	Member	01.04.2016	28.02.2021	Teaching	M.Sc. (Agri.), B.Ed.
Mrs.	MEDHA		PANDIT	Secretary	01.04.2016	28.02.2021	Teaching	M.A., B.ED

Frequency of meetings &
Date of last meeting

Once in 3 months

10/10/2016

Academic Advisory Board

WeSchool believes in excellence in quality of education that is imparted, knowledge which is relevant, keeping with time which is application oriented.

Towards this purpose, Academic Advisory Board was constituted to review and advice on all matters relating to the contents and educational process, keeping the global perspective in view. The focus of the Academic Advisory Board IS

To review, monitor and restructure the curriculum for the management Programs conducted by the Institute. To ensure that the programs not only remain competitive and relevant in the present context but are also geared to address emerging needs. Continuously minimize the gap between corporate expectations and academia. Regularly introduce innovative and creative ways in imparting knowledge to promote academic excellence.

The Advisory Board comprises of the Group Director, Dean and Director and the core faculty of Welingkar Institute of Management along with honorary members from the corporate.

Corporate Members in Advisory Board : PGDM E- Business Date of the latest meeting - 11/3/2017

E-Business	
Name	Designation
Mr. Charan R N	Head - Global Web Support - HP
Mr. Raju Chellaton	Sr. VP & Global Head - Happiest Minds
Ms. Sujatha Balakrishnan	MD, Valtech
Asha Prakash	Director-Operations, HCL Technologies

Corporate Members in Advisory Board : PGDM Program Date of the latest meeting - 11/03/2017

Marketing	
Name	Designation
Mr.Ponnu Subrmanian	Chief Operating Officer-Max Hypermarket India Pvt. Ltd.
Mr.Muthu	Executive Director at Hansa Research
Mr.Praveen	Director (Marketing) at Rotomotive India Ltd

Corporate Members in Advisory Board : PGDM (HR)

Date of the latest meeting - 11/03/2017

HR	
Name	Designation
Mr. Balachandar Natarajan	Chief -HRO-Cafe Coffee Day
Ms. Anjana K R	Regional Head - Talent Acquisition Group-TCS
Vaishali Pachapurkar	Vice President (HR), Financial Services Analytics, Genpact

Corporate Members in Advisory Board : PGDM (Operations)

Date of the latest meeting - 11/03/2017

Operations	
Name	Designation
K G Mohan Kumar	Joint Managing Director-Toyota Kirloskar Auto Parts Ltd
Ms. Indu Shekar	VP – Volvo Construction Equipment Pvt. Ltd
Vinay Kumar	GM, Toyota Kirloskar Motors
R. Rajagopalan	Chief Manufacturing Officer, Titan Company Ltd

Corporate Members in Advisory Board : PGDM (Finance)

Date of the latest meeting - 11/03/2017

Finance	
Name	Designation
Lakshmi Prasad J	Associate Director/Capital Financing/Strategic Transactions Group/HSBC
Neeraj Vaddadi	Head of Service Delivery and Transitions at FIS
Ajay MR	PwC Head, Mergers & Acquisitions (Tax)

Corporate Advisory Board for PGDM - (Business Design & Innovation)

Date of the latest meeting - 11/03/2017

Name	Designation
Mr. Salil Godika,	President & Co-Founder, Happiest Minds
Dr. Raja Krishnamurthy,	Executive Director, R&D Center, 3M
Mr. Madhavan Satagopan,	CTO, Altimetrik
Mr. Shridhar Venkat,	CEO, Akshaya Patra Foundation
Mr. Kapil Khanna,	Head, Transportation Systems, Atkins Global
Mr. Dinesh Verma,	MD, ACE Group Architects & Designers
Prof. Vijay Kumar	Professor, Institute of Design, Illinois Institute of Technology, Chicago

Organizational Chart	Refer Annexure - 01
Student feedback mechanism on Institutional Governance / faculty performance	Yes
Grievance redressal mechanism for faculty, staff and students	Yes
Name of the Department	Management
Course	PGDM E Business, PGDM, PGDM-Business Design & Innovation
Level UG/PG	PG
1st Year of approval by the Council	2008

Year wise Sanctioned Intake

Sl. No.	Course	2016-17	2015-16	2014-15	2013-14
1	PDGM E-Business	120	120	120	120
2	PGDM	60	60	60	60
3	PGDM Business Design & Innovation	60	60	60	60
4	Post Graduate Diploma In Management (Executive)	60	60	60	60
5	Post Graduate Certificate In Management	60	60	60	60

