

**Program Outcomes Assessment Follow-Up  
2023-2024 Program Outcome (PO) Year End Reporting Form**

In response to SACSCOC 8.2, *“The institution identifies expected outcomes, assesses the extent to which it achieves these outcomes, and provides evidence of seeking improvement based on analysis of the results ...”*

**Name of Program:** Business Administration – Operations Management

**Outcome #1: Enrollment (unduplicated)**

**Action Items from 2022-23 Program Outcome Year-End Report:**

<b>Item #</b>	<b>Action Items:</b> <i>(Action item identified in the 2022-23 program outcome year-end report.)</i>	<b>Results / Use of Results:</b> <i>(Provide results of the action item identified. Was the action item successful? If not, did you want to continue this action item going forward? If so, please include this action item in the 2024-2025 action items table below.)</i>
1	Increase use of social media (Assessed by: Track the types and methods of social media communication.)	I am going to get with Ken, director of Communications and find out about a social media page for the program. We did participate in college recruiting opportunities like senior night and ECU night.
2	Apprenticeship opportunities (Assessed by: Track the number of apprenticeship employer opportunities contacted and the number of student apprenticeships placed with employers.)	There are 2 apprentices currently enrolled in program. I am working with Kristie Sauls in obtaining new employer apprenticeships.

**Baseline:** 36 # *(Average of total enrollment for the last three years – 2018-19; 2019-20; 2020-21)*  
**Standard:** 38 #  
**Target:** 40 #

**Program Enrollment**

<b>Program Enrollment (unduplicated)</b>	
<b>Academic Year (Fall, Spring, Summer)</b>	<b>Enrollment</b>
2020-2021	29
2021-2022	31
2022-2023	34

**All Levels**

### Enrollment by Ethnicity, Gender, and Age

Ethnicity & Gender Table

Ethnicity & Gender	2020-2021		2021-2022		2022-2023	
	N	%	N	%	N	%
African American, Female	6	20.7%	6	19.4%	8	23.5%
American Indian/Alaskan Native, Female	0	0.0%	0	0.0%	0	0.0%
Asian, Female	0	0.0%	0	0.0%	0	0.0%
Caucasian, Female	4	13.8%	7	22.6%	8	23.5%
Hawaiian/Other Pacific Islander, Female	0	0.0%	0	0.0%	0	0.0%
Hispanic/Latino, Female	0	0.0%	1	3.2%	2	5.9%
Two or More Races, Female	2	6.9%	0	0.0%	0	0.0%
Unknown, Female	0	0.0%	0	0.0%	0	0.0%
<b>Female Total</b>	<b>12</b>	<b>41.4%</b>	<b>14</b>	<b>45.2%</b>	<b>18</b>	<b>52.9%</b>
African American, Male	3	10.3%	5	16.1%	5	14.7%
American Indian/Alaskan Native, Male	0	0.0%	0	0.0%	0	0.0%
Asian, Male	0	0.0%	0	0.0%	0	0.0%
Caucasian, Male	11	37.9%	9	29.0%	7	20.6%
Hawaiian/Other Pacific Islander, Male	0	0.0%	0	0.0%	0	0.0%
Hispanic/Latino, Male	3	10.3%	3	9.7%	4	11.8%
Two or More Races, Male	0	0.0%	0	0.0%	0	0.0%
Unknown, Male	0	0.0%	0	0.0%	0	0.0%
<b>Male Total</b>	<b>17</b>	<b>58.6%</b>	<b>17</b>	<b>54.8%</b>	<b>16</b>	<b>47.1%</b>
<b>Total</b>	<b>29</b>	<b>100.0%</b>	<b>31</b>	<b>100.0%</b>	<b>34</b>	<b>100.0%</b>

