# Texas Tech University Health Sciences Center
## Summary Hub Report by Campus
### Fiscal Year 2007
#### For Period September 1, 2006 Through August 31, 2007

<table>
<thead>
<tr>
<th>Campus</th>
<th>Department</th>
<th>Hub Expense</th>
<th>Total Expense</th>
<th>Pct</th>
</tr>
</thead>
<tbody>
<tr>
<td>Abilene</td>
<td>5BMFAMLY FAMILY &amp; COMMUNITY MEDICINE</td>
<td>30,246.49</td>
<td>227,741.38</td>
<td>13.28%</td>
</tr>
<tr>
<td></td>
<td>5BPPHMC PHARMACEUTICAL SCIENCE</td>
<td>490.13</td>
<td>2,427.28</td>
<td>20.19%</td>
</tr>
<tr>
<td></td>
<td>5BPPHMC SCHOOL OF PHARMACY</td>
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<td>381,238.79</td>
<td>45.15%</td>
</tr>
<tr>
<td></td>
<td>5BPPHSCI PHARMACEUTICAL SCIENCE</td>
<td>3,416.45</td>
<td>13,576.26</td>
<td>25.16%</td>
</tr>
<tr>
<td></td>
<td>5BPRACT PHARMACY PRACTICE</td>
<td>46,389.26</td>
<td>111,488.67</td>
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</tr>
<tr>
<td><strong>Abilene Total</strong></td>
<td></td>
<td><strong>252,682.06</strong></td>
<td><strong>736,472.38</strong></td>
<td><strong>34.31%</strong></td>
</tr>
</tbody>
</table>

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*Thursday, October 18, 2007*
### AMARILLO HUB EXPENSE REPORT