Year wise Actual Admissions

Sl. No.	Course	2016-18	2015-16	2014-15	2013-14
1	PDGM E-Business	80	73	73	48
2	PGDM	42	43	36	48
3	PGDM Business Design & Innovation	33	28	27	16
4	Post Graduate Diploma In Management (Executive)	These program which is approved by AICTE for the year 2011-12 has not been started due to certain administration constraints			
5	Post Graduate Certificate In Management				

	2016-17	2015-16	2014-15	2013-14	2012-13
Admission Cut of Marks - General Quota	86%	86%	86 %	86 %	86 %
% of Students passed with First Class	There is no grading system. The results are declared only in two categories PASS / FAIL. The candidates having 50% aggregate marks are declared "PASS"				
Students Placed	83%	92%	96%	99%	79%
Average pay package, Rs. / Year (Lakhs)	Rs.7.13 Lakhs PA	Rs.7.50 Lakhs PA	Rs.6.50 Lakhs PA	Rs.7.5 Lakhs PA	Rs.6.20 Lakhs PA
Students opted for Higher Studies	PGDM students are placed with reputed companies through campus placement; the record for the students who have opted for higher studies is not available.				

Accreditation Status of the Course

NBA - PGDM E-Business got accreditation for the period of 3 Years till Sept. 2016. **SAQS** - South Asian Quality Assurance System for Institution award granted for a period of 3 years till 10th Nov. 2017.

AIU - PGDM E-Business & PGDM got equivalence with MBA Degree for a period of 5 Years, till 25th Nov. 2018

Doctoral Courses - Approved Research Centre of Anna University, Chennai

Foreign Collaborations, if any - Students/ Faculty Exchange Program with
Malardalen University, Sweden

Professional Society Membership - Institutional Membership of :

- Association of Indian Management Schools(AIMS)
- National HRD Network(NHRDN)
- Association Of Management Development In South Asia(AMDISA)
- Bangalore Management Association(BMA)
- All India Management Association(AIMA)
- Confederation of Indian Industries(CII)
- Federation of Karnataka Chamber of Commerce & Industries(FKCCI)
- National Institute of Personnel Management (NIPM)
- Indian Society for Training & Development(ISTD)
- United Nations -Principles for Responsible Management Education (PRME)
- Global Compact Network India (GCNi)
- Association of Asia Pacific Business Schools(AAPBS)
- Project Management Associates (PMA)
- Quality Council of India (QCi)

Professional activities -

■ **The Entrepreneurship Cell** –Prarmbh the entrepreneurial Cell of the campus which was initiated in 2008 was re branded to „Wenture“ in the academic year 2016-17. The objective of „Wenture“ is to create an ecosystem that supports innovation and entrepreneurship through the use of the available resources and our network. As a part of our constant endeavor to encourage student entrepreneurial intentions, Wenture - the Entrepreneurship Cell @ WeSchool conducted an Inaugural Intra- campus Business-Plan competition for all our students. The goal was to encourage and nurture our students in understanding the various positives of choosing entrepreneurship as one of the pathways to a successful and fulfilling career. The event was conducted over a period of a month, wherein 26 different student teams competed in two rounds. As a part of the run up to the finale Wenture hosted the "INSPIRED

SERIES" talk by Mr. PC Musthafa the CEO and co-founder of ID fresh on the 14th of Feb'17. The Finale was held on 3rd March'17 where the student teams competed on the basis of an elevator pitch of their respective business plans and were evaluated by 2 industry experts. Of the 12 teams that participated in the finale, two teams were declared Winner and Runner-up respectively.

