## THE FLORIDA COLLEGE SYSTEM 2019-2020 ADMINISTRATIVE COST REPORT SUMMARY ANALYTICS

	COLLEGE	ADN	MINISTRATIVE COST	% OF INSTITUTIONAL SUPPORT EXCLUDED	ADMINISTRATIVE COST % OVER COST ANALYSIS TOTAL EXPENDITURES EXCLUDING TRANSFERS	2019-20 FTE-3	(	MINISTRATIVE COST PER NDABLE FTE
1	Eastern Florida State College	\$	4,066,353	69.50%	5.45%	10,782		\$377.14
	Broward College	\$	13,162,416	57.99%	7.68%	27,104		\$485.64
3	College of Central Florida	\$	2,325,793	70.76%	5.68%	4,976		\$467.38
	Chipola College	\$	1,240,539	67.29%	7.79%	1,387		\$894.40
5	Daytona State College	\$	7,293,170	46.32%	9.74%	11,044		\$660.40
6	Florida SouthWestern State College	\$	5,522,467	44.96%	7.99%	10,812		\$510.75
7	Florida State College at Jacksonville	\$	7,473,583	68.66%	5.70%	17,157		\$435.61
8	The College of the Florida Keys	\$	1,098,985	63.41%	10.00%	764		\$1,439.03
9	Gulf Coast State College	\$	2,737,070	53.63%	8.78%	3,189		\$858.31
10	Hillsborough Community College	\$	10,220,298	52.15%	8.42%	20,702		\$493.70
11	Indian River State College	\$	3,937,990	49.78%	4.72%	12,428		\$316.85
12	Florida Gateway College	\$	2,619,832	41.78%	12.82%	2,395		\$1,094.01
13	Lake-Sumter State College	\$	1,886,930	70.59%	7.78%	3,315		\$569.23
14	State College of Florida, Manatee-Sarasota	\$	3,301,021	72.44%	7.35%	6,661		\$495.54
15	Miami Dade College	\$	29,692,463	59.97%	8.71%	45,393		\$654.13
16	North Florida College	\$	935,240	57.20%	9.41%	840		\$1,113.51
