



# IT Service Investment Board

December 12, 2012

# Agenda

- Technology Recharge Fee
  - Review and Recommend TRF for FY 2014
- FY 2014 Investment Opportunities
  - Review – Questions & Discussion
  - Recommendations on Next Steps

# Technology Recharge Fee

# TRF Principles Established by Working Group

- Costs will be fully recovered
- Head count will be a proxy for use
- Results will be actionable
- Process will be transparent
- Simplicity should be maintained
- Administration should be easy

# Outcome from Today's Meeting

- Reach agreement on a TRF allocation methodology
- Recommendation for the Provost on the TRF rate for FY 2014

# 2 Key Issues

- Should Information Management be included in the TRF model?
  - Currently GOF/DOF funds Information Management and it is not included in the TRF model, and as a result Medical Centers do not contribute
- Should Cost of students be allocated to Academic Units via ABB?
  - Currently GOF/DOF is applied to the cost of students, with balance applied toward employees

# Current Allocation of GOF/DOF

	IM	University Support	TRF (Basic Services)			Total
			Med	Students	Campus	
FY14 Budget*	\$10M	\$8.7M	\$6.2M	\$14.3M	\$19.2M	\$58.4M
Less GOF DOF	-\$10M	-\$8.7M	0	-\$14.3M	-\$7.0M	-\$40.0M
<b>TRF Balance</b>	<b>0</b>	<b>0</b>	<b>\$6.2M</b>	<b>0</b>	<b>\$12.2M</b>	<b>\$18.4M</b>

Head Count			9,575	42,454	19,386	
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<b>Monthly TRF</b>			<b>\$53.84</b>		<b>\$52.60</b>	
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\* Does not include Temp, Self Sustaining, or IM Project Budgets

# Information Management



# Information Management - Services

*Not currently included in the TRF – funded with GOF/DOF*

- Finance Program (FIN, EIO, MyFD, BGT)
- HR/Payroll Program (HEPPS, OPUS, OWLS)
- Student Program (SDB)
- Enterprise Information and Integration Services (Data Warehouse)
- Facilities Services
- Alumni & Advancement
- Chemical Tracking System (EH&S)

Modernization efforts including HR/Payroll Replacement, eFECs, Kuali Student, Document Imaging, and MyPlan, are funded separately by the Provost as specific projects

# Should Information Management be Included in the TRF?

## FOR:

- All units, including Medical Centers, share in the benefit of IM systems
- Medical Centers utilize Payroll, Financial Accounting, Purchasing, eTravel, ProCard, etc.
- Allocation of cost would be consistent with other IT services in the TRF
- Less administrative complexity (reorganizations within UW-IT, overhead allocations, etc.)

# Should Information Management be Included in the TRF?

## **AGAINST:**

- IM systems are an institutional responsibility and should be funded with GOF/DOF
- IM was not included in the original TRF
- Medical Centers only utilize the Admin Business Systems (and IM) because it is an institutional requirement
- Medical Centers invest heavily in their own accounting system (McKesson GL, Kronos Timekeeping, and other systems to meet their business & regulatory requirements)

# Alternative 1: Includes IM

## No Change to Students

Per Capita Group	TRF Monthly Rate
Employee Rate	\$42.74
Medical Center Rate	\$73.82
Student Rate	\$0.00

Category	Annual TRF Increase / (Decrease)
Administrative Units	(\$565,094)
Academic Units	(\$873,866)
School of Medicine	(\$873,329)
Medical Center	\$2,342,299

# Allocation of Student Costs

# Should Cost of Students be Allocated to Academic Units via ABB?

## FOR:

- Students are major cost drivers of IT
- ABB Principle:
  - Revenue from tuition allocated to units
  - Costs related to students should be allocated to units
- Current methodology unfair to units with few or no students
- ABB tuition allocation methodology provides way to allocate costs

# Should Cost of Students be Allocated to Academic Units via ABB?

## **AGAINST:**

- Students should be considered an institutional responsibility, not allocated to specific academic units
- ABB revenue to be used for cost of instruction, not cost of UW-IT infrastructure/services for students
- One source of UW-IT GOF/DOF is the ABB Tax (30% of tuition)
- Administrative complexity for units

# Alternative 2: Students to Units (ABB)

## IM Not Included

Per Capita Group	TRF Monthly Rate
Employee Rate	\$27.54
Medical Center Rate	\$50.02
Student Rate	\$12.31

Category	Annual TRF Increase / (Decrease)
Administrative Units	(\$1,429,534)
Academic Units	\$3,684,749
School of Medicine	(\$1,833,435)
Medical Center	(\$391,816)



# 2 Key Issues

Should Information Management be included in the TRF?

- Yes:
  - These costs are no different than other IT costs in the TRF model and there is no rationale for excluding
- No:
  - These costs are an institutional responsibility and should be paid from GOF/DOF

Should Students be allocated to academic units via ABB?