Ethnicity & Age Range Table

Ethnicity & Age Range	2020-2021`		2021-2022		2022-2023	
	N	%	N	%	N	%
African American, Under the age of 18	0	0.0%	0	0.0%	0	0.0%
American Indian/Alaskan Native, Under the age of 18	0	0.0%	0	0.0%	0	0.0%
Asian, Under the age of 18	0	0.0%	0	0.0%	0	0.0%
Caucasian, Under the age of 18	0	0.0%	0	0.0%	0	0.0%
Hawaiian/Other Pacific Islander, Under the age of 18	0	0.0%	0	0.0%	0	0.0%
Hispanic/Latino, Under the age of 18	0	0.0%	0	0.0%	0	0.0%
Two or More Races, Under the age of 18	0	0.0%	0	0.0%	0	0.0%
Unknown, Under the age of 18	0	0.0%	0	0.0%	0	0.0%
<b>Under the age of 18 Total</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>
African American, 18-24	0	0.0%	1	3.2%	4	11.8%
American Indian/Alaskan Native, 18-24	0	0.0%	0	0.0%	0	0.0%
Asian, 18-24	0	0.0%	0	0.0%	0	0.0%
Caucasian, 18-24	1	3.4%	2	6.5%	5	14.7%
Hawaiian/Other Pacific Islander, 18-24	0	0.0%	3	9.7%	0	0.0%
Hispanic/Latino, 18-24	1	3.4%	0	0.0%	4	11.8%
Two or More Races, 18-24	0	0.0%	0	0.0%	0	0.0%
Unknown, 18-24	0	0.0%	0	0.0%	0	0.0%
<b>18-24 Total</b>	<b>2</b>	<b>6.9%</b>	<b>6</b>	<b>19.4%</b>	<b>13</b>	<b>38.2%</b>
African American, 25-44	9	31.0%	7	22.6%	6	17.6%
American Indian/Alaskan Native, 25-44	0	0.0%	0	0.0%	0	0.0%
Asian, 25-44	0	0.0%	0	0.0%	0	0.0%
Caucasian, 25-44	9	31.0%	10	32.3%	7	20.6%
Hawaiian/Other Pacific Islander, 25-44	0	0.0%	0	0.0%	0	0.0%
Hispanic/Latino, 25-44	1	3.4%	1	3.2%	2	5.9%
Two or More Races, 25-44	1	3.4%	0	0.0%	0	0.0%
Unknown, 25-44	0	0.0%	0	0.0%	0	0.0%
<b>25-44 Total</b>	<b>20</b>	<b>69.0%</b>	<b>18</b>	<b>58.1%</b>	<b>15</b>	<b>44.1%</b>
African American, 45-64	0	0.0%	3	9.7%	3	8.8%
American Indian/Alaskan Native, 45-64	0	0.0%	0	0.0%	0	0.0%
Asian, 45-64	0	0.0%	0	0.0%	0	0.0%
Caucasian, 45-64	5	17.2%	4	12.9%	3	8.8%
Hawaiian/Other Pacific Islander, 45-64	0	0.0%	0	0.0%	0	0.0%
Hispanic/Latino, 45-64	1	3.4%	0	0.0%	0	0.0%
Two or More Races, 45-64	1	3.4%	0	0.0%	0	0.0%
Unknown, 45-64	0	0.0%	0	0.0%	0	0.0%
<b>45-64 Total</b>	<b>7</b>	<b>24.1%</b>	<b>7</b>	<b>22.6%</b>	<b>6</b>	<b>17.6%</b>
African American, 65+	0	0.0%	0	0.0%	0	0.0%
American Indian/Alaskan Native, 65+	0	0.0%	0	0.0%	0	0.0%
Asian, 65+	0	0.0%	0	0.0%	0	0.0%
Caucasian, 65+	0	0.0%	0	0.0%	0	0.0%
Hawaiian/Other Pacific Islander, 65+	0	0.0%	0	0.0%	0	0.0%
Hispanic/Latino, 65+	0	0.0%	0	0.0%	0	0.0%
Two or More Races, 65+	0	0.0%	0	0.0%	0	0.0%
Unknown, 65+	0	0.0%	0	0.0%	0	0.0%
<b>65+ Total</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>
<b>Total</b>	<b>29</b>	<b>100.0%</b>	<b>31</b>	<b>100.0%</b>	<b>34</b>	<b>100.0%</b>

**Provide narrative for analysis of program enrollment.** *(Is enrollment increasing or decreasing? What are possible reasons for increase/decrease? Describe any action plans to improve or increase program enrollment.)*

Enrollment increased by 3 students from the previous year. We will continue to recruit students to the program by attending college and outside events.