17	Northwest Florida State College	\$	3,601,430	57.83%	10.74%	3,799		\$948.07
18	Palm Beach State College	\$	7,562,367	52.61%	6.17%	20,703		\$365.28
19	Pasco-Hernando State College	\$	2,665,940	68.38%	5.55%	7,676		\$347.33
20	Pensacola State College	\$	5,303,930	62.12%	9.65%	7,061		\$751.16
21	Polk State College	\$	3,496,023	65.08%	6.73%	6,655		\$525.34
22	St. Johns River State College	\$	3,492,222	57.21%	10.23%	4,657		\$749.82
23	St. Petersburg College	\$	12,019,607	27.19%	9.20%	18,290		\$657.16
24	Santa Fe College	\$	5,256,161	66.22%	6.66%	10,963		\$479.44
25	Seminole State College of Florida	\$	7,241,400	54.20%	8.90%	12,913		\$560.78
26	South Florida State College	\$	2,534,288	43.18%	11.00%	2,382		\$1,064.11
27	Tallahassee Community College	\$	4,028,079	74.05%	6.32%	8,954		\$449.87
28	Valencia College	\$	15,214,608	53.91%	7.33%	33,276		\$457.22
	FCS	\$	169,930,205	58.27%	7.74%	316,276		\$537.28
	Highest:			74.05%	12.82%	45,393	\$	1,439
	Lowest:			27.19%	4.72%	764	\$	317

764 \$ 44,629 \$ 317 1,122 Range: 46.86% 8.09%

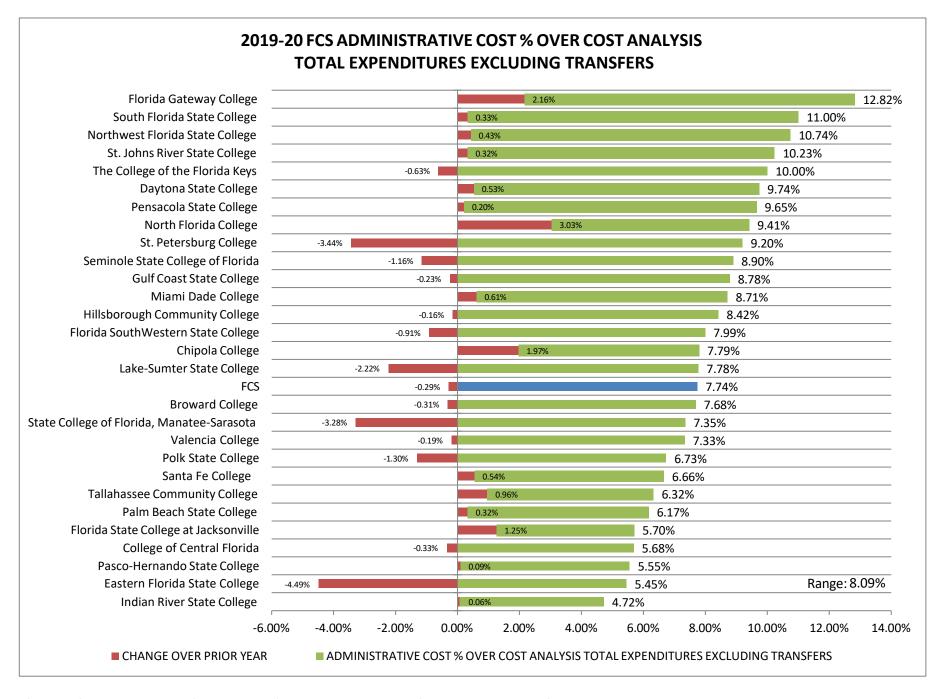
## THE FLORIDA COLLEGE SYSTEM 2019-2020 ADMINISTRATIVE COST REPORT COMPARATIVE MATRICES

\*Determined by reporting preponderance.

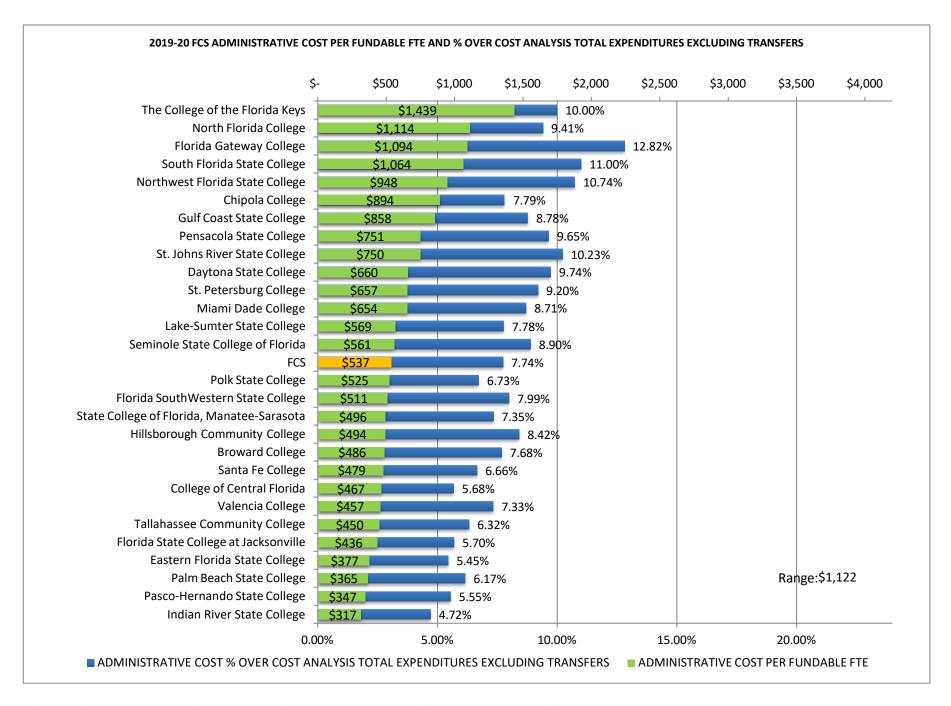
	YES / NO / PARTIAL MATRIX (Yes means it is administrative)	*Determined by reporting pr  *ES / NO / PARTIAL MATRIX (Yes means it is administrative)													prepondera	reponderance.														