- Yes:
  - ABB Principle – Units receive tuition revenue and should bear responsibility of costs
- No:
  - Students should be treated as an institutional responsibility. These are outside the cost of instruction and should be paid by GOF/DOF

***Should these two issues be discussed concurrently?***

# Alternative 3: IM Included & Students to Units (ABB)

Per Capita Group	TRF Monthly Rate
Employee Rate	\$23.85
Medical Center Rate	\$73.82
Student Rate	\$8.63

Category	Annual TRF Increase / (Decrease)
Administrative Units	(\$1,639,221)
Academic Units	\$1,596,812
School of Medicine	(\$2,269,938)
Medical Center	\$2,342,299

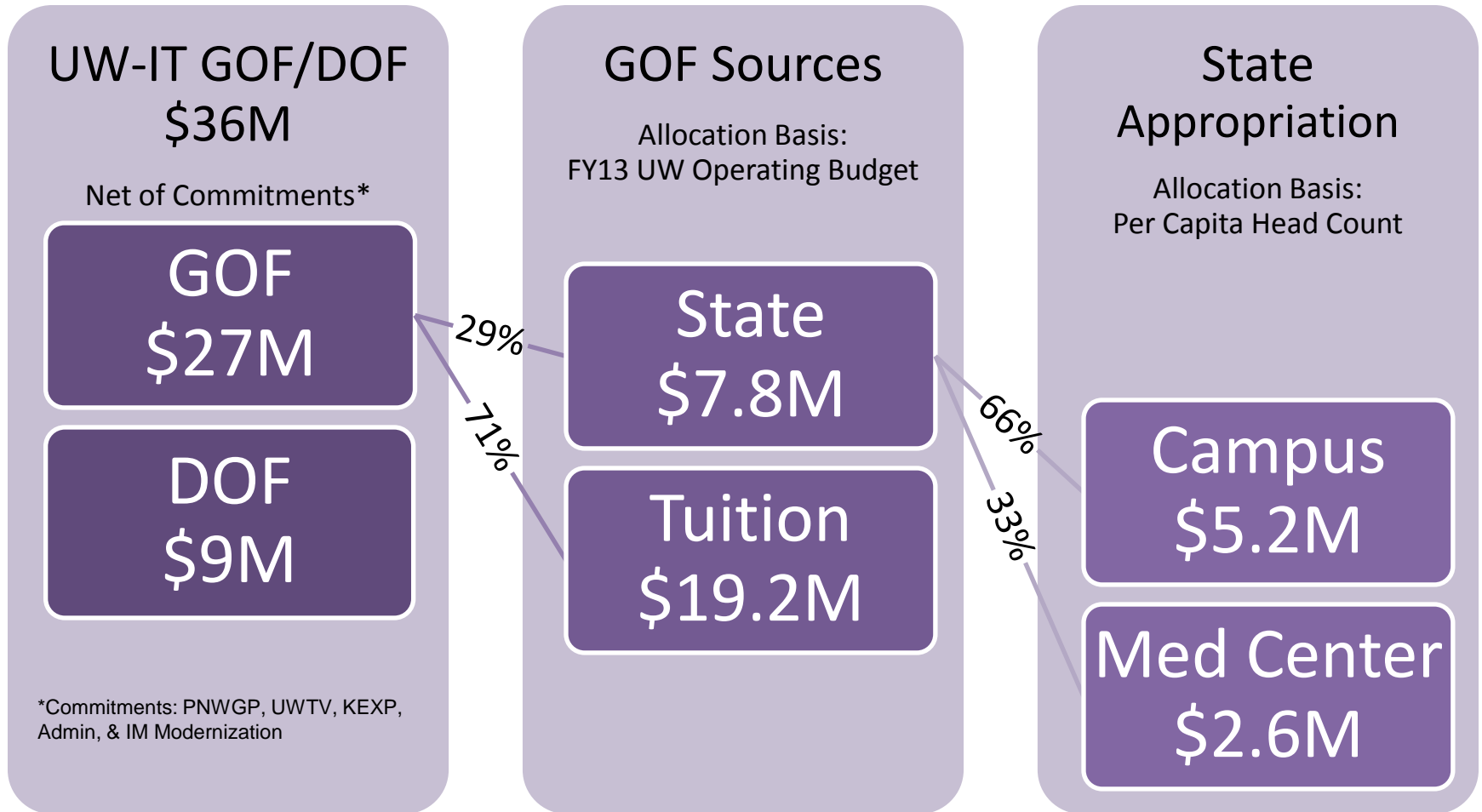
# Alternatives to Consider

# GOF Allocation to Medical Centers?

- If we allocate IM costs to Medical Centers, should we also consider also allocating GOF?
  - Currently – no GOF/DOF is allocated to Medical Centers

# UW-IT GOF/DOF Funding

## Possible Allocation to Med Centers



# GOF Allocation to Medical Centers?

## FOR:

- Fair to allocate part of our GOF - “state appropriation” to Medical Centers

## AGAINST:

- Medical Centers are Self-Sustaining
- Inconsistent with current policy and precedent

# Alternative 4: Include IM, Incremental ABB, & GOF to Medical Center

Per Capita Group	TRF Monthly Rate
Employee Rate	\$47.28
Medical Center Rate	\$51.45
Student Rate	\$2.97

Category	Annual TRF Increase / (Decrease)
Administrative Units	(\$306,859)
Academic Units	\$947,942
School of Medicine	(\$383,551)
Medical Center	(\$227,508)

