

Kent State University

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# Regional System: 2015

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Creating a Comprehensive University System







July, 2010

Kent State University's impact extends to each of the university's seven Regional Campuses. Kent State University's Regional Campuses provide students statewide with the academic opportunities of a major university combined with the intimacy of small college settings in local communities. At these campuses, several thousand students pursue a quality KSU education while benefiting from the flexibility of being close to work and home.

## **Executive Summary**

Kent State University has identified six strategic areas of focus to create a comprehensive system of regional campuses aligned to meet state higher education goals. The six distinct areas build upon a series of reports and studies regarding the Regional Campuses and their role at Kent State University. In addition, they take into account the individual identities of the eight campuses and their role as part of the formulation of a single, system-wide Kent State identity.

Kent State University and its Regional Campuses are well positioned to provide every student the opportunity to obtain a baccalaureate degree. Six strategies will drive KSU's Regional Campuses in the next three to five years through the development of a comprehensive eight-campus system. The system will be characterized by the expansion of bachelor's degrees typically found in small liberal arts colleges with an emphasis on degrees specific to regional needs and areas of emphasis. The six strategies are:

-  **Build academic programs and related support services**
-  **Expand 2+2 and articulated degree pathways**
-  **Increase the number of community college transfer students**
-  **Grow enrollment**
-  **Sustain fiscal stability**
-  **Connect to the community**

The outcomes of these strategies are to provide quality, affordable, articulated and convenient pathways to bachelor's degrees. In addition, they will leverage the resources of the university to maximize its impact on economic diversification and workforce development throughout the region and state. Kent State University will utilize the combination of the newly created Regional College, the extension of Kent Campus degrees and resources and a focused distance learning strategy as a means to transform our seven Regional Campuses into a comprehensive system.

## **Introduction**

The *University System of Ohio Strategic Plan* outlines the development of a system that is characterized by high quality programs, affordable methods of obtaining a degree, innovative programs, seamless transfer of credit and the leveraging of specialty areas across the system, thus avoiding duplication and providing access for all Ohioans. The plan calls for the regional campuses across Ohio to provide greater access to baccalaureate degrees and to become a network of 2+2 campuses.

The vision of the Kent State University Regional Campus system has been developed in response to the higher education strategic plan endorsed by Governor Ted Strickland and Chancellor Eric Fingerhut. The seven Regional Campuses of Kent State University will expand access to the university's traditional and 2+2 bachelor's programs to place-bound students by more effectively utilizing the resources of the university system and further employing innovative instructional strategies. The strategic vision entails the creation of comprehensive Regional Campuses that are part of an integrated university system that maintains autonomy and a focus on regional needs, while supporting the *University System of Ohio* goals.

This plan outlines five strategic areas of focus that, once implemented, create a comprehensive system of regional campuses aligned to the meet state expectations. The strategies are: build academic programs and related support services; expand 2+2 and articulated degree pathways; grow enrollment; sustain fiscal stability; and connect to the community. The goals and critical steps outlined in this report are not independent; rather, they are elements of an integrated strategy.

The Regional Campuses have served their local communities for more than 50 years and have developed support services for first generation college students and adult learners who are transitioning into a new career pathway. Building upon its regional strengths, Kent State University will utilize a combination of the newly created Regional College, an extension of Kent Campus degrees and resources, and a focused distance learning strategy as a means to transform our seven Regional Campuses into a comprehensive system.

## **Vision**

At Kent State, we will continue to expand our reach to develop new programs and increase our involvement in the communities we serve. In addition, we are committed to providing quality, affordable and convenient pathways to degrees while leveraging the resources of the university to maximize impact on economic diversification and workforce development in our region and state.

To achieve this vision we must be known for our:

- Quality programs for students who because of time, distance, preference or life circumstances attend a Regional Campus of KSU.

- Outstanding academic programs, recognized for their teaching excellence.
- As an affordable option for those seeking a undergraduate degree.
- Curricula that are aligned to the needs of business and industry and the lifelong workforce development needs of working adults.
- High academic standards with services that ensure each student the opportunity for success.
- Welcoming and inclusive campus environment that is responsive to the unique needs of the students we serve.
- Efficient and well-run campuses with a culture of accountability including the allocating and managing of public and private resources to support the strategic plan of each campus.
- Strong growth and expanded access.
- 2+2 degree options that motivate community college graduates to bachelor degree completion.
- Alternative instructional approaches which address the needs of the adult non-traditional student.
- Campuses of choice through on-going alliances and partnerships within the communities we serve.
- Commitment to work together as a system resulting in expanded undergraduate degrees, graduate degrees and workforce programs for those we serve.