	COLLEGE	Eastern F	Broward	College o	Chipola C	Daytona	Florida S	Florida St	The Colle	Gulf Coas	Hillsboro	Indian Riv	Florida G	Lake-Sum	State Coll	Miami Da	North Flo	Northwes Pa	alm Bea F	asco-He	Pensacol F	Polk Stat	St. Johns	St. Peters	Santa Fe	Seminole	South Flo	Tallahass	Valencia	FCS*
160000	O00 Institutional Support Control (Administrative)																													
	100000 Executive Management Control																													
	16110000 College-Wide Management								Yes	Partial		Yes																		Yes
	16111000 District Board of Trustees	Yes	Yes	yes	Yes	Yes	Yes	Yes	Partial	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes		
	16112000 President	Yes	Partial	Yes	Yes	Yes	Yes	Yes		Yes	No	Yes	Yes	Yes	Partial	Yes	Yes	Yes	Yes	Yes	yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
	16113000 Assistant to the President		Partial	yes		Yes	No					Yes					Yes			No	yes			Yes		Yes				Yes
	16114000 Executive Vice President/Vice President(s)		Partial			Yes	Yes	Yes		Yes	Yes		Partial	Partial	Partial	Partial		Yes	Yes		yes		Yes	Partial	Partial	Yes	Yes	Partial	Yes	Yes
	16115000 Chief Campus Administrators in Multi-Campus Colleges	No	Partial	no				No			No			No	Partial	No				No		No	No		No				No	No
	16116000 Equal Access, Equal Opportunity, Equal Employment Officer					Yes					Yes				Partial	Yes		No				Yes			No	Yes				Yes
	16117000 Internal Auditing						No								Yes														Yes	Yes
	16120000 Educational Planning and Development				Yes	No		No		No					No	Yes	Yes									No				No
	16121000 Institutional Research	No	Partial	no		No		No	No		Yes		Partial	No	No	No	No	Yes	No	No	yes	No	No	No	No	No	No	No		No
	16122000 Analytical Studies		Partial				No				Yes	Yes		No		No				No			No							Yes
	16130000 Legal Services	Yes	Partial	yes		Yes	Yes	Yes		Yes	Yes		Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	yes		Yes	Yes	Yes	Yes	Yes	No		Yes
	16140000 College-Wide Planning and Management Committees, Council or Task Forces												Yes	No	No	Yes									No			No		No
	16141000 Faculty Senates														No									No						No
	16142000 Planning Committees														No						yes						Yes			Yes
	16143000 Administrative Councils							No																Yes						Yes
16	200000 Fiscal Operations Control												D					Don't 1				V.	D		D					Decision 1
$\perp \perp$	16210000 Fiscal Control	L .,				.,			.,				Partial				L.,	Partial				Yes	Partial		Partial					Partial
$\perp \perp$	16211000 Business Officer (Financial Duties)	Yes	Partial			Yes	Destin		Yes	V			D. die		V		Yes		De all'al	Yes	and the last						Yes			Yes
$\perp \perp$	16212000 Comptroller	Yes	Death 1			V	Partial			Yes	Yes	Yes	Partial		Yes	Yes			Partial		partial			Yes		Yes				Yes