# Alternative 5: Includes IM & GOF to Medical Centers

Per Capita Group	TRF Monthly Rate
Employee Rate	\$53.79
Med Center Rate	\$51.45
Student Rate	\$0.00

Category	Annual TRF Increase / (Decrease)
Admin Units	\$97,334
Academic Units	\$62,942
School of Med.	\$97,275
Med Center	(\$227,508)



# Maintain the Status Quo?

- Maintain the Current Model for additional 2-3 Yrs (No change in methodology)

Or

- Consider amending Current Model to:
  - Reclassify specific Univ Supported Svs (CISO, Data Centers, Student Labs) as part of Basic Services
  - Exempt Medical Centers for support of cost of SDB (Student Data Systems)

# Alternative 6: Includes University Support & SDB Changes Only

Per Capita Group	TRF Monthly Rate
Employee Rate	\$54.49
Med Center Rate	\$50.02
Student Rate	\$0.00

Category	Annual TRF Increase / (Decrease)
Admin Units	\$103,097
Academic Units	\$159,431
School of Med.	\$159,333
Med Center	(\$391,816)

# TRF Advisory Committee Update

*Met on December 11, 2012*

- Majority recommended:
  - Status Quo or Alt #6 Adj for Univ Suppt & SDB
  - Would consider Alt #5 to include IM, if GOF support provided to Medical Centers
- Minority recommended:
  - Alt #2 or Alt #4 to allocate all or portion of student costs per ABB

# Board Recommendation to Provost

- Board recommendation on a TRF allocation methodology
  - 2 or 3 Year period
- Board recommendation on the TRF rate for FY 2014

# Investment Opportunities for Fiscal Year 2014

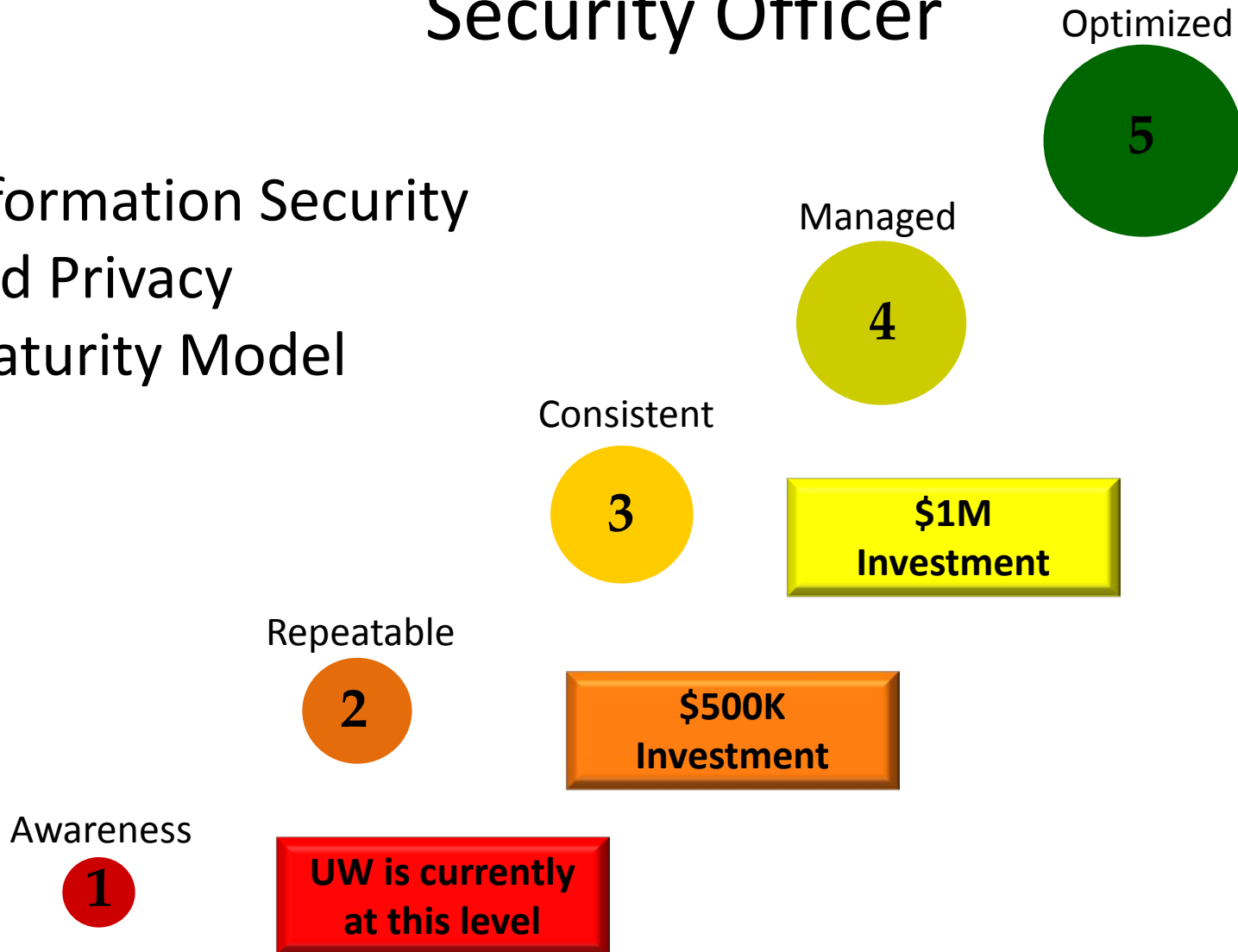
# Investment Opportunities for FY 14

Proposing additional investments for inclusion in the FY 2014 Technology Recharge Fee