**2024-2025 Action Items:**

Item	Action Items <i>(What actions can be taken to increase enrollment in your program?)</i>	Assessment of Action Items <i>(How will you assess the results of action items?)</i>
1	Increase use of social media	(Assessed by: Track the types and methods of social media communication.)
2	Apprenticeship opportunities	(Assessed by: Track the number of apprenticeship employer opportunities contacted and the number of student apprenticeships placed with employers.)

**Outcome #2: Retention**

**Action Items from 2022-23 Program Outcome Year-End Report:**

Item #	Action Items: <i>(Action item identified in the 2022-23 program outcome year-end report.)</i>	Results / Use of Results: <i>(Provide results of the action item identified. Was the action item successful? If not, did you want to continue this action item going forward? If so, please include this action item in the 2024-2025 action items table below.)</i>
1	Increased communications with students (Assessed by: Track the number and types of communications with student advisees.)	I have found that the best type of communication with students is texting them and following up with email as well.
2	Apprenticeship opportunities and job placement (Assessed by: Contact employers as possible apprenticeship opportunities. Track the number of students placed in apprenticeships.)	There are 2 apprentices currently enrolled in program. I am working with Kristie Sauls in obtaining new employer apprenticeships.

**Baseline:** 54.4 % *(Average of last three years – 2018-19; 2019-20; 2020-21; program retention)*  
**Standard:** 56 %  
**Target:** 58 %

Fall to Fall	Retention Rate
Fall 2020 to Fall 2021	58.8%
Fall 2021 to Fall 2022	59.0%
Fall 2022 to Fall 2023	66.7%

**All Levels**

**Retention by Ethnicity, Gender, and Age**

Ethnicity & Gender Table

Ethnicity & Gender	Fall 2020 to Fall 2021		Fall 2021 to Fall 2022		Fall 2022 to Fall 2023	
	N	%	N	%	N	%
African American, Female	1	10.0%	1	10.0%	5	27.8%
American Indian/Alaskan Native, Female	0	0.0%	0	0.0%	0	0.0%
Asian, Female	0	0.0%	0	0.0%	0	0.0%
Caucasian, Female	3	30.0%	3	30.0%	5	27.8%
Hawaiian/Other Pacific Islander, Female	0	0.0%	0	0.0%	0	0.0%
Hispanic/Latino, Female	0	0.0%	0	0.0%	1	5.6%
Two or More Races, Female	1	10.0%	0	0.0%	0	0.0%
Unknown, Female	0	0.0%	0	0.0%	0	0.0%
<b>Female Total</b>	<b>5</b>	<b>50.0%</b>	<b>4</b>	<b>40.0%</b>	<b>11</b>	<b>61.1%</b>
African American, Male	0	0.0%	3	30.0%	1	5.6%
American Indian/Alaskan Native, Male	0	0.0%	0	0.0%	0	0.0%
Asian, Male	0	0.0%	0	0.0%	0	0.0%
Caucasian, Male	4	40.0%	2	20.0%	4	22.2%
Hawaiian/Other Pacific Islander, Male	0	0.0%	0	0.0%	0	0.0%
Hispanic/Latino, Male	0	0.0%	1	10.0%	2	11.1%
Two or More Races, Male	1	10.0%	0	0.0%	0	0.0%
Unknown, Male	0	0.0%	0	0.0%	0	0.0%
<b>Male Total</b>	<b>5</b>	<b>50.0%</b>	<b>6</b>	<b>60.0%</b>	<b>7</b>	<b>38.9%</b>
<b>Total</b>	<b>10</b>	<b>100.0%</b>	<b>10</b>	<b>100.0%</b>	<b>18</b>	<b>100.0%</b>

