## THE FLORIDA COLLEGE SYSTEM 2014-2015 ADMINISTRATIVE COST REPORT SUMMARY ANALYTICS

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	COLLEGE	ADI	MINISTRATIVE COST	% OF INSTITUTIONAL SUPPORT EXCLUDED	ADMINISTRATIVE COST % OVER COST ANALYSIS TOTAL EXPENDITURES EXCLUDING TRANSFERS	2014-15 FTE-3	C	NISTRATIVE OST PER DABLE FTE
1	Eastern Florida State College	\$	7,035,583	41.82%	9.91%	11,039		\$637.33
2	Broward College	\$	12,438,941	61.20%	7.09%	30,126		\$412.90
3	College of Central Florida	\$	2,281,965	65.91%	6.15%	5,771		\$395.45
4	Chipola College	\$	1,557,448	53.90%	10.21%	1,432		\$1,087.68
5	Daytona State College	\$	7,615,550	46.13%	9.47%	11,334		\$671.91
6	Florida SouthWestern State College	\$	4,706,341	56.92%	7.41%	9,950		\$473.01
7	Florida State College at Jacksonville	\$	8,152,963	66.44%	6.02%	20,218		\$403.26
8	Florida Keys Community College	\$	1,139,167	55.50%	11.96%	707		\$1,610.58
9	Gulf Coast State College	\$	2,369,157	52.55%	7.92%	3,990		\$593.80
10	Hillsborough Community College	\$	9,429,565	60.84%	8.39%	20,270		\$465.20
11	Indian River State College	\$	3,624,416	51.97%	4.48%	13,309		\$272.32
12	Florida Gateway College	\$	1,984,136	56.24%	10.84%	1,948		\$1,018.55
13	Lake-Sumter State College	\$	2,203,336	56.43%	10.26%	2,787		\$790.66
14	State College of Florida, Manatee-Sarasota	\$	2,777,925	73.19%	6.78%	7,538		\$368.52
15	Miami Dade College	\$	22,543,675	62.83%	7.54%	53,685		\$419.92