- Information Security & Privacy
- 40G Campus Research and Science Network
- Cyber-Infrastructure Support

# UW Office of the Chief Information Security Officer

## Information Security and Privacy Maturity Model



# IT Central Security Staffing Peer Analysis

Organization	University FTEs	Professional Personnel	# of FTEs per Prof Security	Student Personnel
The Johns Hopkins University	15,133	25	605	0
Cornell University	20,563	18	1,142	0
University of Wisconsin-Madison	38,511	21	1,833	3
University of Minnesota	42,616	21	2,029	0
MIT	10,277	5	2,055	0
University of North Carolina at Chapel Hill	25,175	11	2,288	0
Indiana University	39,097	14	2,792	0
University of California, Berkeley	34,635	11	3,148	0
University of Washington	34,335	10	3,433	0
University of Illinois at Urbana-Champaign	41,199	10	4,119	2
Arizona State University	59,110	7	8,444	0





# Information Security & Privacy

## \$1M Investment

How money would be spent

- Salaries, wages, and benefits for 5 FTE
- Minimal Training
- Equipment

Benefits

- Develop new tools and services to help identify gaps in information security
- Consult with UW colleges, schools, and departments on information security and privacy risks and potential impacts
- Assist units in developing strategies for managing risks

# \$500K Investment

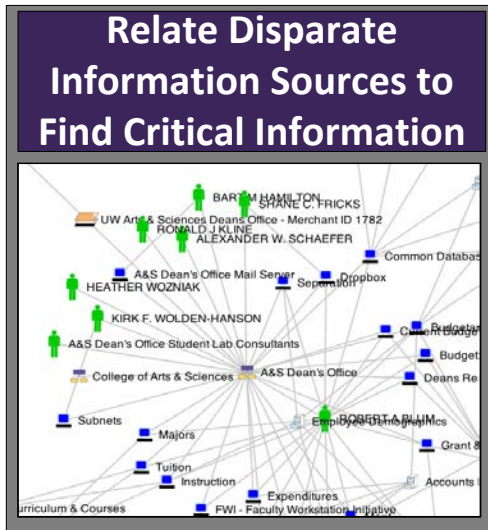
## How money would be spent

- Salaries, wages, and benefits for 4 FTE
- Equipment

## Benefits

- Develop minimum set of resources for use at the University; departments would develop their own strategies for information security, privacy risks, and threats
- Minimal equipment to perform job duties

# Building Context for Information Security and Privacy



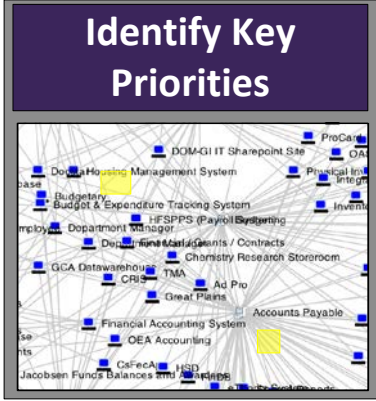
### Increase Transparency of Assets

**General**

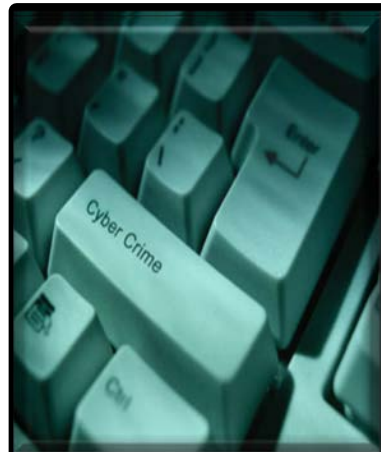
Type: **Organization**  
 name: **Office of the Chief Information Security Officer (CISO)**  
 Email: [ciiso@uw.edu](mailto:ciiso@uw.edu)  
 Phone Number: **206-685-0116**  
 Web Site: <http://ciiso.uw.edu/>  
 Profile Status: 50% complete