<table>
<thead>
<tr>
<th>Campus</th>
<th>Department</th>
<th>Hub Expense</th>
<th>Total Expense</th>
<th>Pct</th>
</tr>
</thead>
<tbody>
<tr>
<td>AMARILLO</td>
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<td>86,400.13</td>
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<td>2AAADMIN ALLIED HEALTH ADMINISTRATION</td>
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<td>2ABCMMK COMMUNICATIONS / MARKETING</td>
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<td>4,007.81</td>
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<td>2AECMMK COMMUNICATIONS / MARKETING</td>
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<td>1,858.71</td>
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<tr>
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<td>659.60</td>
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<tr>
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<td>2AFFBDMA BUILDING MAINT &amp; OPERATIONS</td>
<td>34,132.32</td>
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<td>51,913.09</td>
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<td>32,427.18</td>
<td>146,538.00</td>
<td>22.13%</td>
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<td>2AFPOLIC POLICE</td>
<td>6,844.08</td>
<td>18,011.58</td>
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<td></td>
<td>2AFSAFY SAFETY SERVICES</td>
<td>3,394.29</td>
<td>17,301.93</td>
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<td>4,096.09</td>
<td>10,001.82</td>
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<td>2AMADMIN CAMPUS ADMINISTRATION</td>
<td>205,988.77</td>
<td>2,296,920.09</td>
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<tr>
<td></td>
<td>2AMAMCL AMBULATORY CLINIC</td>
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<td>2AMFAMLY FAMILY &amp; COMMUNITY MEDICINE</td>
<td>93,554.78</td>
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<td>2AMINMED INTERNAL MEDICINE</td>
<td>66,599.40</td>
<td>2,339,326.88</td>
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<td>2AMMPIB M P I P BUSINESS OFFICE</td>
<td>8,899.87</td>
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<td>2AMNEUR NEUROPSYCHIATRY</td>
<td>5,791.94</td>
<td>124,814.93</td>
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<td>2AMOBGY OBSTETRICS &amp; GYNECOLOGY</td>
<td>110,540.82</td>
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<td>2AMPEDIA PEDIATRICS</td>
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<tr>
<td></td>
<td>2AMSURG SURGERY</td>
<td>23,725.44</td>
<td>78,968.92</td>
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<td></td>
<td>2AOLIBRY LIBRARY</td>
<td>6,301.65</td>
<td>14,804.51</td>
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<td>2APPHMC S O P ADMINISTRATION</td>
<td>294,623.72</td>
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<td>2APPRACT PHARMACY PRACTICE</td>
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<td>1,337.34</td>
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<td><strong>AMARILLO TOTAL</strong></td>
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<td><strong>13,054,019.45</strong></td>
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<tr>
<td>Campus</td>
<td>Department</td>
<td>Hub Expense</td>
<td>Total Expense</td>
<td>Pct</td>
</tr>
<tr>
<td>--------</td>
<td>-------------------------------------</td>
<td>-------------</td>
<td>---------------</td>
<td>------</td>
</tr>
<tr>
<td>EL PASO</td>
<td>1LBCMMK COMMUNICATIONS / MARKETING</td>
<td>4,754.73</td>
<td>4,754.73</td>
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<td>3EECMKK COMMUNICATIONS / MARKETING</td>
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<td>4,855.13</td>
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<td>606.29</td>
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<td>420,325.24</td>
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<tr>
<td></td>
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<td>3,602,636.86</td>
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<td>29,050.52</td>
<td>66,551.62</td>
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<td>3EMFADEV FACULTY DEVELOPMENT</td>
<td>4,375.27</td>
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<td>3EMFAMILY FAMILY &amp; COMMUNITY MEDICINE</td>
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<td>198,443.34</td>
<td>69.09%</td>
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<tr>
<td></td>
<td>3EMHETC H E T C A T</td>
<td>3,167.78</td>
<td>10,670.62</td>
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<td>3EMMINMED INTERNAL MEDICINE</td>
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<td>4,777.28</td>
<td>16,297.40</td>
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<td>3EMOBGY OBSTETRICS &amp; GYNECOLOGY</td>
<td>215,790.29</td>
<td>601,639.03</td>
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<td>3EMOPHT OPHTHALMOLOGY</td>
<td>4,443.55</td>
<td>70,135.08</td>
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<td>3EMORTH ORTHOPAEDIC SURGERY &amp; REHAB</td>
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<tr>
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<td>3EOLIBRY LIBRARY</td>
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<tr>
<td>EL PASO TOTAL</td>
<td></td>
<td>1,543,998.12</td>
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</tr>
<tr>
<td>Campus</td>
<td>Department</td>
<td>Hub Expense</td>
<td>Total Expense</td>
<td>Pct</td>
</tr>
<tr>
<td>--------</td>
<td>------------------------------------------------</td>
<td>-------------</td>
<td>---------------</td>
<td>------</td>
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<tr>
<td>LUBBOCK</td>
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<td>PROFESSIONAL LIABILITY</td>
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<tr>
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<td>DIVERSITY</td>
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<tr>
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<td>PLANNING &amp; EFFECTIVENESS</td>
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<tr>
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<td>PRESIDENT</td>
<td>10,037.46</td>
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<td>8,669.11</td>
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<td>PLANNING &amp; EFFECTIVENESS</td>
<td>21,567.89</td>
<td>47,574.47</td>
<td>45.34%</td>
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<tr>
<td></td>
<td>PRESIDENT</td>
<td>10,037.46</td>
<td>101,458.65</td>
<td>9.89%</td>
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<tr>
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<td>BUILDING MAINT &amp; OPERATIONS</td>
<td>2,410.41</td>
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<td>53,561.39</td>
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<td>1,749.75</td>
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<td>E V P FINANCE &amp; ADMINISTRATION</td>
<td>948.35</td>
<td>1,949.72</td>
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<td>134,716.87</td>
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<td>HUMAN RESOURCES</td>
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<td>H U B OPERATIONS</td>
<td>600.30</td>
<td>600.30</td>
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<td>UNEXPENDED PLANT</td>
<td>12,456,173.50</td>
<td>32,044,937.85</td>
<td>38.87%</td>
</tr>
<tr>
<td>Campus</td>
<td>Department</td>
<td>Hub Expense</td>
<td>Total Expense</td>
<td>Pct</td>
</tr>
<tr>
<td>----------</td>
<td>----------------------------------------</td>
<td>-------------</td>
<td>---------------</td>
<td>-------</td>
</tr>
<tr>
<td>1LGGRAD</td>
<td>GRADUATE STUDIES</td>
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<tr>
<td>1HRURLH</td>
<td>RURAL HEALTH</td>
<td>28,254.34</td>
<td>312,674.61</td>
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<tr>
<td>1LICIOVP</td>
<td>CHIEF INFORMATION OFFICER</td>
<td>464,211.28</td>
<td>509,942.55</td>
<td>91.03%</td>
</tr>
<tr>
<td>1HLTHN</td>
<td>HEALTHNET</td>
<td>303,732.01</td>
<td>822,970.48</td>
<td>36.91%</td>
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<tr>
<td>1LITECHS</td>
<td>TECHNOLOGY SERVICES</td>
<td>1,483,268.27</td>
<td>1,620,675.26</td>
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<td>OFC HEALTH CARE SYSTEMS</td>
<td>1,077,499.60</td>
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<td>INTERNAL MEDICINE</td>
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<tr>
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<tr>
<td>1MMED</td>
<td>MEDICAL EXAMINERS OFFICE</td>
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<tr>
<td>1MMED</td>
<td>MEDICAL EXAMINERS OFFICE</td>
<td>21,393.35</td>
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<tr>
<td>1MMED</td>
<td>MEDICAL EXAMINERS OFFICE</td>
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<tr>
<td>1MMED</td>
<td>MEDICAL EXAMINERS OFFICE</td>
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<tr>
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# TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
## SUMMARY HUB REPORT BY CAMPUS
### FISCAL YEAR 2007
#### FOR PERIOD SEPTEMBER 1, 2006 THROUGH AUGUST 31, 2007