16	North Florida Community College	\$	854,538	56.89%	9.09%	806		\$1,060.48
	Northwest Florida State College	\$	3,277,009	54.21%	10.54%	4,776		\$686.20
18	Palm Beach State College	\$	4,401,210	63.26%	3.88%	19,881		\$221.38
19	Pasco-Hernando State College	\$	2,758,793	65.61%	6.16%	7,705		\$358.07
20	Pensacola State College	\$	3,778,039	66.32%	6.69%	7,621		\$495.73
21	Polk State College	\$	3,822,034	62.40%	7.78%	7,496		\$509.87
22	St. Johns River State College	\$	4,188,684	43.44%	13.04%	4,722		\$887.00
23	St. Petersburg College	\$	15,161,924	21.63%	10.57%	20,784		\$729.49
24	Santa Fe College	\$	4,484,853	67.16%	6.21%	11,191		\$400.77
25	Seminole State College of Florida	\$	6,451,129	56.42%	8.82%	13,113		\$491.95
26	South Florida State College	\$	2,296,285	38.81%	10.67%	2,241		\$1,024.90
27	Tallahassee Community College	\$	4,603,774	65.96%	7.80%	9,771		\$471.15
	Valencia College	\$	12,577,960	56.43%	7.50%	29,967		\$419.72
	FCS	\$	158,516,400	57.76%	7.68%	334,178		\$474.35
	Highest:			73.19%	13.04%	53,685	\$	1,611
	Lowest.			21.63%	3.88%	707	\$	221

 Highest:
 73.19%
 13.04%
 53,685
 \$ 1,611

 Lowest:
 21.63%
 3.88%
 707
 \$ 221

 Range:
 51.56%
 9.16%
 52,978
 \$ 1,389

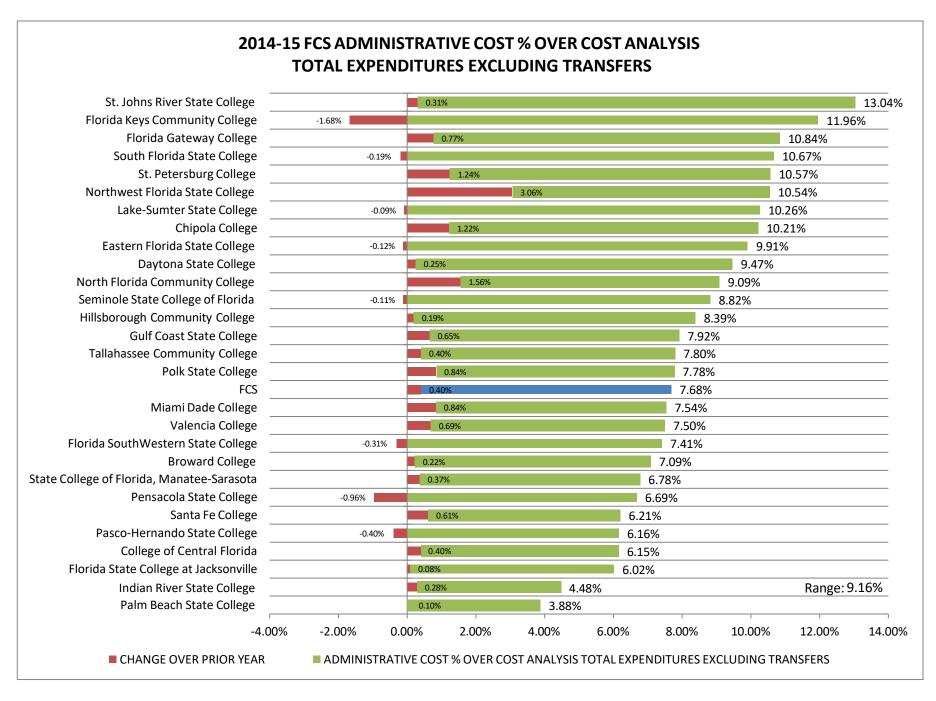
## THE FLORIDA COLLEGE SYSTEM 2014-2015 ADMINISTRATIVE COST REPORT COMPARATIVE MATRICES

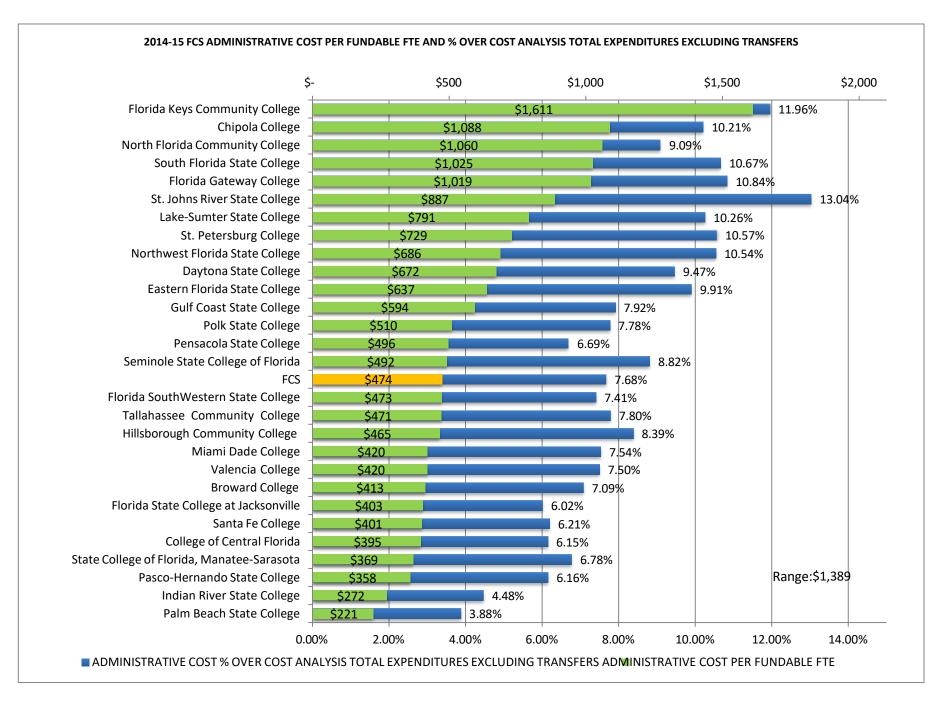
\*Determined by reporting preponderance.