**Summary**

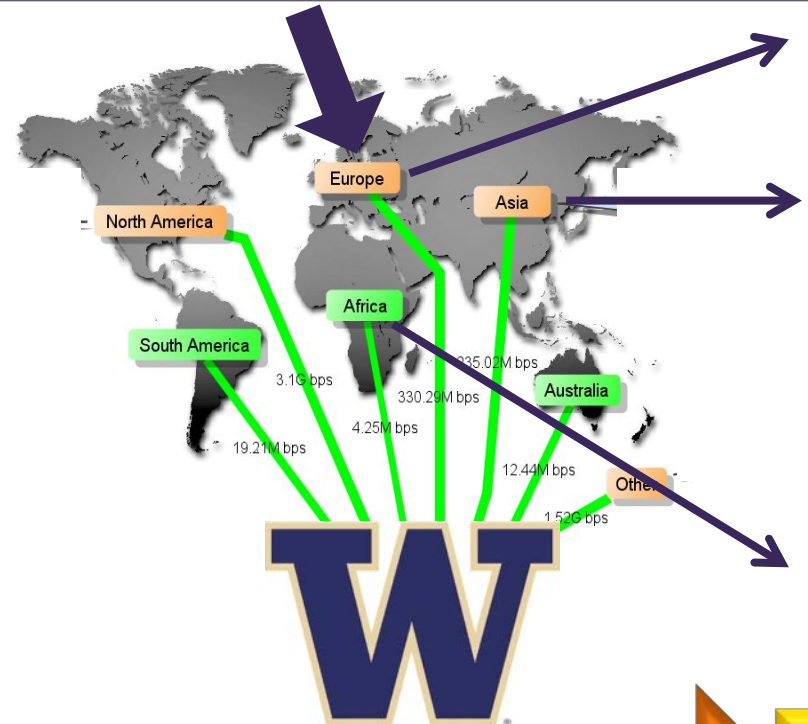
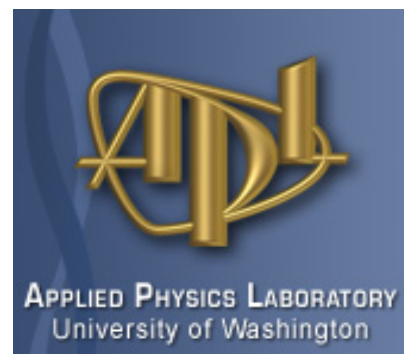
Systems: **59 Internal Systems (10 critical), 28 External Systems (20 critical)**  
 People: **15 People In Critical Information Security and Privacy Roles**  
 Organizations: **15 Sub Organizations**  
 Business Functions: **51 Business Functions (20 critical)**  
 Laws and Regulations: **19 Information Security Laws and Regulations**  
 Notifications: **30 Notifications (3 critical)**



# Building the Capability to Find Malicious Network Traffic



15-25 terabytes of data per day flying in and out of the UW



**THREATS**

**SITUATIONAL AWARENESS**

**ALERTS & HELP**

# 40G Campus Research and Science Network

- Design, implement and support a dedicated 40G Research and Science network
- Provide dedicated 10G bandwidth to 15 research locations, including Hyak and data storage
- Connect the campus 40G network to the advanced 100G Pacific Northwest Gigapop and Internet2
- Leverage \$800K in NSF grants
- Invest \$1.4M for FY 14 and \$1.4M for FY 15

# 40G Campus Research & Science Network

“The advent of a high-speed research network will transform how data is analyzed.”

- *Robert H Waterston, Genome Sciences*

“Increased research bandwidth is essential to driving our research forward.”

- *Thomas P. Ackerman, Atmospheric Sciences*

“This project will serve as an exemplar for the interoperability between UW resources and national resources.”

- *Thomas R Quinn, Astronomy and Physics*

“Improved bandwidth between the Science DMZ and external networks will improve our ability to download large data sets for analysis.”

- *Martin Savage, Physics*

“To keep the University of Washington among the nation's leading research-intensive universities ...the single most important thing that UW IT can do is to keep UW at the leading edge of R&E (research and education) networking.”

- *Edward Lazowska, Computer Science and Engineering*

# Cyber-Infrastructure Support for Research

Develop a new service for Cyber-Infrastructure support of research computing

- Consulting - Provide subsidized, fee-for-service assistance in the tools and techniques of scalable
- Storage - Provide lower cost, enterprise-class storage for research data by changing the Iolo storage cost model to be on-par with “departmental” storage
- Collaboration - Offer partnership opportunities and easy access to services and communities to improve research
- \$280K year

# Impact of Investment on the TRF\*

Investment	Increase to Campus Employee	Increase to Medical Center
Info Security \$1M	\$3.73 (7.1%)	\$1.17 (2.2%)
Research Network \$1.4M**	\$6.02 (11.5%)	\$0.00 (0%)
Cyber Research \$280K	\$1.05 (2.0%)	\$0.33 (0.6%)