Ethnicity & Age Range Table

Ethnicity & Age Range	Fall 2020 to Fall 2021		Fall 2021 to Fall 2022		Fall 2022 to Fall 2023	
	N	%	N	%	N	%
African American, Under the age of 18	0	0.0%	0	0.0%	0	0.0%
American Indian/Alaskan Native, Under the age of 18	0	0.0%	0	0.0%	0	0.0%
Asian, Under the age of 18	0	0.0%	0	0.0%	0	0.0%
Caucasian, Under the age of 18	0	0.0%	0	0.0%	0	0.0%
Hawaiian/Other Pacific Islander, Under the age of 18	0	0.0%	0	0.0%	0	0.0%
Hispanic/Latino, Under the age of 18	0	0.0%	0	0.0%	0	0.0%
Two or More Races, Under the age of 18	0	0.0%	0	0.0%	0	0.0%
Unknown, Under the age of 18	0	0.0%	0	0.0%	0	0.0%
<b>Under the age of 18 Total</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>
African American, 18-24	0	0.0%	1	10.0%	1	5.6%
American Indian/Alaskan Native, 18-24	0	0.0%	0	0.0%	0	0.0%
Asian, 18-24	0	0.0%	0	0.0%	0	0.0%
Caucasian, 18-24	0	0.0%	0	0.0%	1	5.6%
Hawaiian/Other Pacific Islander, 18-24	0	0.0%	0	0.0%	0	0.0%
Hispanic/Latino, 18-24	0	0.0%	0	0.0%	2	11.1%
Two or More Races, 18-24	0	0.0%	0	0.0%	0	0.0%
Unknown, 18-24	0	0.0%	0	0.0%	0	0.0%
<b>18-24 Total</b>	<b>0</b>	<b>0.0%</b>	<b>1</b>	<b>10.0%</b>	<b>4</b>	<b>22.2%</b>
African American, 25-44	1	10.0%	2	20.0%	4	22.2%
American Indian/Alaskan Native, 25-44	0	0.0%	0	0.0%	0	0.0%
Asian, 25-44	0	0.0%	0	0.0%	0	0.0%
Caucasian, 25-44	3	30.0%	4	40.0%	5	27.8%
Hawaiian/Other Pacific Islander, 25-44	0	0.0%	0	0.0%	0	0.0%
Hispanic/Latino, 25-44	1	10.0%	1	10.0%	1	5.6%
Two or More Races, 25-44	1	10.0%	0	0.0%	0	0.0%
Unknown, 25-44	0	0.0%	0	0.0%	0	0.0%
<b>25-44 Total</b>	<b>6</b>	<b>60.0%</b>	<b>7</b>	<b>70.0%</b>	<b>10</b>	<b>55.6%</b>
African American, 45-64	0	0.0%	1	10.0%	1	5.6%
American Indian/Alaskan Native, 45-64	0	0.0%	0	0.0%	0	0.0%
Asian, 45-64	0	0.0%	0	0.0%	0	0.0%
Caucasian, 45-64	4	40.0%	1	10.0%	3	16.7%
Hawaiian/Other Pacific Islander, 45-64	0	0.0%	0	0.0%	0	0.0%
Hispanic/Latino, 45-64	0	0.0%	0	0.0%	0	0.0%
Two or More Races, 45-64	0	0.0%	0	0.0%	0	0.0%
Unknown, 45-64	0	0.0%	0	0.0%	0	0.0%
<b>45-64 Total</b>	<b>4</b>	<b>40.0%</b>	<b>2</b>	<b>20.0%</b>	<b>4</b>	<b>22.2%</b>
African American, 65+	0	0.0%	0	0.0%	0	0.0%
American Indian/Alaskan Native, 65+	0	0.0%	0	0.0%	0	0.0%
Asian, 65+	0	0.0%	0	0.0%	0	0.0%
Caucasian, 65+	0	0.0%	0	0.0%	0	0.0%
Hawaiian/Other Pacific Islander, 65+	0	0.0%	0	0.0%	0	0.0%
Hispanic/Latino, 65+	0	0.0%	0	0.0%	0	0.0%
Two or More Races, 65+	0	0.0%	0	0.0%	0	0.0%
Unknown, 65+	0	0.0%	0	0.0%	0	0.0%
<b>65+ Total</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>
<b>Total</b>	<b>10</b>	<b>100.0%</b>	<b>10</b>	<b>100.0%</b>	<b>18</b>	<b>100.0%</b>

**Provide narrative for analysis of program retention data.** *(Based on the data, provide a narrative of your analysis of retention. Indicate factors that may have affected your retention. State any changes you plan to make to improve retention.)*

Most of the students in the program are working full-time and challenges that they have are time management. There were 2 semesters where there was a lag in the program due to retirement. Which may have affected the retention.