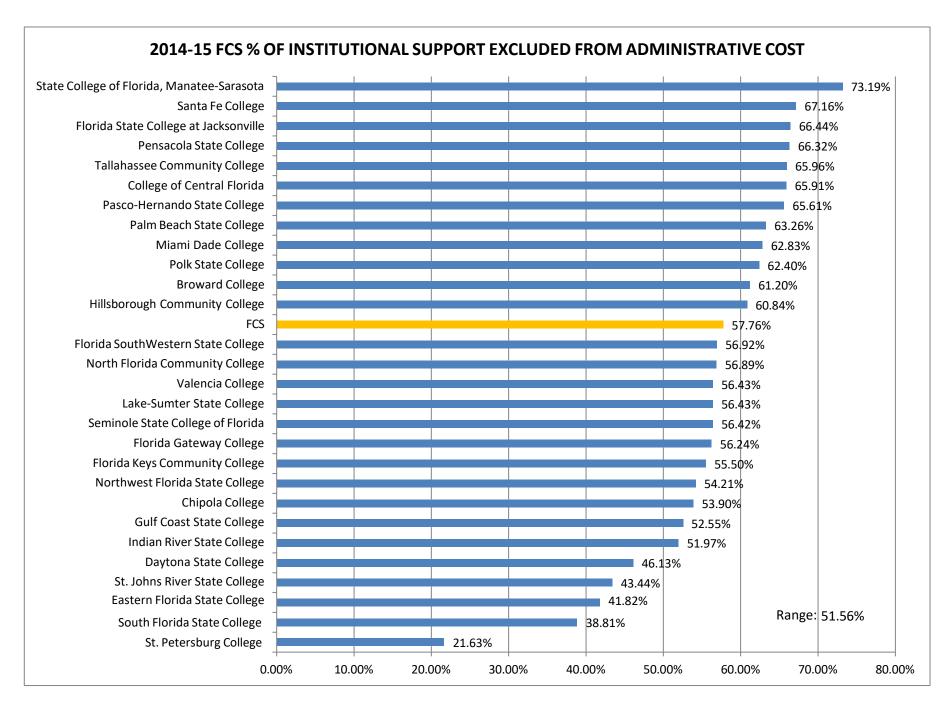
	VES / NO / PARTIAL MATRIX (Vas means it is administrative)	*Determined by reporting proving the state of the state o													ting preponderance.															