## **State of Ohio**

The needs of Ohio's workforce have changed dramatically. Heavily dominated by farming and manufacturing, success was not dictated by the level of educational attainment. Generations of families worked in factories or farmed. Children aspired to work in the same places as their parents and grandparents and saw little need for postsecondary training, with many not even receiving a high school diploma. A middle-class income was attainable with as little training as could be received on-the-job. Consequently, unskilled, untrained eastern Ohio workers are struggling to make ends meet in the face of the current economic crisis.

Ohio recognizes itself as a state with an undereducated population. As stated in *Ohio's Strategic Plan for Higher Education*, the future of the state will depend on raising the education level of its population. A goal of that plan is to increase enrollment in higher education by 230,000 students by 2017. This will require that more high school students and adults go on to college and attain degrees.

Additionally, *Ohio's Strategic Plan* includes a major effort to “integrate our community college and regional campus network around a common goal – to have available on as many campuses as possible across the state the comprehensive, low-cost offerings of a community college and the quality bachelors’ degrees available from our universities.” The plan seeks to reduce the combined cost of an associate and bachelor’s degree to among the lowest in the nation.

## **Background of the KSU Regional Campuses**

The KSU Regional Campus system, which includes seven campuses, serves a population of over 1.7 million in nine counties. Eight of the counties (Ashtabula, Carroll, Columbiana, Coshocton, Harrison, Mahoning, Trumbull and Tuscarawas) are part of the Ohio Appalachia region and are among the most economically challenged counties in the state. The nine counties in eastern Ohio cover 5,101.5 square miles with unemployment rates above Ohio's 9.8 percent and the nation's 8.5 percent (January, 2009, Ohio Department of Jobs and Family Services, Local Area Unemployment Statistics Program, Civilian Labor Force Estimates). These nine counties are also characterized as "undereducated" as a result of the high percentage of individuals who do not have a high school diploma or have only a high school diploma. Subsequently, 29 percent of the population is living in poverty as compared to the state's average of 10.3 percent. In addition, these counties are characterized as some of the hardest hit in the country on the basis of foreclosures and lack of affordable housing.

The seven Regional Campuses of Kent State University have a long standing history of providing Northeast Ohioans with access to Kent State University without leaving their community. Each campus is engaged within its region and has made significant contributions to the civic, cultural and economic well being of Northeast Ohio's communities. The campuses have distinguished themselves with applied programs that respond to local needs, and emphasize workforce preparation and a commitment to providing higher education that is broadly accessible. Some have focused primarily on associate degrees, if there was no technical or community college within commuting distance; others have focused on providing greater access to bachelor's degrees.

Regional Campus enrollments in the past five years have increased 25 percent, demonstrating the growing importance of these campuses in creating an educated workforce in Ohio. (See Appendix A for additional data.) An analysis of the age distribution of enrollees shows that the greatest enrollment growth is attributed to the adult learner (age 26 and older). Almost 2,000 more adult learners are pursuing a degree than five years ago. In addition to the over 800 students graduated with an associate degree last year, there were over 400 students who completed a bachelor's degree. As the university system is implemented, we will continue to see growth in the population of adult learners who are graduating with a bachelor's degree. The data also shows room for growth in distance learning courses. We hope that as we develop fully-online degree programs (all courses are web-based) more adult learners who cannot take face-to-face courses will take advantage of the opportunities provided by distance learning technologies.

## **Role of the Regional Campuses in Achieving State-wide Goals**

The Regional Campuses will play a significant role in achieving the goals of the University System of Ohio. The KSU Regional Campuses not only educate place-bound students, but also to work collaboratively to expand the programs and resources available to local residents. The on-going relationships which we have established with K-12 schools, P-16 Councils, businesses and the community will become even more important as we prepare more students for college in undereducated communities.