**2024-2025 Action Items:**

<b>Item</b>	<b>Action Items</b> <i>(What actions can be taken to increase program retention?)</i>	<b>Assessment of Action Items</b> <i>(How will you assess the results of action items?)</i>
1	Reach out to students right away when they are missing work. Also, allow the opportunity to make-up missing work within a reasonable time frame.	Keep track of the students I reached out to and see if this method helped.
2	Meet with them one-on-one to determine if there are any other services that will help them be retained.	Track the number of advising sessions and referrals to services available.



**Outcome #3: Completers (unduplicated by highest level of attainment)**

**Action Items from 2022-23 Program Outcome Year-End Report:**

<b>Item #</b>	<b>Action Items:</b> <i>(Action item identified in the 2022-23 program outcome year-end report.)</i>	<b>Results / Use of Results:</b> <i>(Provide results of the action item identified. Was the action item successful? If not, did you want to continue this action item going forward? If so, please include this action item in the 2024-2025 action items table below.)</i>
1	Apprenticeship opportunities (Assessed by: Contact employers as possible apprenticeship opportunities. Track the number of students placed in apprenticeships.)	There are 2 students currently that have apprenticeships within the program.
2	Communication about job opportunities (Assessed by: Track graduate employment and employers where they are placed.)	Working with Kristie Sauls to obtain apprentice employers and work with those employers to ensure graduates are being employed upon graduation.

**Baseline:** 9 # *(Average of total completers for the last three years – 2019-20; 2020-21; 2021-22)*  
**Standard:** 10 #  
**Target:** 12 #

<b>Number of Completers (unduplicated) – Graduation Year – Summer, Fall, Spring</b>	
<b>Graduation Year</b>	<b>Total Completers</b>
2021-2022	9
2022-2023	12
2023-2024	11

**All Levels**

**Completers by Ethnicity, Gender, and Age**

Ethnicity & Gender Table

Ethnicity & Gender	2021-2022		2022-2023		2023-2024	
	N	%	N	%	N	%
African American, Female	2	22.2%	3	25.0%	1	9.1%
American Indian/Alaskan Native, Female	0	0.0%	0	0.0%	0	0.0%
Asian, Female	0	0.0%	0	0.0%	0	0.0%
Caucasian, Female	2	22.2%	4	33.3%	4	36.4%
Hawaiian/Other Pacific Islander, Female	0	0.0%	0	0.0%	0	0.0%
Hispanic/Latino, Female	0	0.0%	0	0.0%	1	9.1%
Two or More Races, Female	0	0.0%	0	0.0%	0	0.0%
Unknown, Female	0	0.0%	0	0.0%	0	0.0%
<b>Female Total</b>	<b>4</b>	<b>44.4%</b>	<b>7</b>	<b>58.3%</b>	<b>6</b>	<b>54.5%</b>
African American, Male	1	11.1%	2	16.7%	0	0.0%
American Indian/Alaskan Native, Male	0	0.0%	0	0.0%	0	0.0%
Asian, Male	0	0.0%	0	0.0%	0	0.0%
Caucasian, Male	3	33.3%	3	25.0%	3	27.3%
Hawaiian/Other Pacific Islander, Male	0	0.0%	0	0.0%	0	0.0%
Hispanic/Latino, Male	1	11.1%	0	0.0%	2	18.2%
Two or More Races, Male	0	0.0%	0	0.0%	0	0.0%
Unknown, Male	0	0.0%	0	0.0%	0	0.0%
<b>Male Total</b>	<b>5</b>	<b>55.6%</b>	<b>5</b>	<b>41.7%</b>	<b>5</b>	<b>45.5%</b>
<b>Total</b>	<b>9</b>	<b>100.0%</b>	<b>12</b>	<b>100.0%</b>	<b>11</b>	<b>100.0%</b>