*\*Impact on TRF varies for ABB alternatives.*

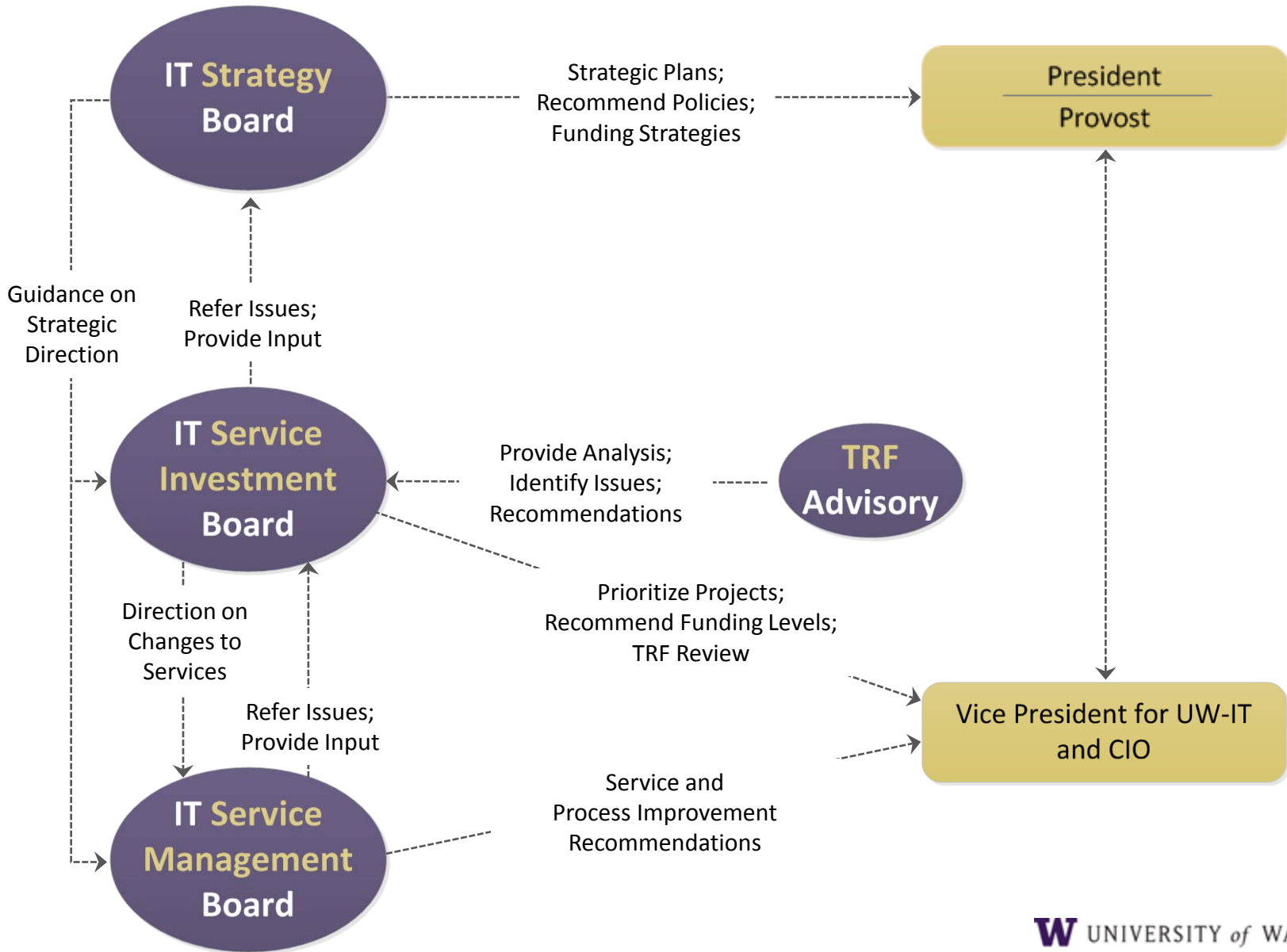
*\*\*Research Network investment is not applicable to Medical Centers.*



# Questions & Discussion

# Appendix

# Information Technology (IT) Governance



# IT Governance Membership

## IT Strategy Board

<b>Thomas Baillie</b> School of Pharmacy Chair
<b>Gerald Baldasty</b> Academic and Student Affairs
<b>Thomas Daniel</b> Biology
<b>James Fine</b> UW Medicine
<b>Paul Jenny</b> Office of Planning & Budgeting
<b>Edward Lazowska</b> Computer Science & Engineering
<b>Mary Lidstrom</b> Office of Research
<b>John Slattery</b> School of Medicine
<b>Kellye Testy</b> School of Law
<b>Kelli Trosvig</b> UW Information Technology
<b>V'ella Warren</b> Finance & Facilities

## IT Service Investment Board

<b>Kellye Testy</b> School of Law Chair
<b>David Anderson</b> Health Sciences Administration
<b>Susan Astley</b> Epidemiology & Pediatrics
<b>Susan Camber</b> Financial Management
<b>Walt Dryfoos</b> University Advancement
<b>Vikram Jandhyala</b> College of Engineering
<b>Mary Fran Joseph</b> UW School of Medicine
<b>Stephen Majeski</b> College of Arts & Sciences
<b>Harlan Patterson</b> UW Tacoma
<b>Liz Shirley</b> UW Medicine
<b>Gary Quarfoth</b> Office of Planning & Budgeting
<b>Kelli Trosvig</b> UW Information Technology
<b>Bill Ferris, Ex-Officio</b> UW Information Technology

## TRF Advisory Committee

<b>Bill Ferris</b> UW Information Technology Co-Chair
<b>Tom Sparks</b> College of Engineering Co-Chair
<b>Cristi Chapman</b> Management Accounting & Analysis
<b>David Green</b> School of Medicine
<b>Amy Floit</b> Office of Planning & Budgeting
<b>Jonathan Franklin</b> School of Law
<b>Paul Ishizuka</b> UW Medicine
<b>Linda Rose Nelson</b> College of Arts & Sciences