<table>
<thead>
<tr>
<th>Campus</th>
<th>Department</th>
<th>Hub Expense</th>
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<th>Pct</th>
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**LUBBOCK TOTAL**

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### Texas Tech University Health Sciences Center
#### Detail Hub Report by Department

**Fiscal Year 2007**

**For Period September 1, 2006 Through August 31, 2007**

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<tr>
<th>DEPT</th>
<th>ORG MANAGER</th>
<th>VENDOR</th>
<th>HUB EXPENSE</th>
<th>TOTAL EXPENSE</th>
<th>PCT</th>
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<tbody>
<tr>
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<td>DR PAUL BROOKE</td>
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## TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
### DETAIL HUB REPORT BY DEPARTMENT
#### FISCAL YEAR 2007
##### FOR PERIOD SEPTEMBER 1, 2006 THROUGH AUGUST 31, 2007

<table>
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<tr>
<th>DEPT</th>
<th>ORG MANAGER</th>
<th>VENDOR</th>
<th>HUB EXPENSE</th>
<th>TOTAL EXPENSE</th>
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### TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
### DETAIL HUB REPORT BY DEPARTMENT
### FISCAL YEAR 2007
### FOR PERIOD SEPTEMBER 1, 2006 THROUGH AUGUST 31, 2007

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## TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
### DETAIL HUB REPORT BY DEPARTMENT
#### FISCAL YEAR 2007
FOR PERIOD SEPTEMBER 1, 2006 THROUGH AUGUST 31, 2007

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# Detail Hub Report by Department

**Fiscal Year 2007**

For Period September 1, 2006 Through August 31, 2007

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Thursday, October 18, 2007
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## Detail Hub Report by Department