$\vdash$	16213000 Budget Administration and Control	Yes	Partial		Destini	Yes	Yes	Devilor	Devices	Yes	Danis	Yes	Desired	Devilor		Partial	V	Deed' : 1	Yes	Dank' - I		Destini		Yes		Yes		Yes		
$\vdash$	16220000 Financial Operations	V	Desire	yes	Partial	V	V	Partial	Partial	Yes	Partial	Partial	Partial	Partial		Yes	Yes	Partial		Partial		Partial		V		Partial		Yes		Partial
$\vdash$	16221000 Payroll Operation	Yes	Partial			Yes	Yes					Yes	Partial	Yes	Do-ti-	Yes				Yes	yes			Yes		Yes				Yes
$\vdash$	16222000 Bursar	No	Partial			Partial		N-		V		No	No		Рапіаі	No		<b></b>	No	No	no			T es		No	NI-	N-		No
<u> </u>	16223000 Cashier	No	Destini			Yes		No		Yes Yes		No Yes	No			Yes								Partial		No Yes	No	No		No Yes
	16224000 Disbursement	Yes Partial	Partial			Partial				Yes		Yes				Partial			V.					Partial		Yes				Yes Partial
	16225000 Accounting	Partial	Partial			Partiai	V					Yes				Yes			Yes					Partial		Yes				
$\vdash$	16230000 Investment Management		V				Yes									res														Yes
$\vdash$	16231000 Cash Flow Management		Yes																										INO	Yes
<u> </u>	16232000 Endowment Management																											No		Nie
+	16240000 Grants and Contracts Financial Management 16241000 Grants Management	No		no					Na		V	No	Na	Na				No	No			Na		Destini		No		INU	No	No
$\vdash$	16242000 Grants Management  16242000 Grants Accounting	Yes	Portiol						No	Voo	Yes	No	No	No		No		INO	No			No		Partial		Yes			No	
		162	Failidi							Yes		INU				INU			INU							162		$\rightarrow$	INU	INU
	300000 General Administrative and Logistical Services Control  16310000 Administrative Data/Telecommunication Services		No	no	Portiol	No			No	No	No			No		No	No	Partial		No	no	No	Portiol		Dortiol	No	No	No	No	No
+	16310100 Computing	No	INU	110	Failidi	No	Dartial	No	No	No	Partial	No	Dartial	INU	Portiol	No	INU	No	Voc	No	no	No	Fallidi	Voc	Partial	No	No	INU		No
+	16310200 Telecommunications	No				Yes	r artiar	INU	INO	INO	T attial	NO	No		Portiol	No		140	No	INO	110	INO		Yes	r artiar	No	No	+		No
+	16310300 Networking	No				No					No		140		i aitiai	No			No		no			Yes	Partial	INO	No	+		No
	16320000 Human Resources	Yes	Partial	Partial	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Partial	Yes	Yes	Partial	Yes	Yes	Yes		Yes	yes	Yes	Yes	Yes	Partial	Partial	Yes	Yes		Yes
	16330000 Logistical Services	103	1 ditidi	i ditidi	Partial	103	103	103	165	100	103	1 ditidi	165	100	1 ditidi	Yes	103	No	103	103	ycs	No	103	103	1 ditidi	1 ditidi	103	100		Yes
	16330100 Purchasing	Yes	Partial	yes	- Citici	Yes	Yes	Yes		Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes		Yes	Yes	yes	Partial		Yes	Yes	Yes	Yes	Yes		Yes