				College o	Chipola C	Davtona	Florida S	Florida St	Florida K	Gulf Coas	Hillsboro	Indian Riv	Florida G	Lake-Sum	State Coll	Miami Da	North Flo	Northwes P	alm Bea	Pasco-He	Pensacol	Polk Stat	St. Johns	St. Peters	Santa Fe	Seminole	South Flo	Tallahass	Valencia	FCS*
16000	0000 Institutional Support Control (Administrative)				-																									
	16100000 Executive Management Control																													
	16110000 College-Wide Management						Yes			Partial																				Yes
	16111000 District Board of Trustees	Yes	Yes	Yes	Yes	Yes		Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes		
	16112000 President		Partial	Yes	Partial	Yes	Yes	Yes	Partial	Yes	Yes	Yes	Yes	Yes	Partial	Yes	Partial	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
	16113000 Assistant to the President		Partial			Yes	No					Yes									Yes			Yes						Yes
	16114000 Executive Vice President/Vice President(s)	Yes	Partial	Partial		Yes	Yes	Yes		Yes	Yes	Yes	Partial	Partial	Partial	Yes		Yes	Yes		Yes		Yes	Yes	Partial	Yes	Yes	Yes	Yes	Yes
	16115000 Chief Campus Administrators in Multi-Campus Colleges	Partial	Partial				No	No			No			No	No	No				No		No	No		No				No	No
	16116000 Equal Access, Equal Opportunity, Equal Employment Officer					Yes					Yes				Yes	Yes		No			Partial	Yes		Yes		Yes				Yes
	16117000 Internal Auditing		Yes				Yes								Yes														Yes	Yes
	16120000 Educational Planning and Development				Yes	No		No		No					No	Yes	Partial									No		, T		No
	16121000 Institutional Research	No	Partial	No		No	No	No	No	No	No		No	No	No	No		Yes	No	No	No	No	No	No	No	No	No	No	No	No
	16122000 Analytical Studies							No			Yes									No			Yes			Yes				Yes
	16130000 Legal Services	Yes	Partial	Yes		Yes	Yes	No	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes		No	Yes	Yes		Yes	Yes	Yes	Yes	Yes		Yes	Yes
	16140000 College-Wide Planning and Management Committees, Council or Task Forces		Partial										No	No	No	Yes									No		Yes	Yes		No
	16141000 Faculty Senates		Yes												No									No				Yes	No	No
	16142000 Planning Committees														No						No							Yes		No
	16143000 Administrative Councils					No		No								Yes								Yes						Yes
	16200000 Fiscal Operations Control																													
	16210000 Fiscal Control																Partial	Partial		Yes		Yes	Partial		Partial					Partial
$\sqcap$	16211000 Business Officer (Financial Duties)	Yes	Partial			Yes			Partial																					Yes
IT	16212000 Comptroller		Yes				Partial			Yes	Yes	Yes	Partial		Partial	Yes	Partial		Partial		Partial			Yes			Yes			Yes
$\sqcap$	16213000 Budget Administration and Control		Partial			Yes				Yes		Yes				Partial			Yes					Yes						Yes
$\sqcap$	16220000 Financial Operations			Yes	Partial			Partial	Partial	Yes	Partial	Partial	Partial	Partial	No	Yes		Partial		Partial	- t	Partial				Partial		Yes		Partial
$\sqcap$	16221000 Payroll Operation		Partial			Yes				Yes		Yes	Partial	Yes	No	Yes			Yes	Yes	Yes			Yes		Yes				Yes
H	16222000 Bursar	Partial	Partial			Partial						No	No		No	No			No	No	No			Yes						No
$\vdash$	16223000 Cashier							Partial		Yes		No	No											Partial		No	No	No		No
$\vdash$	16224000 Disbursement		Partial			Yes				Yes		Yes				Yes					- t									Yes
	16225000 Accounting		Partial			Partial		Partial				Yes	Partial			Partial			Yes					Partial				,           †		Partial