## IT Service Management Board

<b>Scott Barker</b> Information School Chair
<b>Mark Baratta</b> College of Built Environments
<b>Kate Bouchard</b> Foster School of Business
<b>John Drew</b> The Graduate School
<b>Jean Garber</b> School of Dentistry
<b>Brad Greer</b> UW Information Technology
<b>Paul Henderson</b> UW Medicine IT Services
<b>Erik Lundberg</b> UW Information Technology
<b>Linda Rose Nelson</b> College of Arts & Sciences
<b>Gary Pedersen</b> Chemistry
<b>Barb Prentiss</b> School of Medicine
<b>Roland Rivera</b> UW Information Technology
<b>Bill Shirey</b> UW Information Technology
<b>Tom Sparks</b> College of Engineering
<b>Tammy Stockton</b> UW Information Technology
<b>Betsy Tippens</b> UW Bothell
<b>Mary Mulvihill, Ex-Officio</b> UW Information Technology

# IT Service Investment Board Charge

- Review services provided by UW Information Technology (UW-IT)
- Conduct annual review of Technology Recharge Fee (TRF) and recommend changes as needed
- Review major UW-IT projects and make recommendations about investment priorities

**Technology Recharge Fee for FY 2014 - Summary of Primary Alternatives**

	<b>Current Model IM Not Included Students Funded by GOF</b>	<b>Alternative 1 Includes IM No Change to Students</b>	<b>Alternative 2 Students to Units (ABB) IM Not Included</b>	<b>Alternative 3 IM Included &amp; Students to Units (ABB)</b>	<b>Alternative 4 IM Included, Incremental ABB, &amp; GOF to Med Ctr</b>	<b>Alternative 5 Includes IM &amp; GOF to Med Ctr</b>	<b>Alternative 6 University Support &amp; SDB Changes Only</b>
	<b>Total Cost</b>	<b>Incremental Impact</b>	<b>Incremental Impact</b>	<b>Incremental Impact</b>	<b>Incremental Impact</b>	<b>Incremental Impact</b>	<b>Incremental Impact</b>
Academic Units (w/o SOM)	4,624,910	(873,866)	3,684,749	1,596,812	947,942	97,334	159,431
Administrative Units	2,990,741	(565,094)	(1,429,534)	(1,639,221)	(306,859)	62,942	103,097
School of Medicine	4,622,069	(873,329)	(1,833,435)	(2,269,938)	(383,551)	97,275	159,333
Medical Centers	6,186,638	2,342,299	(391,816)	2,342,299	(227,508)	(227,508)	(391,816)
<b>Total</b>	<b>18,424,358</b>	<b>30,010</b>	<b>29,964</b>	<b>29,952</b>	<b>30,024</b>	<b>30,043</b>	<b>30,045</b>

	<b>Monthly Rate (Per Capita)</b>	<b>Monthly Rate (Per Capita)</b>	<b>Monthly Rate (Per Capita)</b>	<b>Monthly Rate (Per Capita)</b>	<b>Monthly Rate (Per Capita)</b>	<b>Monthly Rate (Per Capita)</b>	<b>Monthly Rate (Per Capita)</b>
Employee Rate (\$52.68)	52.60	42.74	27.54	23.85	47.28	53.79	54.49
Student Rate (\$0.00)	-		12.31	8.63	2.97	-	-
Med Center Rate (\$53.43)	53.84	73.82	50.02	73.82	51.45	51.45	50.02

Note: Med Ctrs pays separately for Network/Telecom

<b>Issues &amp; Impacts</b>	<b>Issues &amp; Impacts</b>	<b>Issues &amp; Impacts</b>	<b>Issues &amp; Impacts</b>	<b>Issues &amp; Impacts</b>	<b>Issues &amp; Impacts</b>	<b>Issues &amp; Impacts</b>
- Maintains Status Quo	- Medical Centers contributes to Information Mgmt	- Allocates student costs to Units via ABB methodology	- Medical Centers contributes to Information Mgmt	- Medical Centers covers full share of Information Mgmt	- Medical Centers covers full share of Information Mgmt	Realign Univ Support (CISO, Data Centers, & Student Labs)
- Students covered by GOF/DOF	- Students covered by GOF/DOF	- Med Centers do not contribute to Information Mgmt	- Allocates student costs to Units via ABB methodology	- Allocates \$2.6M GOF/DOF to Medical Centers	- Allocates \$2.6M GOF/DOF to Medical Centers	SDB (Student Database Systems) Costs excluded from Med Center
- Med Centers do not contribute to Information Mgmt				- Incremental approach (1/3) to allocate student costs to Units via ABB methodology	- Impact on Academic/Admin: 2.3% Increase	- Med Centers do not contribute to Information Mgmt
- Med Centers do not contribute to Univ Suppt Svcs						- Students covered by GOF/DOF
						- Impact on Academic/Admin: 3.6% Increase

\*All Alternate Scenarios (1-6) realign Univ Support (CISO, Data Centers, & Student Labs) & Exclusion of SDB costs from Medical Centers