+	16330200 Receiving	100	Partial	,,,,		Yes	100	100		Yes	No	1.00	100	100	100	100	100	100	Yes	100	yes	. artia	No	Yes		No		- 100	-100	Yes
+	16330300 Shipping		. 2			. 50				. 00								<del></del>	+		,							-+	$\dashv$	
$\vdash$	16330400 Warehousing		Partial					No							Yes				-		yes			Yes		No		-	-	Yes
+	16330500 Property Management				Partial	Yes	Yes				No				Yes	Yes			Yes		,			Yes				-	Yes	Yes
	16330600 Mail and Distribution	No	Partial	no	No	Yes	Yes	No		No	No	No	No	No	Partial	No	No			No	yes			Yes	No		No	No		No
H	16330700 Telephone Service/Operations	No		no	No		No	No	No	No	No	No		No		No	No	-		No	no	No		Yes	No		No	No		No
H	16330800 General Printing and Reproduction	No		no	No	Yes			Yes		No	1		No	Partial	No	No	No	No	No	no			Partial				-+		No
$\vdash$	16330900 Campus Transportation (including motor pool)	No		no	No	No						No		No	Partial	No		Partial			no		No	Yes				-	No	
IT	16331000 Parking and Parking Space Management										No					No												-		No
	16340000 Other General Expenses			no	No			No	Partial	No	No			No	Partial	Yes	No		No		partial						Yes	No		No
H	16341000 Business Hospitality	No	No					Yes		No	No			No	Partial	Yes			No	no					Yes	No	Yes	-		No
	16342000 Organizational Memberships	No		Partial	Yes	No		No		Yes		Yes		Yes	Yes	Yes	No	No	No	Yes	yes	Yes		Yes	Yes	Yes		No		Yes
	16343000 General Insurance (other than property)	No	Yes	no	No	No	Partial	No		No			No	No	Partial	No		No		No	no	No		No	No	Partial		$\neg \neg$	No	
	16344000 Commencement (Graduation)	No			No	No	No	No		No				No	No	No	No		No	No	no	No		No		No	No	-		No
16	400000 Unassigned																											-	-	
	500000 Unassigned																											-	$\neg \neg$	
16	600000 Administrative and Support Staff Services Control																											-	$\neg \neg$	
	16610000 In-Service Training										Yes										no	Yes		Yes				No	Yes	Yes
	16620000 Sabbatical Leaves (Administrative and Support Staff only)																									Yes				
	16630000 Training Institutes, etc.		Partial																	1					No				No	No
16	700000 Community Relations Control																													
	16710000 Alumni Relations		Partial		No	Yes			No											No	no		Partial	No					Yes	No
	16720000 Community and/or Public Relation Activities	No	Partial	Partial	Partial	Yes	No	No	No	No	Yes		No	Partial	Partial	Yes	No	No		Partial	partial	Partial	Partial	Partial			Yes		Partial	Partial
	16730000 Development (Fund Raising)	No	Partial	Partial		No	No	No			Yes		No	No	No		No	No	No	No	no	No	No		No	No	No	No	Yes	No
	800000 Unassigned																													
16	900000 Unassigned																													

## % EXCLUDED MATRIX

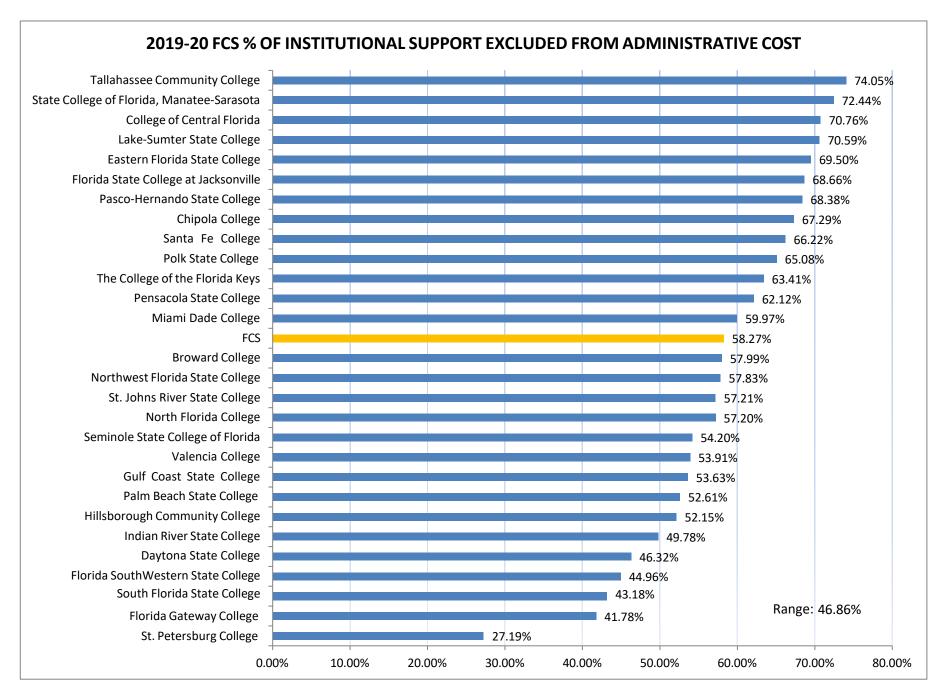
		% EXCLUDED MATRIX  COLLEGE																		1					a. a . T.						