The demographics of Northeast Ohio must be taken into account as we develop the strategic vision of the comprehensive Regional Campus system. We believe each campus must have the highest level of autonomy as it continues to address the needs of the region with bachelor's, associate, and certificate and even select master degrees. The campuses must remain open-access and serve both traditional and non-traditional student populations. Maintaining affordability will continue to challenge the sustainability of the campuses. Faculty must prioritize teaching and the creation of innovative strategies in their delivery of course content. Emphasis on the continued development of student support services will be necessary as we focus on higher retention rates and greater numbers of graduates. As Ohio transitions into new industries to sustain its economy, our campuses must respond with appropriate programs, degrees and workforce training to insure that employers have employees with the appropriate skill sets to be competitive in a global economy.

### **Development of a Comprehensive Regional Campus System**

According to Hanover Research, multi-campus institutions generally adhere to one of three models: the “One University” model, the “One System” model, or the “Hybrid” model. The “One University” model is characterized by a relatively low degree of regional campus autonomy and a high degree of integration and unity across campuses as opposed to the “One System” model, characterized by a greater level of campus autonomy that enables campuses to offer degrees distinct from the flagship campus. The “Hybrid” model aims to bridge the gap between the two models to balance between regional campus autonomy and university-wide unity.

Kent State University has adopted the “Hybrid” model approach - allowing each Regional Campus the flexibility to serve the home community while operating within principles established by the Kent State University system. One of the challenges of this type of system is the barriers created by discipline departments on the main campus who fear Regional Campus programs will create loss of enrollment in their department. After months of discussion with faculty and administrators from all campuses, we believe the creation of a Regional College will accelerate the transformation of Kent State’s Regional Campuses, enabling greater collaboration between the Kent Campus and its Regional Campus colleagues resulting in a seamless, integrated, university system of curricula, while, at the same time, providing the Regional Campuses greater autonomy in establishing an organizational structure for offering degrees unique to programs not affiliated with any particular department, school or independent college on the Kent Campus.

### **Creating a Regional College**

At the November 2009 Kent State University Board of Trustees meeting, the Board approved the establishment of a new administrative college and academic home for programs and associated issues unique to the Regional Campuses. This College will be led by a Regional Campus administrator who also serves as dean for his/her respective regional campus. This administrator will replace the executive dean for Regional Campuses, but maintain the coordinating and leadership role in the development of the Regional Campus system.

The Regional College will consist of three divisions – the Division of Applied Business, the Division of Health Occupations and the Division of Professional Studies. Each division will name a division coordinator who reports directly to the dean of the college. These coordinators will be appointed by the Regional College administrative dean, in consultation with the Regional Campus deans and the faculty in each division.

Tenure/tenure-track faculty and non-tenure track faculty whose disciplinary expertise is in the programs within a division of the Regional College shall be appointed to the appropriate division. These appointments will reflect the terms of the faculty member's current appointment with respect to tenure eligibility, tenure status and academic rank.

### **Courses and Degrees Unique to the Regional Campuses**

To achieve the vision of a comprehensive Regional Campus system, greater autonomy in offering degrees unique to programs not affiliated with any department, school or independent college on the Kent Campus is needed. By housing the certificate programs, associate degrees and bachelor's degrees unique to the Regional Campus system in the Regional College, the college will have the autonomy and flexibility necessary to respond to the ever-changing needs of the communities served by the Regional Campuses while maintaining the high standards of Kent State University's excellence agenda.

In addition to expanding the development of the unique programs, the Regional Campuses will need to provide programs that are traditionally found at small liberal arts colleges and currently only offered at the Kent Campus. This will require dedicated attention to the expansion of Kent Campus degrees to the Regional Campuses. To accomplish this expansion, strategic areas of focus and identified goals and strategies have been developed. It is expected that within the next three to five years, Kent State University will have the most comprehensive system of regional campuses within the state and will have a major impact on Northeast Ohio's economic development and its push to increase the number of Ohioans with bachelor's degrees.







### **Current Regional Campus Bachelor's Degrees**

<b>Current Program</b>	<b>Ashtabula</b>	<b>E L</b>	<b>Geauga</b>	<b>Salem</b>	<b>Stark</b>	<b>Trumbull</b>	<b>Tusc</b>
<b>Applied Studies</b>	X	X	X	X	X	X	X
<b>Business Management</b>	X	X	X	X	X	X	X
<b>Communication-Applied</b>	X	X		X	X	X	X
<b>Computed Tomography</b>				X			
<b>Diagnostic Medical Sonography</b>				X			
<b>Early Childhood Ed.</b>				X			X
<b>English</b>	X	X		X	X	X	
<b>General Studies</b>	X	X	X	X	X	X	X
<b>History</b>					X		
<b>Horticulture</b>				X			
<b>Human Dev. Family Studies(Family Life)</b>				X	X		