	16230000 Investment Management	- t					Yes									Yes					- t									Yes
$\vdash$	16231000 Cash Flow Management	- t	Yes																		- t									Yes
	16232000 Endowment Management																												$\overline{}$	
$\vdash$	16240000 Grants and Contracts Financial Management			No								-									-							-		No
$\vdash$	16241000 Grants Management						No			No		No	No	No				No	No		-	No		Partial		No		-	No	
-	16242000 Grants Accounting		Partial								No	No	No			No			No									-		
	16300000 General Administrative and Logistical Services Control	-																			-							-		<del></del>
	16310000 Administrative Data/Telecommunication Services		No	Partial	Partial	No	Partial		No	No	No	No		No		No	Partial	Partial	No	No	No	No	Partial		Partial	No	No	Yes	No	Nο
-	16310100 Computing	Partial	-110	1 ditidi	rana	No	- Circiai	No	No	No	Partial	No	Partial	-110	No	No	1 ditidi	No	Yes	-10	No	No	i ditidi	Yes	Partial	No	-110	<del></del>		No
$\vdash$	16310200 Telecommunications	- circici	No			Yes		-110	-10	110	r ditidi	140	No		No	No		140	No		-110			Yes	1 ditidi	No	No	No		No
$\vdash$	16310300 Networking		140			No		No			No		140		140	No			No		No			Yes	Partial	140	140	140		No
	16320000 Human Resources	Yes	Partial	Partial	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Partial	Yes	Yes	Partial	Yes	Partial	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Partial	Partial	Yes	Yes		Yes
	16330000 Logistical Services	165	1 artial	i ditidi	Partial	163	103	Yes	103	100	103	1 artial	103	165	i ditidi	Yes	1 ditidi	Yes	100	No	103	No	103	103	1 ditidi	No	103	- 100		Yes
	16330100 Purchasing	Yes	Partial	Yes	i aitiai	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes		Yes	Yes	Yes	Yes	Yes		Yes
$\vdash$	16330200 Receiving	100	Partial	100		Yes	100	100	100	Yes	No	100	100	100	100	100	140	100	Yes	103	Yes	100	No	Yes	100	No	100	-100	100	Yes
+	16330300 Shipping	+	· artial			100				100	140	-						-	703		100		140	100		140		$\rightarrow$	$\longrightarrow$	. 55
+	16330400 Warehousing		Partial					No				-						-			Yes			Yes		No		$\rightarrow$	$\longrightarrow$	Yes
+	16330500 Property Management	+	· artial		Partial	Yes	Yes	140			No	-		-	No	Yes		-	Yes		100			Yes		140		$\rightarrow$	Yes	Yes
+	16330600 Mail and Distribution		Partial	No	No	Yes	Yes	No		No	No	No	No	No	No	No	No	No	100	No	Yes			Yes	No		No	No		No
+	16330000 Mail and Distribution 16330700 Telephone Service/Operations		Partial	No	No	100	No	No	No	No	No	No	140	No	140	No	No	No		No	No	No		Yes	No		140	No		No
+	16330800 General Printing and Reproduction		Partial	No	No	Yes	. 10	No	Yes	. 10	No			No	No	No	No	No	No	No	No			Partial				No		No
+	16330900 Campus Transportation (including motor pool)	-	i urtial	No	Partial	No		140	1 63		140	No	-	No	No	No	140	Partial	No	110	No			Yes	1			140		No
+	16331000 Parking and Parking Space Management	+		INO	i aitial	INU					No	INU		INU	INU	No		i ai uai	140		INO			163				$\rightarrow$		No
+	16340000 Other General Expenses		No	No	No				Partial	Yes	No			No		140		<del></del>	No	No	Partial					No	Partial	No		No
++	16341000 Business Hospitality		Ves	INO	INO			No	r arudi	100	Ves			No	No	Yes		No	No	No	ı aı ual				Yes	No	Yes	INO		No
++	16342000 Organizational Memberships	Partial	100	Yes	Yes	No		Yes		Yes	100	Yes		Yes	Yes	Yes	Yes	140	No	Yes	Yes	Yes		Yes	Yes	Yes	100	No		