45000			Eastern F	Broward	College o	Chipola C	Daytona	Florida S	Florida S	Florida K	Gulf Coas	Hillsboro	Indian Riv	Florida G	Lake-Sun	State Col	Miami Da	North Flo	Northwes	Palm Bea	Pasco-He	Pensacol	Polk Stat	St. Johns	St. Peters	Santa Fe	Seminole	South Flo	Tallahass	Valencia	-cs
		tutional Support Control (Administrative)	43%	34%	16%	0%	18%	450/	58%	23%	17%	45%	00/	23%	48%	63%	49%	48%	20/	34%	67%	0%	39%	39%	30%	47%	22%	16%	68%	44%	39%
		xecutive Management Control	43%	34%	10%	076	10%	15%	30%			4376	0%	23%	40%	03%	4976	40 70	2%	3470	07 76	076	3976	3976	30%	41 70	2270	1076	00 76	4470	
$\vdash$	16110000	College-Wide Management	00/	00/	00/	00/	00/	00/	00/	0%	44%	00/	0%	00/	00/	00/	00/	00/	00/	00/	00/	00/	00/	007	00/	00/	00/	00/	- 00/	00/	43%
		District Board of Trustees	0%	0%	0%	0%	0%	0%	0%	20%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	6%
	16112000		0%	59%	0%	0%	0%	0%	0%		0%	0%	0%	0%	0%	22%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	3%
	16113000	Assistant to the President		37%	0%		0%	100%					0%					0%			100%	0%			0%		0%				21%
	16114000	Executive Vice President/Vice President(s)		19%			0%	0%	0%		0%	0%		40%	55%	75%	8%		0%	0%		0%		0%	19%	78%	0%	0%	95%	0%	16%
	16115000	Chief Campus Administrators in Multi-Campus Colleges	100%	24%	100%				100%			100%			100%	90%	100%				100%		100%	100%		100%				100%	96%
$\Box$	16116000						0%					0%				50%	0%		100%				0%			100%	0%		<del></del>		8%
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	16120000					0%	100%		100%		100%	-				100%	0%	0%			-						100%				15%
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	16121000		100%	20%	100%		100%	100%	100%	100%		0%	007	24%	100%	100%	100%	100%	0%	100%	100%	0%	100%	100%	100%	100%	100%	100%	100%	100%	84%
	16122000			96%								0%	0%		100%		100%				100%			100%							77%
	16130000		0%	11%	0%		0%	0%	0%		0%	0%		0%	0%	0%	0%	0%	0%	100%	0%	0%		0%	0%	0%	0%	0%	100%	0%	10%
	16140000	College-Wide Planning and Management Committees, Council or Task Forces												0%	100%	100%	0%									100%			100%		9%
	16141000	Faculty Senates														100%									100%					100%	100%
	16142000	Planning Committees														100%						100%						0%			76%
	16143000	Administrative Councils							100%						-					-					0%				-		6%
		iscal Operations Control	27%	41%	18%	20%	24%	32%	32%	34%	00%	-39/	34%	63%	16%	25%	53%	0%	36%	52%	35%	32%	24%	52%	31%	56%	53%	33%	27%	55%	38%
			2170	4176	1076	20/0	24/0	JZ /0	JZ 70	3476	070	-5/0	J4 /0		10/6	2070	JJ /6	0 70	22%	JZ /0	35/6	JZ /0		52%	3170	56%	JJ /0	33/6	21 /0	JJ /6	47%
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	16211000	· · · · · · · · · · · · · · · · · · ·	0%	43%			0%			0%								0%			0%							0%			17%
	16212000	and the same of th	0%			<u> </u>		43%			0%	0%	0%	25%		0%	0%			55%	1	2%		1	0%		0%			0%	10%
	16213000	Budget Administration and Control	0%	45%			0%	0%			0%		0%				59%			0%					0%		0%		0%	0%	44%