Justice Studies	X	X		X	X	X	X
MRI				X			
Mathematics					X		
Middle Childhood Ed.			X		X		
Music Technology					X		
Nuclear Medicine				X			
Nursing			X	X	X	X	
Psychology		X		X	X		
Radiation Therapy				X			
Radiologic Sciences				X			
Technology	X	X	X	X		X	X

### Strategic Areas and Goals

Six strategic areas will drive KSU's Regional Campuses in the next three to five years in the development of a comprehensive Regional Campus system characterized by the expansion of bachelor's degrees and a significant increase in the number students graduating with a bachelor degree. The six strategies are:

-  **Build academic programs and related support services**
-  **Expand 2+2 and articulated degree pathways**
-  **Increase the number of community college transfer students**
-  **Grow enrollment**
-  **Sustain fiscal stability**
-  **Connect to the community**

*Strategic Area: Build academic programs and related support services*

**Goal:** Each regional campus offers affordable, high quality bachelor's degrees specific to the regional needs or areas of emphasis and degrees commonly found at small liberal arts colleges.

#### Critical Steps:

- Establish an administrative structure that can facilitate the expansion of bachelor's degree programs to the Regional Campuses.
- Develop a comprehensive academic plan for each campus that identifies the degrees, resources needed and timeline for the implementation of additional bachelor's degrees.
- Continue to offer certificate and associate degrees in high growth occupational areas not served by local community colleges.
- Expand bachelor's degree course offerings to enable students to complete the entire degree at a Regional Campus.

- Create the infrastructure to support technological course delivery systems.
- Use innovative means of program delivery including flexible scheduling and technology-enhanced learning, i.e. blended, synchronous and asynchronous instructional strategies to expand access and degree offerings at each campus.
- Provide faculty professional development programs and support services to insure high quality learner-centered course development.
- Strengthen the working relationships between Regional Campus and Kent campus deans.
- Leverage the resources of the university to provide expanded access to bachelor's degrees at Regional Campuses.
- Employ and share faculty across campuses to insure the delivery of high quality programs.
- Expand the number of fully online associate and bachelor's degree programs which can be shared among the campuses and marketed beyond the region.
- Pursue and maintain national accreditation for all eligible undergraduate programs.
- Expand programs and opportunities for students to study abroad, conduct student research, develop e-portfolios, participate in service learning activities, and complete internships.
- Recruit highly qualified faculty and improve the integration of adjunct faculty into the campus and discipline departments.

***Strategic Area: Expand 2+2 and articulated degree pathways***

**Goal:** The Regional Campus system will provide seamless transfer of credit through 2+2 and articulated degree pathways to those who seek a bachelor's degree.

### **Critical Steps**

- Assign the responsibility of expanding 2+2 and articulated agreements to a specific administrative office.
- Facilitate the creation of new articulation agreements through the development of a standard format for all agreements.
- Expand the number of articulation agreements with regional tech prep programs and other technical and community colleges.
- Explore the awarding of elective college credits to those who have completed vocational programs utilizing a standard formula and utilizing CAEL for the assessment of experiential learning.
- Market the current bachelor's degrees designed to facilitate transfer of credit, articulation, and 2+2, i.e. General Studies, Bachelor of Applied Studies, and Bachelor of Technology degrees. These degrees can be offered at all the regional campuses.
- Monitor the effectiveness of the agreements and the need for revisions and new agreements

**Strategic Area:** *Increase the number of community college transfer students*

**Goal:** Increase the number of community college students who transfer to a regional campus to complete their associate or bachelor degrees.

**Critical Steps**

- Implement a marketing plan and associated materials targeted to current community college students and alumni emphasizing 2+2 bachelor degrees and affordability..
- Work with area community colleges to develop programs that can ease the student's transition from the community college to the university's regional campuses.
- During the 2010-11 academic year pilot "STEP" (Student Transfer Excellence Program) with at least one community college in the region.
- Conduct a longitudinal study on the success rate of community college transfer students to KSU regional campuses.
- Increase the number of community college students who transfer to KSU by 3 percent over a three year period.
- Market the Bachelor of Technology and Applied Studies degrees as completer degrees to community college students, faculty, and advisors.
- Expand the number of articulation agreements and 2+2 degree concentrations and options to facilitate the transfer of credits.
- Increase the number of community college students who complete a bachelor degree at a regional campus.