+	16343000 General Insurance (other than property)	No	Yes	No.	No	No	Partial	No Yes		No		162	No	No.	No	No.	162	No	140	No	No	No		No	No.	Partial		IVU	No	
	16344000 Commencement (Graduation)	No	100	140	No	No	No	No		140			140	No	No	No	No	140	No	No	No	No		No	NU	i uitial	No	<del></del>		No
		INU			INU	INU	INU	INU						INU	INU	INU	INU	-	NU	INU	INU	INU		INU			INU	$\longrightarrow$	$\longrightarrow$	INO
	1.6400000 Unassigned 1.6500000 Unassigned																	<b></b>										$\longrightarrow$		
	16500000 Unassigned 16600000 Administrative and Support Staff Services Control																												$\longrightarrow$	
16	16610000 In-Service Training		No								Yes					-	<b>-</b>				No	Yes		Yes	<b>-</b>			Yes	Yes	Yes
$\vdash$	16610000 In-Service Training 16620000 Sabbatical Leaves (Administrative and Support Staff only)		140								162						<b> </b>	<b></b>			INO	162		162	<b> </b>			162	162	163
$\vdash$			NI-															<b></b>							N'-				NI-	No
	16630000 Training Institutes, etc.		No														<b> </b>	<b></b>							No				No	No
	L6700000 Community Relations Control		V		N-		N'-		N-									<b></b>			NI-							N'-	V	No
+	16710000 Alumni Relations	Ne	Yes Portini	Dortin!	No	Ves	No	NI-	No	NI-	V		NI-	Dortin!	Do-ti!			Ne	No	Dortin!	No	Dortin!	Dortin'	Do-ti	Do-ti	Do-ti	Vee	No	Yes	
+	16720000 Community and/or Public Relation Activities	INO	Partial	Partial	No	res	Partial	INO NI=	res	INO	res	N-	INO NI=	Partial	Partial		1	INO Na		Partial	Partial	Partial	Partial	Partial	Partial		res	Yes	Partial	
	16730000 Development (Fund Raising)	No	Partial	Рапіаі		No	No	No			Yes	No	No	No	No			No	No	No	No	No	No		No	No	No	No	Yes	No
	L6800000 Unassigned	<u></u>																<b></b>												
16	L6900000 Unassigned																								l					

## % EXCLUDED MATRIX

		% EXCLUDED MATRIX																													
		COLLEGE	Eastern F	Broward	College o	Chipola C	Daytona	Florida S	Florida S	Florida K	Gulf Coas	Hillsboro	Indian Riv	Florida G	Lake-Sun S	State Col	Miami Da	North Flo	Northwes	Palm Bea	asco-He F	ensacol	Polk Stat	St. Johns	St. Peters	Santa Fe	Seminole	South Flo	Tallahass \	Valencia I	·cs
		tutional Support Control (Administrative)	200/	220/	220/	00/	400/	400/	C70/	000/	040/	E00/	00/	270/	E 40/	FC0/	FC0/	200/	40/	220/	CC0/	220/	E00/	200/	400/	F00/	220/	4.40/	0.40/	200/	400/
		xecutive Management Control	39%	23%	22%	8%	19%	48%	67%	90%	21%	58%	0%	37%	54%	56%	56%	28%	4%	32%	66%	22%	52%	36%	19%	50%	23%	14%	24%	30%	42%
		College-Wide Management						0%			39%																			001	39%
	16111000		0%	0%	0%	0%	0%		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	16112000			13%	0%	11%	0%	0%	0%	98%	0%	0%	0%	0%	0%	5%	0%	25%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	3%
	16113000			8%			0%	100%					0%									0%			0%						14%
	16114000	Executive Vice President/Vice President(s)	0%	20%	9%		0%	0%	0%		0%	0%	0%	40%	52%	72%	0%		0%	0%		0%		0%	0%	75%	0%	0%	0%	0%	12%
	16115000	Chief Campus Administrators in Multi-Campus Colleges	42%	19%				100%	100%			100%			100%	100%	100%				100%		100%	100%		100%				100%	90%
	16116000	Equal Access, Equal Opportunity, Equal Employment Officer					0%					0%				0%	0%		100%			10%	0%		0%		0%				5%
	16117000	Internal Auditing		0%		i i		0%								0%														0%	0%
	16120000					0%	100%		100%		100%					100%	0%	41%			-				-		100%		-		24%