**FY14 TRF - Summary of Primary Alternatives**

*Incremental Impact to Units*

Unit Name	Type	Org #	Current Methodology	Alternative #1 - Include IM	Alternative #2 - Students to Units (ABB)	Alternative #3 - Include IM & Students to Units	Alternative #4 - Include IM, GOF to Med Ctr. & Incr ABB	Alternative #5 - Include IM, GOF to Med Ctr.	Alternative #6 - Univ Support & SDB Only
Office of the President (Inc ICA)	ADMIN	200	(203)	(26,807)	(67,814)	(77,762)	(14,557)	2,986	4,891
Attorney General	ADMIN	201	(8)	(1,073)	(2,716)	(3,114)	(583)	120	196
Provost	ADMIN	202	(55)	(7,276)	(18,406)	(21,105)	(3,951)	810	1,327
Planning & Budgeting	ADMIN	203	(31)	(4,055)	(10,259)	(11,764)	(2,202)	452	740
Minority Affairs	ADMIN	206	(94)	(12,434)	(31,456)	(36,070)	(6,752)	1,385	2,269
Libraries	ADMIN	207	(297)	(39,241)	(99,270)	(113,831)	(21,309)	4,371	7,159
UW Finance & Facilities	ADMIN	208	(1,191)	(157,502)	(398,438)	(456,882)	(85,527)	17,543	28,735
Human Resources	ADMIN	209	(148)	(19,561)	(49,484)	(56,743)	(10,622)	2,179	3,569
UW-IT (Includes IM)	ADMIN	210	(370)	(48,903)	(123,710)	(141,856)	(26,555)	5,447	8,922
Student Life	ADMIN	212	(620)	(81,972)	(207,366)	(237,783)	(44,512)	9,130	14,955
External Affairs	ADMIN	214	(124)	(16,430)	(41,564)	(47,660)	(8,922)	1,830	2,998
University Advancement	ADMIN	215	(205)	(27,135)	(68,644)	(78,713)	(14,735)	3,022	4,951
Office of Research	ADMIN	216	(378)	(49,976)	(126,426)	(144,970)	(27,138)	5,567	9,118
Office of IP and TT	ADMIN	217	(48)	(6,381)	(16,143)	(18,511)	(3,465)	711	1,164
Built Environments	ACADEMIC	252	(111)	(14,671)	94,436	49,638	23,774	1,634	2,677
Arts & Sciences	ACADEMIC	254	(1,669)	(220,599)	2,277,906	1,347,639	564,485	24,571	40,247
Educational Outreach	ACADEMIC	255	(240)	(31,727)	(80,261)	(92,034)	(17,229)	3,534	5,788
Foster Business School	ACADEMIC	256	(236)	(31,190)	244,651	136,282	61,132	3,474	5,690
Education	ACADEMIC	258	(206)	(27,254)	37,291	(4,604)	10,834	3,036	4,972
Engineering	ACADEMIC	260	(623)	(82,389)	206,521	51,815	55,380	9,177	15,031
College of the Environment	ACADEMIC	263	(660)	(87,279)	54,226	(60,435)	18,963	9,721	15,923
Graduate School	ACADEMIC	266	(66)	(8,767)	2,131	(8,394)	1,105	976	1,599
Information School	ACADEMIC	267	(89)	(11,808)	10,567	(5,912)	3,345	1,315	2,154
School of Law	ACADEMIC	268	(173)	(22,871)	114,293	54,305	29,118	2,547	4,173
Evans School of Public Affairs	ACADEMIC	270	(52)	(6,918)	39,972	20,211	10,111	771	1,262
School of Social Work	ACADEMIC	272	(221)	(29,192)	(15,421)	(43,733)	(1,754)	3,252	5,326
Undergraduate Academic Affairs	ACADEMIC	282	(106)	(13,955)	16,952	(3,859)	5,030	1,554	2,546
Health Sciences Administration	ADMIN	301	(469)	(61,933)	(156,675)	(179,656)	(33,631)	6,898	11,299
Dentistry	ACADEMIC	302	(330)	(43,625)	(39,760)	(77,068)	(6,655)	4,859	7,959
School of Medicine	Med School	304	(6,606)	(873,329)	(1,833,435)	(2,269,938)	(383,551)	97,275	159,333
Nursing	ACADEMIC	306	(249)	(32,920)	(29,175)	(57,576)	(4,822)	3,667	6,006
Pharmacy	ACADEMIC	308	(149)	(19,651)	25,932	(3,989)	7,581	2,189	3,585
Public Health	ACADEMIC	310	(656)	(86,683)	(123,825)	(184,548)	(24,038)	9,655	15,815
Medical Centers	Med Center	312	47,531	2,342,299	(391,816)	2,342,299	(227,508)	(227,508)	(391,816)
Staff Not Identified with Units	ADMIN	403	(33)	(4,413)	(11,164)	(12,802)	(2,396)	492	805
Life Sciences Discovery Fund	ACADEMIC	498	(5)	(656)	(1,660)	(1,903)	(356)	73	120
Washington Tech Center	ACADEMIC	499	-	-	-	-	-	-	-
UW Bothell	ACADEMIC	500	(405)	(53,495)	431,446	242,039	107,705	5,958	9,760
UW Tacoma	ACADEMIC	600	(365)	(48,217)	418,525	238,936	104,232	5,371	8,797
<b>Total</b>			<b>30,039</b>	<b>30,010</b>	<b>29,964</b>	<b>29,953</b>	<b>30,024</b>	<b>30,043</b>	<b>30,045</b>