**Strategic Area:** *Grow Enrollment*

**Goal:** Expand the overall enrollment of each of the regional campuses and create support programs targeted to the specific needs of the students.

**Critical Steps:**

- Provide clear roadmaps for the targeted student groups to enable timely degree completion.
- Expand course offerings and schedule courses to meet the needs of the students and allow for timely completion of degree programs.
- Create a market plan that brands the system, announces the new opportunities at the Regional Campuses, and describes the "Kent Advantage" to the targeted groups and community colleges.
- Utilize technology (blended and fully online), and coordinated scheduling of courses among the regional campuses to maximize our resources and student access.
- Expand program offerings to off-campus sites such as the community college.
- Maintain a dynamic web site that effectively serves online visitors and supports campus operations.
- Expand student support services to enhance retention of students.

- Build opportunities for high school students to familiarize themselves with the college experience through targeted programs and regular contact with the campuses.
- Expand dual credit courses taught at the high school.
- Create an “Early Admission” program for students currently attending the community college.

***Strategic Area: Sustain Fiscal Stability***

**Goal:** Develop and maintain a business model that insures the fiscal stability of each regional campus while increasing program offerings, enrollment, and excellence.

**Critical Steps:**

- Create a business plan and timetable for staffing, resources, facilities, and infrastructure to accommodate projected growth of programs and enrollment.
- Secure private, grant, corporate, and state funding to further execute the plan.
- Increase scholarship support for student access and success.
- Increase the efficiency of the physical plant capacity to enhance teaching, learning, scholarly activity, and social interaction within a safe and secure campus environment.
- Use technology and non-traditional instructional platforms to enhance revenue while expanding and strengthening programmatic excellence.
- Implement a revenue sharing model that enhances the sharing of resources and programs.

***Strategic Area: Connect to the Community***

**Goal:** Each campus will continue to be a major contributor to the intellectual, cultural, ecological, social, and economic vitality of the region and the state.

**Critical Steps:**

- Promote activities that draw community members onto the campus on a regular basis and enhance the community’s intellectual and cultural life and economic competitiveness.
- Engage local leaders and alumni in campus activities and initiatives.
- Maintain working relationships with area schools, businesses, and local organizations.
- Connect the intellectual resources of the campuses to community issues.

**Goal:** *Lead workforce development efforts in the region*

**Critical Steps:**

- Assess the current workforce development and continuing studies program offerings at each of the Regional Campuses.
- Conduct annual needs assessments to determine areas of further growth.
- Develop an operational plan that shares the resources and strengths of all of the campuses resulting in a more comprehensive delivery of programs.
- Expand partnerships with national organizations that can provide industry recognized certifications.
- Market the workforce development and continuing studies programs across all of Northeast Ohio.
- Expand distance learning programs through partnerships with other organizations.
- Broaden opportunities for experiential learning credits and articulation with degree programs.
- Expand customized workforce training programs that emphasize skill building and improved productivity.
- Utilize Regional Skills Bank data to identify areas of growth and new program development.
- Create a business model that sustains fiscal stability and recovers operational costs.
- Search and apply for grant funding to offset local training needs.
- Maintain working relationships with regional One Stop Centers.

## Appendix A

### Concurrent Enrollments:

Concurrent Enrollments					
CAMPUS	200580	200680	200780	200880	200980
AC	1,518	1,531	1,575	1,713	2,201
EC	818	812	902	964	1,241
GC	931	1,062	1,265	1,467	1,895
SA	1,262	1,276	1,268	1,319	1,587
ST	3,718	3,747	3,849	3,945	4,414
TR	2,045	2,015	2,120	2,058	2,623
TU	1,949	2,021	2,039	2,065	2,395
<b>Grand Total</b>	<b>12,241</b>	<b>12,464</b>	<b>13,018</b>	<b>13,531</b>	<b>16,356</b>

Concurrent Enrollment by Age					
Age Grp	200580	200680	200780	200880	200980
High School	575	656	728	733	748
16-19	2,723	2,722	2,760	2,460	2,688
20-25	4,606	4,696	4,977	5,527	6,682
26-99	4,337	4,390	4,553	4,811	6,238
<b>Grand Total</b>	<b>12,241</b>	<b>12,464</b>	<b>13,018</b>	<b>13,531</b>	<b>16,356</b>