	16121000		100%	45%	100%		100%	100%	100%	100%	100%	100%		100%	100%	100%	100%		0%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	91%
	16121000		10076	4070	10076	<u> </u>	10078	100 /6	10076	10076	10076	00/		10076	10076	10076	10076		0 70	100 /8	10076	10076	10076	0%	10078	100 /6	00/	100 /6	100 /6	10076	46%
$\vdash$	16122000	Analytical Studies	00/	400/	00/		00/	007	100%	00/	00/	076	007	4000/	00/	00/	00/	00/		4000/	100%	00/		076	00/	00/	076	00/		00/	
	16130000		0%	12%	0%		0%	0%	100%	0%	0%	0%	0%	100%	0%	1000/	0%	0%		100%	0%	0%		0%	0%	0%	0%	0%	- 00/	0%	18%
	16140000			76%										100%	100%	100%	0%									100%		0%	0%		25%
	16141000			83%												100%									100%				0%	100%	98%
	16142000	Planning Committees														100%						100%							0%		80%
	16143000						100%		100%								0%								0%						8%
		iscal Operations Control	23%	57%	9%	24%	24%	64%	43%	10%	8%	13%	45%	57%	27%	80%	57%	57%	12%	59%	42%	39%	23%	7%	44%	50%	66%	32%	0%	59%	44%
		Fiscal Control		2. 70	- 70			2.70	.570	,0		70		72%			2.70	40%	22%		0%		0%	7%		50%	0.00				26%
	16211000		09/	30%		<del>                                     </del>	09/			11%				12/0		<del></del>		70 /0	22 /0		070		0 / 0	1 /0	-	55 76			$\longrightarrow$	-+	18%
			0%	00%		<b>├</b>	0%	64%		11%	00/	00/	00/	250/		620/	00/	0.40/		E00/		20/			00/			00/		00/	29%
$\vdash$	16212000			0%			001	04%			0%	0%	0%	25%		62%	5001	84%		50%		2%			0%			0%		0%	
	16213000			63%			0%				0%		0%				58%			0%					0%					0%	51%
	16220000	Financial Operations			0%	24%	T		35%	9%	0%	21%	68%	20%	33%		0%		5%		17%		19%				64%		0%		31%
	16221000	Payroll Operation		43%			0%				0%		0%	25%	0%	100%	0%			0%	0%	0%			0%		0%			0%	9%
	16222000	Bursar	29%	98%			77%						100%	100%		100%	100%			100%	100%	100%			0%					100%	82%
	16223000					<del>                                     </del>			51%		0%		100%	100%					<del>-  </del>						65%		100%	100%	0%	100%	65%
	16224000			94%		<b> </b>	0%		0170		0%		0%	10070			0%		_		-+	-			0070		10070	10070	- 0,0	10070	29%
				60%					44%		076		076	250/			63%			09/					46%				$\longrightarrow$		42%
	16225000			60%		ļ	23%		44%				0%	35%			03%			0%					40%						
	16230000							0%									0%														0%
	16231000	Cash Flow Management		0%																									7	100%	48%
	16232000	Endowment Management																													
	16240000	Grants and Contracts Financial Management			100%																										100%
h	16241000							100%			100%		100%	100%	100%				100%	100%			100%		65%		100%			100%	85%
+		Grants Accounting		88%		<del>                                     </del>		10070			10070	100%	100%	100%	10070		100%		10070	100%	-+		10070		0070		10070			100%	99%
			47%	89%	86%	740/	000/	56%	72%	74%	700/	80%	68%	F00/	74%	86%	85%	CE0/	740/	FE0/	74%	000/	040/	000/	4.00/	000/	C70/	500/	050/	70%	73%
		General Administrative and Logistical Services Control	47%			71%	62%		12%		78%	80%	00%	59%	74%	86%	85%	65%	74%	55%	74%	82%	81%	66%	18%	82%	67%	52%	85%	70%	
		Administrative Data/Telecommunication Services		100%	100%	90%	100%	75%		100%	100%	100%	100%		100%		100%	46%	75%	100%	100%	100%	100%	80%		95%	100%	100%	0%	100%	96%
	16310100	Computing	30%				100%		100%	100%	100%	57%	100%	86%		100%	100%		100%	0%		100%	100%		0%	95%	100%				75%
	16310200	Telecommunications		100%			0%							100%		100%	100%			100%					0%		100%	100%	100%		90%