	16220000				0%	20%			32%	22%	0%	-7%	18%	25%	15%		0%	0%	14%		22%		22%				97%		0%		22%
	16221000		0%	64%			0%	0%					0%	25%	0%		0%			0%	0%	0%			0%		0%		$\overline{}$	- 1	7%
	16222000	Bursar	100%	46%		<b></b>	79%						100%	100%		85%	100%			100%	100%	100%			0%		100%		<del></del>	100%	83%
	16223000	Cashier	100%	.070	<b></b>	<del>                                     </del>	. 0,3		100%		0%	<del></del>	100%	100%		50,5	. 50,5			. 30 70		. 50,0			72%		100%	100%	100%	100%	89%
			10078	740/			00/		100 /6		076			10076			00/								12/0		10076	100 /6	100 /6	10076	
	16224000	Disbursement	0%	74%			0%				0%		0%				0%			001					1001		0%				17%
	16225000		42%	32%			26%						0%				61%			0%					49%		0%				33%
	16230000	Investment Management						0%									0%														0%
	16231000	Cash Flow Management		0%																										100%	41%
	16232000	Endowment Management													1																
$\vdash$	16240000				100%	-																-	-						100%		100%
<u> </u>	16241000		1					100%		100%		0%	100%	100%	100%				100%	100%		-	100%		69%		100%			100%	87%
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		Grants Accounting	0%	100%	0001			= 404		0.101	0%		100%			0.007	100%		0001	100%			0.004	0=01	0001	0001	0%			100%	81%
		General Administrative and Logistical Services Control	86%	87%	90%	94%	63%	54%	80%	81%	81%	80%	70%	31%	99%	85%	79%	66%	69%	44%	77%	85%	86%	67%	28%	80%	70%	68%	86%	56%	74%
	16310000	Administrative Data/Telecommunication Services		100%	100%	90%	100%			100%	100%	100%			100%		100%	100%	70%		100%	100%	100%	80%		95%	100%	100%	100%	100%	96%
	16310100	Computing	100%				100%	75%	100%	100%	100%	72%	100%	20%		95%	100%		100%	0%	100%	100%	100%		0%	95%	100%	100%			89%
	16310200	Telecommunications					0%							100%		95%	100%			100%					0%		100%	100%			86%
	16310300						100%					100%					100%		-	100%		100%			0%	95%		100%	$\overline{}$		96%
	16320000		0%	52%	45%	100%	0%	0%	0%	0%	0%	0%	1%	0%	100%	50%	0%	0%	0%	0%	0%	0%	0%	0%	0%	2%	1%	0%	0%	0%	9%
	16330000		070	0270	4070	91%	070	070	070	070	070	070	170	070	10070	5070	0%	070	100%	070	070	070	100%	070	070	270	170	070	070	070	46%
$\vdash$	16330000	Logistical Services	00/	500/	00/	3170	00/	00/	00/		00/	00/	00/	00/	4000/	500/	076	00/	100 /6	00/	00/	00/	10076		00/	00/	00/	00/	00/	00/	
	16330100	Purchasing	0%	58%	0%		0%	0%	0%		0%	0%	0%	0%	100%	50%	0%	0%	0%	0%	0%	0%	100%	10001	0%	0%	0%	0%	0%	0%	15%
	16330200			98%			0%				0%	100%								0%		0%		100%	0%		100%				51%
LF	16330300	Shipping				L T						Щ Т	T			T	T	T		T		T		T	T	T	T		T	T	1
	16330400	Warehousing		99%					100%							0%						0%			0%		100%				82%
	16330500					90%	0%	0%				100%				0%	0%			0%					0%					0%	8%
		Mail and Distribution		92%	100%	100%	0%	0%	100%		100%	100%	100%	100%	100%	95%	100%	100%			100%	0%			0%	100%		100%	100%	100%	81%
	16330700		1		100%	100%		100%	100%	100%	100%	100%	100%		100%		100%	100%			100%	100%	100%		0%	100%		100%	100%		97%