- **The Global Citizen Leadership (GCL)** launched by WeSchool, Bangalore in the academic year 2015-16 in association with the world renowned Center for Creative Leadership (CCL®). This initiative is aimed at transforming the students of the 2 Year Full-Time PGDM program into Global Citizen Leaders, leading the betterment of organization and society.
- **Round table Conferences** discussion on emerging issues in various functional / sectorial areas with corporate professionals organized periodically
- **WE-CAFÉ** – Industry-student communities meet, where expert guests from leading companies of different verticals are invited for a rendezvous with the students and faculty of WeSchool, Bangalore.
- **Weekly faculty meeting** of WeSchool Bangalore & Mumbai campus over VC to interact on Faculty Research, Academic excellence, institution building initiatives, Guest Speakers, International Faculty Interaction, Collaborations and other new initiatives.
- As a part of Regular Faculty Development Programme, core faculty are nominated to Harvard Business School (HBS), Sweden Scholarship, International Teacher Programme(ITP), Italy. During the last 3 years 5 faculty have been nominated.
- **InnoWE Manthan** – Talk series for Students on Innovation eco system.
- **CII- CEO Talk series** –Collaborative effort with CII
- **Mentoring Process (AC/DC)**-A formal process adopted to develop students managerial skills.
- **StartInc-** Ideas to business – Business Design & Innovation Round Table Conference
- **Gross root exploration**-Students as part of curriculum will visit rural areas and research on business models.

- **NHRD-** Weschool supported NHRD for their annual conference on the theme „The Spirit of entrepreneurship. For HR Showcase preliminary round of shortlisting was done at the campus..Our students, Faculty were actively involved in NHRD Showcase 2016
- **MDP- The Management Development Center (MDC)** at We School Bangalore was formed in the year 2008 with the objective of building strong corporate connect by delivering customized education programs in the area of management to working executives. The first assignment of MDC was with Infosys in the year 2009 with the launch of “Junior Management Leadership Program (JMLP). This was a 400 hour module delivery across various subjects of management. Around 500 Infosys employees (participants) from Infosys -Bangalore -Pune and Jaipur already benefited from this program. Within a short span 4 of years, MDC has managed to serve major clients like Infosys Ltd, Infosys BPO, ITC-InfoTech, E&Y, Dell International, 24/7, Titan Industries, Cable and Wireless, Radha Regent Hotels, National University of Singapore (NUS), Nongwoo Seed India Pvt. Ltd, SBI Mutual Funds, Robert Bosch Engineering and Business Solutions Limited (RBEI), NUS and many more in the pipeline.
- **Centre for excellence for case development (CECD)**
CECD was formed in the year 2012 to look after case development. The centre’s objective is to create a learner centric education aligned with institute’s vision. This centre for excellence for case development already conducted workshops on case teaching and case writing for academic and corporate world.

Consultancy activities

Long term and Short term consultancy activities with corporate viz.

- Accenture
- Zensar Technologies
- HP

- Titan Industries
- Soham Learning-Infosys Initiative
- Goldman Sachs – 10K Program
- GE India
- Eller University of Arizona
- National University of Singapore
- Yellow Edge, Canberra, Australia

Grants fetched

- Prof. Hema D fetched Research Grant from AICTE - Research Promotion Scheme (RPS) – AICTE 2013. The study is to understand the impact of Principles of Responsible Management Education on B-School curriculum and expected outcome for the business and society.

Institutional Achievements

- **Hindustan Unilever Limited (HUL) Award for Best Industry Linked Emerging Management Institute-2016** at the award ceremony organized at Tajo Palace, Delhi on 8th November, 2016
- **Best Innovation Practice in Management Education for Global Citizen Leadership Pedagogy Program** - at the NHRD-HR Showcase held in Bangalore on 8th and 9th December, 2016
- **“BMA Academic Excellence of the Year 2016”** on the occasion of BMA’s 63rd Anniversary Award Ceremony. The event was held on December 27th, 2016 and the award was conferred by the Chief Guest for the occasion Honorable Justice Sri S. Rajendra Babu, former Chief Justice of India

Distinguished Alumni

PGDM E-Business

Sr. No.	Name	Course & Batch	Company	Designations
1	Abhinav Goyal	2008-10 PGDM (E-Business)	Grant Thornton UK LLP	Assistant Manager
2	Abhilash Yashodharan	2008-10 PGDM (E-Business)	3M	Area Manager
3	Nupur Seth	2009-11 PGDM (E-Business)	Nse Infotech Services Ltd	Manager-HR
4	Sandeep Banerjee	2009-11 PGDM (E-Business)	Mylan	Manager
5	Navin Natraj	2010-12 PGDM (E-Business)	Strategic Alliances at Citrus Pay	Regional Manager
6	Nupur Ajmera	2010-12 PGDM (E-Business)	Global eProcure	Strategic Sourcing Consultant
7	Gaurav Kulkarni	2010-12 PGDM (E-Business)	Royal Bank of Scotland,U.K	Relationship Manager
8	Premal Gandhi	2010-12 PGDM (E-Business)	HDFC Bank	Private Banker