	16310300	Networking					100%		100%			100%					100%			100%		100%			0%	95%					99%
	16320000	Human Resources	0%	57%	57%	0%	0%	0%	0%	0%	0%	0%	2%	0%	0%	11%	0%	42%	0%	0%	0%	0%	0%	0%	0%	3%	5%	0%	0%	0%	7%
	16330000				0.70	10%			0%			37.5	-74				0%	,.	0%				100%		- 7.0		100%				18%
	16330100		0%	72%	0%	1070	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	070	1000/	070	09/	00/	0%	0%		0%	0%	0%	00/	00/	0%	13%
			076	89%	0%		- 7-	076	076	076		4.000/	076	0%	076	076	076	100%	U76	0%	0%		076	4000/	- 7.	076	4000/	076	076	076	49%
$\perp \perp$	16330200	Receiving		89%			0%				0%	100%								0%		0%		100%	0%		100%		$\longrightarrow$		49%
	16330300					<u> </u>																									
Ш	16330400			87%		<u> </u>	1		100%				T			1	1	1				0%			0%		100%				76%
	16330500					90%	0%	0%				100%				100%	0%	$\top$		0%					0%					0%	17%
	16330600	Mail and Distribution		95%	100%	100%	0%	0%	100%		100%	100%	100%	100%	100%	100%	100%	100%	100%		100%	0%			0%	100%		100%	100%	100%	79%
	16330700	Telephone Service/Operations		19%	100%	100%		100%	100%	100%	100%	100%	100%		100%		100%	100%	100%		100%	100%	100%		0%	100%			100%		97%
$\vdash$	16330800			0%	100%	100%	0%		100%	0%		100%			100%	100%	100%	100%	100%	100%	100%	100%			85%		<del>- +</del>		100%	-+	92%
$\vdash$	16330900	8			100%	90%	100%						100%		100%	100%	100%		75%	100%		100%			0%		-+		<del></del>	-+	85%
$\vdash$					10076	3078	10078					100%	10078		10076	10078	100%	<del></del>	1070	10070	<del></del>	10078		<del></del>	078				$\longrightarrow$	+	100%
		Parking and Parking Space Management			40004	40000				700/	007	100%			40000	<del></del>	100%			4000/	4000/	740/			-		40004	0.407	40000	40004	
$\perp$	16340000				100%	100%			1000	73%	0%	100%			100%	4000			40000	100%	100%	74%					100%	24%	100%	100%	97%
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L	16342000	Organizational Memberships	82%		0%	0%	100%		0%		0%		0%		0%	0%	0%	0%	T	100%	0%	0%	0%	T	0%	0%	0%		100%	0%	55%
	16343000	General Insurance (other than property)	100%	0%	100%	100%	100%	99%	100%		100%			100%	100%	100%	100%		100%		100%	100%	100%		100%	100%	34%			100%	96%
	16344000	Commencement (Graduation)	100%			100%	100%	100%	100%		100%				100%	100%	100%	100%		100%	100%	100%	100%		100%			100%			100%
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		Administrative and Support Staff Services Control		100%		<b>├</b> ──						0%										100%	0%		0%	100%			070	0470	
		In-Service Training		100%		ļ						0%										100%	0%		0%				0%	0%	3%
		Sabbatical Leaves (Administrative and Support Staff only)				<u> </u>																									
	16630000	Training Institutes, etc.		95%			T											$\top$	T					$\top$		100%				100%	99%
1	700000	Community Relations Control	100%	27%	84%	85%	38%	66%	100%	26%	100%	0%	100%	100%	52%	43%	0%	69%	100%	100%	92%	69%	59%	78%	9%	60%	50%	62%	51%	38%	48%
		Alumni Relations		59%		100%		100%		100%												100%							100%	.0%	72%
		Community and/or Public Relation Activities	100%	17%	98%	80%	0%	60%	100%	0%	100%	0%	<del></del>	100%	6%	12%	0%	75%	100%	100%	80%	45%	26%	50%	9%	11%	37%	0%	0%	44%	34%
		Development (Fund Raising)	100%	51%	66%	5576	100%	100%	100%	- 70	.0070	0%	100%	100%	100%	100%	U 70	63%	100%	100%	100%	100%	100%	100%	0,0	100%	100%	100%	100%	0%	85%
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