Ethnicity & Age Range Table

Ethnicity & Age Range Table	2021-2022		2022-2023		2023-2024	
	N	%	N	%	N	%
African American, Under the age of 18	0	0.0%	0	0.0%	0	0.0%
American Indian/Alaskan Native, Under the age of 18	0	0.0%	0	0.0%	0	0.0%
Asian, Under the age of 18	0	0.0%	0	0.0%	0	0.0%
Caucasian, Under the age of 18	0	0.0%	0	0.0%	0	0.0%
Hawaiian/Other Pacific Islander, Under the age of 18	0	0.0%	0	0.0%	0	0.0%
Hispanic/Latino, Under the age of 18	0	0.0%	0	0.0%	0	0.0%
Two or More Races, Under the age of 18	0	0.0%	0	0.0%	0	0.0%
Unknown, Under the age of 18	0	0.0%	0	0.0%	0	0.0%
<b>Under the age of 18 Total</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>
African American, 18-24	0	0.0%	0	0.0%	0	0.0%
American Indian/Alaskan Native, 18-24	0	0.0%	0	0.0%	0	0.0%
Asian, 18-24	0	0.0%	0	0.0%	0	0.0%
Caucasian, 18-24	1	11.1%	1	8.3%	0	0.0%
Hawaiian/Other Pacific Islander, 18-24	0	0.0%	0	0.0%	0	0.0%
Hispanic/Latino, 18-24	0	0.0%	0	0.0%	1	9.1%
Two or More Races, 18-24	0	0.0%	0	0.0%	0	0.0%
Unknown, 18-24	0	0.0%	0	0.0%	0	0.0%
<b>18-24 Total</b>	<b>1</b>	<b>11.1%</b>	<b>1</b>	<b>8.3%</b>	<b>1</b>	<b>9.1%</b>
African American, 25-44	3	33.3%	3	25.0%	1	9.1%
American Indian/Alaskan Native, 25-44	0	0.0%	0	0.0%	0	0.0%
Asian, 25-44	0	0.0%	0	0.0%	0	0.0%
Caucasian, 25-44	0	0.0%	3	25.0%	6	54.5%
Hawaiian/Other Pacific Islander, 25-44	0	0.0%	0	0.0%	0	0.0%
Hispanic/Latino, 25-44	1	11.1%	0	0.0%	2	18.2%
Two or More Races, 25-44	0	0.0%	0	0.0%	0	0.0%
Unknown, 25-44	0	0.0%	0	0.0%	0	0.0%
<b>25-44 Total</b>	<b>4</b>	<b>44.4%</b>	<b>6</b>	<b>50.0%</b>	<b>9</b>	<b>81.8%</b>
African American, 45-64	0	0.0%	2	16.7%	0	0.0%
American Indian/Alaskan Native, 45-64	0	0.0%	0	0.0%	0	0.0%
Asian, 45-64	0	0.0%	0	0.0%	0	0.0%
Caucasian, 45-64	4	44.4%	3	25.0%	1	9.1%
Hawaiian/Other Pacific Islander, 45-64	0	0.0%	0	0.0%	0	0.0%
Hispanic/Latino, 45-64	0	0.0%	0	0.0%	0	0.0%
Two or More Races, 45-64	0	0.0%	0	0.0%	0	0.0%
Unknown, 45-64	0	0.0%	0	0.0%	0	0.0%
<b>45-64 Total</b>	<b>4</b>	<b>44.4%</b>	<b>5</b>	<b>41.7%</b>	<b>1</b>	<b>9.1%</b>
African American, 65+	0	0.0%	0	0.0%	0	0.0%
American Indian/Alaskan Native, 65+	0	0.0%	0	0.0%	0	0.0%
Asian, 65+	0	0.0%	0	0.0%	0	0.0%
Caucasian, 65+	0	0.0%	0	0.0%	0	0.0%
Hawaiian/Other Pacific Islander, 65+	0	0.0%	0	0.0%	0	0.0%
Hispanic/Latino, 65+	0	0.0%	0	0.0%	0	0.0%
Two or More Races, 65+	0	0.0%	0	0.0%	0	0.0%
Unknown, 65+	0	0.0%	0	0.0%	0	0.0%
<b>65+ Total</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>
<b>Total</b>	<b>9</b>	<b>100.0%</b>	<b>12</b>	<b>100.0%</b>	<b>11</b>	<b>100.0%</b>