PGDM

Sr. No.	Name	Course & Batch	Company	Designations
1	Dhruv Joshi	PGDM 2009-11	Infosys	IP - Officer
2	Anurag Atal	PGDM 2009-11	Trikaya Consultancy	Founder
3	Glin Anto	PGDM 2009-11	Amazon	HR Specialist
4	Fahad Merchant	PGDM 2009-11	Deloitte Consulting	Project Management Consultant
5	Parvez Y Rangwalla	PGDM 2011-13	Siemens	Manager Treasury (Financing, Fx and Commodity Risk Management)
6	Ruth Damone	PGDM 2010-12	Robert Bosch Engineering and Business Solutions	Senior Associate Consultant- SAP
7	Sudhakar Saraswat	PGDM 2010-12	ICICI Prudential Life Insurance Company Limited	Digital Marketing Manager
8	Saikrishna Raman	PGDM 2010-12	C2L BIZ Solutions	Engagement Manager

PGDM Business Design & Innovation

Sr. No.	Name	Course & Batch	Company	Designations
1	Trishna Jobanputra	PGDM-BD 2010-12	Bejobed	Team lead
2	Swapnil Salvi	PGDM - BD 2010-12	Infosys	Sr Associate lead BPHR
3	Vani Subramanian	PGDM - BD 2010-12	Deep Red Ink	Strategic Consultant
4	Amit Garg	PGDM - BD 2010-12	Sr Business Analyst	Cognizant Technology Solutions
5	Swati Sahu	PGDM - BD 2010-12	GENPACT LLC	Business Analyst
6	Jagadis B. Purohit	PGDM - BD 2010-12	Infosys	Senior Associate Consultant (SAP SD)
7	Jignya Joshi	PGDM - BD 2010-12	Infosys	Senior Associate consultant
8	Saksham Khandelwal	PGDM - BD 2010-12	Wipro Technologies	Senior Executive - Innovation
9	Shobha Hadimani	PGDM - BD 2010-12	Medall	Manager- Planning & Analytics

Admission quota

- Entrance test / admission criteria
Graduate in any discipline with Min. 50% marks from a recognized University.

Selection Process for the Year – 2016-2018

We consider CAT, ATMA, XAT, GMAT, CMAT & MH-CET score. Score of all the tests are brought on par as per the formula of D.T.E., M.S. Mumbai and best out of these is taken as valid score for short listing the candidates for further course of Admission process.

The final selection of the students is based on the overall performance on 480 marks.

Students will be offered admission to a program basis of their preference and their suitability / fit with a program identified on the basis of their performance in the entire process.

Admission Criteria -

The Selection Process comprises of the following:

Parameters	Max. Marks
Stage 1	
Written Test - CAT and/or XAT and/or ATMA and/or CMAT and/or MH-CET and/or GMAT (2014 onwards).	100
Psychometric Test	100
Past Academic Performance	50
Work experience	10
Stage 1 Total	260
Stage 2 (only students short listed from Stage I will progress to Stage II)	
Stage II	
Group Activity (GA)	100
Personal Interview	100
Written Communication	20
Stage 2 Total	220
Grand Total	480

*Selection criterion is subject to revision.

Fees in rupees (per annum)

Sl.No.	Course	2015-16	2014-15	2013-14	2012-13	2011-12
1	PDGM E-Business	Rs.4,30,000/-	Rs.4,30,000/-	Rs.4,30,000/-	Rs.3,30,000/-	Rs.2,50,000/-
2	PGDM	Rs.4,30,000/	Rs.4,30,000/	Rs.4,30,000/-	Rs.3,30,000/-	Rs.2,50,000/-
3	PGDM Business Design & Innovation	Rs.4,30,000/	Rs.4,30,000/	Rs.4,30,000/-	Rs.3,30,000/-	Rs.2,50,000/-

Number of Fee Waivers offered - Nil

Admission Calendar (For the AY 2016-17)

- Last date for submission of applications - 10th April, 2016
- Dates for Group Discussion (GD) / Interviews

<u>Venue</u>	<u>Dates of GD / PI</u>
Mumbai	23 rd , 24 th , 30th April and 1 st May 2016
Bengaluru	30 th April and 1 st May 2016