### Concurrent Enrollments Continued:

Concurrent Enrollment by Age						
CAMPUS	Age Grp	200580	200680	200780	200880	200980
AC	1-17	74	61	61	74	103
	16-19	294	273	265	252	265
	20-25	464	476	510	592	750
	26-99	686	721	739	795	1,083
<b>AC Total</b>		<b>1,518</b>	<b>1,531</b>	<b>1,575</b>	<b>1,713</b>	<b>2,201</b>
EC	1-17	47	81	94	111	137
	16-19	152	129	151	151	147
	20-25	244	260	300	316	420
	26-99	375	342	357	386	537
<b>EC Total</b>		<b>818</b>	<b>812</b>	<b>902</b>	<b>964</b>	<b>1,241</b>
GC	1-17	27	37	37	69	88
	16-19	199	205	219	202	274
	20-25	384	476	585	639	808
	26-99	321	344	424	557	725
<b>GC Total</b>		<b>931</b>	<b>1,062</b>	<b>1,265</b>	<b>1,467</b>	<b>1,895</b>
SA	1-17	64	76	40	53	39
	16-19	268	249	259	257	327
	20-25	458	487	509	564	648
	26-99	472	464	460	445	573
<b>SA Total</b>		<b>1,262</b>	<b>1,276</b>	<b>1,268</b>	<b>1,319</b>	<b>1,587</b>
ST	1-17	168	194	232	162	130
	16-19	985	968	971	865	891
	20-25	1,624	1,594	1,628	1,840	2,097
	26-99	941	991	1,018	1,078	1,296
<b>ST Total</b>		<b>3,718</b>	<b>3,747</b>	<b>3,849</b>	<b>3,945</b>	<b>4,414</b>
TR	1-17	46	38	69	72	49
	16-19	413	442	441	368	396
	20-25	734	722	734	790	1,044
	26-99	852	813	876	828	1,134
<b>TR Total</b>		<b>2,045</b>	<b>2,015</b>	<b>2,120</b>	<b>2,058</b>	<b>2,623</b>
TU	1-17	149	169	195	192	202
	16-19	412	456	454	365	388
	20-25	698	681	711	786	915
	26-99	690	715	679	722	890
<b>TU Total</b>		<b>1,949</b>	<b>2,021</b>	<b>2,039</b>	<b>2,065</b>	<b>2,395</b>

## Regional Campus Graduation Summary:

Degrees Earned (Bacc = 61+ hrs at Regional Campus)					
Degree	2005	2006	2007	2008	2009
Assoc	753	813	822	766	803
Bacc	356	363	355	357	409
<b>Grand Total</b>	<b>1109</b>	<b>1176</b>	<b>1177</b>	<b>1123</b>	<b>1212</b>

Degrees Earned (Bacc = 61+ hrs at Regional Campus)						
CAMPUS	Degree	2005	2006	2007	2008	2009
AC	Assoc	113	134	131	143	171
	Bacc	25	29	21	15	26
<b>AC Total</b>		<b>138</b>	<b>163</b>	<b>152</b>	<b>158</b>	<b>197</b>
EC	Assoc	83	102	130	98	97
	Bacc	9	8	12	8	11
<b>EC Total</b>		<b>92</b>	<b>110</b>	<b>142</b>	<b>106</b>	<b>108</b>
GC	Assoc	30	48	49	40	54
	Bacc	20	19	16	26	44
<b>GC Total</b>		<b>50</b>	<b>67</b>	<b>65</b>	<b>66</b>	<b>98</b>
SA	Assoc	100	113	99	96	92
	Bacc	34	49	51	53	66
<b>SA Total</b>		<b>134</b>	<b>162</b>	<b>150</b>	<b>149</b>	<b>158</b>
ST	Assoc	119	97	83	89	68
	Bacc	150	137	132	144	142
<b>ST Total</b>		<b>269</b>	<b>234</b>	<b>215</b>	<b>233</b>	<b>210</b>
TR	Assoc	101	93	87	99	89
	Bacc	61	76	71	51	76
<b>TR Total</b>		<b>162</b>	<b>169</b>	<b>158</b>	<b>150</b>	<b>165</b>
TU	Assoc	207	226	243	201	232
	Bacc	57	45	52	60	44
<b>TU Total</b>		<b>264</b>	<b>271</b>	<b>295</b>	<b>261</b>	<b>276</b>