	16330700		<del>                                     </del>		100%	100%	0%	.3078	. 50 /6	0%	.3078	100%	.0078		100%	95%	100%	100%	100%	100%	100%	100%	.0070		46%	.5076	<del></del>	.5078		<del></del>	86%
$\vdash$			1000/				1000/			076		100/0	1000/		100%	050/	100%	10076	700/	100 /6	100 /6	10070		1000/	4070			-	<del></del>	1000/	97%
$\vdash$	16330900		100%		100%	100%	100%					1000	100%		100%	95%	100%		70%			100%		100%	0%					100%	0.70
$\perp \perp$	16331000											100%					100%														100%
Ш	16340000	Other General Expenses	<u> </u>		100%	100%			100%	90%	100%	100%	T		100%	95%	0%	100%		100%	T	64%		1		T	I	0%	100%	100%	81%
	16341000	Business Hospitality	100%	100%					0%			100%		_	100%	95%	0%			100%	100%					0%	100%	0%		100%	84%
	16342000	Organizational Memberships	100%		50%	0%	100%		100%		0%		0%		0%	32%	0%	100%	100%	100%	0%	0%	0%		0%	0%	0%		100%	0%	59%
	16343000		100%	0%	100%	100%	100%	98%	100%		100%			100%	100%	95%	100%		100%		100%	100%	100%		100%	100%	91%			100%	99%
		Commencement (Graduation)	100%			100%	100%	100%	100%		100%	+		100%	100%	100%	100%	100%		100%	100%	100%	100%		100%		100%	100%	<del></del>		100%
			100 /6			10078	10078	10076	10070		100 /6	-		100 /0	10078	10078	10076	10076		10076	10070	10076	10078		10070		10076	10076	$\longrightarrow$		100 /0
		Jnassigned	<b>  </b>			<b>  </b>																							$\longrightarrow$		
		Inassigned																													
		dministrative and Support Staff Services Control		78%								0%										100%	0%		0%	100%	0%		100%	92%	86%
		In-Service Training				T		T				0%	T			T	T	T		T	7	100%	0%	T	0%	T	T		100%	0%	20%
	16620000	Sabbatical Leaves (Administrative and Support Staff only)															1										0%				0%
		Training Institutes, etc.		78%																						100%			<del></del>	100%	98%
		Community Relations Control	100%	31%	79%	84%	36%	100%	100%	100%	100%	0%	100%	100%	60%	79%	0%	100%	100%	100%	07%	67%	66%	68%	10%	59%	52%	37%	66%	37%	54%
		Alumni Relations	100 /6	73%	13/0	100%	0%	10076	10070	100%	130 /6	0 /0	10076	100/0	30 /6	1 3 70	078	10076	100 /6	10076	100%	100%	JU /6	50%	100%	33 /0	JZ /0	31 /6	00 /0	0%	69%
			10004		40004	10070		1000/	10007	100%	10004	00/		10004	4.407	600/	.00/	1000/	1000/	1000/	95%	10070	240/		10076	140/	200/	.00/	400/		
		Community and/or Public Relation Activities	100%	15%	100%	80%	0%	100%	100%	100%	100%	0%	1000	100%	14%	66%	0%	100%	100%	100%	95%	42%	31%	50%	10%	11%	38%	0%	40%	42%	42%
		Development (Fund Raising)	100%	62%	49%		100%	100%	100%			0%	100%	100%	100%	100%		100%	100%	100%	100%	100%	100%	100%		100%	100%	100%	100%	0%	87%
		Inassigned				LT						T	T			T					T					T			T	T	
		Inassigned																													
TOTA			70%	58%	71%	67%	46%	45%	69%	63%	54%	52%	50%	42%	71%	72%	60%	57%	58%	53%	68%	62%	65%	57%	27%	66%	54%	43%	74%	54%	58%
												1		-																	



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