Dates for announcing results

- 1st list - 25th May 2016 to 2nd June 2016
- 2nd list - 7th June 2016 to 11th June 2016
- 3rd list - 13th June 2016 to 17th June 2016
- 4th list – 20th June 2016 to 24th June 2016
- 5th list – 4th July 2016 to 8th July 2016
- 6th list - 11th July 2016 to 14th July 2016
- 7th list - 18th July 2016 to 21st July 2016

PIO quota	-	No
Infrastructural information	-	Please Refer Annexure -02
Class room / Tutorial Room facilities	-	Please Refer Annexure -03
Auditorium / Seminar Halls /	-	Please Refer Annexure -03
Amphitheatre Cafeteria	-	Please Refer Annexure -03
Medical & other Facilities at	-	Please Refer Annexure -03
Hostel Laboratory details	-	NA
Computer Centre facilities	-	Please Refer Annexure -04

Library facilities	-	<u>Please Refer Annexure -05</u>
Indoor Sports facilities	-	Available at Hostel
Outdoor Sports facilities	-	Available at Hostel
Gymnasium facilities	-	Available at Hostel
Facilities for disabled any	-	Lift, Ramp, Rest room for Disabled. Campus has taken due care for disabled, infact they can go to part of the campus with ease.
Any other facilities	-	Innovation Lab, Prototype Lab, Amphitheatre; Hobby Kitchen, Bus Facility, Wi-Fi at Hostel, Sports and GYM Facility at Hostel
Boys Hostel	-	Available
Girls Hostel	-	Available
Academic Sessions	-	75 Working days per Trimester
Examination system Year / Sem	-	Trimester
Period of declaration of results	-	Within 45 days from the completion of Exams
Counseling / Mentoring (AC/DC)	-	The Institute has a formal assessment process for all students at campus. After assessment centre does the formal process along with senior executives from industry; development centre works on the gaps identified for the students. Continuous mentoring of students is the USP of this campus.
Career Counseling	-	The Institute has an exclusive Career Management Cell (CMC) The objective of the cell is to provide counseling on opting specializations, Student competency mapping with earlier job profile, the current knowledge vertical, skills sets and job profile expected in placements. In addition to this students are given insights about various sectors, industry etc.

- Medical facilities** - Exclusive Medical facilities are available, doctor on call in campus and hostel is arranged by admin team
- Student Insurance** - **Nil**
- Students Activity Body** - We School Bangalore Campus has effective student Council and highly active clubs like Rotaract, Finance Club, Marketing Club, Operations Club, HR Club, WE-R-GREEN club; which is driven by students. These clubs conduct various academic and extra curricular activities that include Campus Social Responsibility (CSR) too.
- Cultural activities** - Since it is a residential campus all major festivals and significant days are celebrated in campus and at hostel.
[Please Refer Annexure – 06](#)

In Inter-Departmental Competitions:

- Sports activities** - Wecket (Cricket), Joga Bonito (Football). These activities bring together our alumni, faculty and staff along with the students.
- Entrepreneurial Cell** - Wenture - the Entrepreneurship Cell @ WeSchool conducted an Inaugural Intra- campus Business-Plan competition for all our students. The event was conducted over a period of a month, wherein 26 different student teams competed in two rounds. The Finale was held on 3rd March'17 were the student teams competed on the basis of an elevator pitch of their respective business plans and were evaluated by 2 industry experts. Of the 12 teams that participated in the finale, two teams were declared Winner and Runner-up respectively.
- Magazine / Newsletter** - Bi-annual Journal a**WE**shkar
In House Student Magazine –
PRAMEYA (Quarterly)

Technical activities / TechFest - An India-Israel Affordable Healthcare Hackathon was conducted in collaboration with Tel Aviv University, Israel & NASSCOM at WeSchool, Bangalore.

Industrial Visits / Tours - [Please Refer Annexure – 07](#)

Alumni activities - [Please Refer Annexure – 08](#)

Faculty Details - [Please Refer Annexure – 09](#)

Name of the Information Officer for RTI - Mr. Vijay Chengalrayan
Designation - Sr. Manager- Administration
Phone number with STD code - 080 – 42678300 Extn: 364 / 919611809345,
FAX number with STD code - 080 - 41742108
Email ID - vijay.chengalrayan@welingkar.org