**Fiscal Year 2007**

**For Period September 1, 2006 Through August 31, 2007**

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## Detail Hub Report by Department

**Texas Tech University Health Sciences Center**  
**Detail Hub Report by Department**  
**Fiscal Year 2007**  
**For Period September 1, 2006 Through August 31, 2007**

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*Thursday, October 18, 2007*
## TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
### DETAIL HUB REPORT BY DEPARTMENT
#### FISCAL YEAR 2007
##### FOR PERIOD SEPTEMBER 1, 2006 THROUGH AUGUST 31, 2007

<table>
<thead>
<tr>
<th>DEPT</th>
<th>ORG MANAGER</th>
<th>VENDOR</th>
<th>HUB EXPENSE</th>
<th>TOTAL EXPENSE</th>
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*Thursday, October 18, 2007*
## DEPT ORG MANAGER VENDOR HUB EXPENSE TOTAL EXPENSE PCT

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## Fiscal Year 2007

### Department Report

**Date:** September 1, 2006 through August 31, 2007

### Total Expenses

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**TOTAL**

<p>| E V P FINANCE &amp; ADMINISTRATION | 948.35 | 1,949.72 | 48.64% |</p>
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### TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
#### DETAIL HUB REPORT BY DEPARTMENT

**FISCAL YEAR 2007**  
**FOR PERIOD SEPTEMBER 1, 2006 THROUGH AUGUST 31, 2007**

<table>
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<tr>
<th>DEPT</th>
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**TOTAL**  
**GENERAL OPERATING**

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<th>TOTAL EXPENSE</th>
<th>PCT</th>
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<tr>
<td>104,460.47</td>
<td>2,276,096.90</td>
<td>4.59%</td>
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*Thursday, October 18, 2007*
<table>
<thead>
<tr>
<th>DEPT</th>
<th>ORG MANAGER</th>
<th>VENDOR</th>
<th>HUB EXPENSE</th>
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## TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
### DETAIL HUB REPORT BY DEPARTMENT
#### FISCAL YEAR 2007
##### FOR PERIOD SEPTEMBER 1, 2006 THROUGH AUGUST 31, 2007

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**TOTAL**  | GENERAL SERVICES | 134,716.87 | 933,863.22 | 14.43%
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FISCAL YEAR 2007
FOR PERIOD SEPTEMBER 1, 2006 THROUGH AUGUST 31, 2007
TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
DETAIL HUB REPORT BY DEPARTMENT

Thursday, October 18, 2007
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TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER  
DETAIL HUB REPORT BY DEPARTMENT  
FISCAL YEAR 2007  
FOR PERIOD SEPTEMBER 1, 2006 THROUGH AUGUST 31, 2007

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### GRADUATE STUDIES

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## Detail Hub Report by Department

**Fiscal Year 2007**

**For Period September 1, 2006 Through August 31, 2007**

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### Detail Hub Report by Department

**Fiscal Year 2007**
**For Period September 1, 2006 Through August 31, 2007**

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**TOTAL TECHNOLOGY SERVICES**

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## Detail Hub Report by Department

**Texas Tech University Health Sciences Center**  
**Detail Hub Report by Department**  
**Fiscal Year 2007**  
**For Period September 1, 2006 Through August 31, 2007**

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**TOTAL** | **OFC HEALTH CARE SYSTEMS** | **1,077,499.60** | **10,023,941.32** | **10.75%**
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## DEPARTMENT DETAILS

**Texas Tech University Health Sciences Center**

### Detail Hub Report by Department

**Fiscal Year 2007**

**For Period September 1, 2006 Through August 31, 2007**

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## Detail Hub Report by Department

**Fiscal Year 2007**

**For Period September 1, 2006 Through August 31, 2007**

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## Detail Hub Report by Department

**Texas Tech University Health Sciences Center**

**Department:** SOM Admissions

**Fiscal Year:** 2007

**Period:** September 1, 2006 through August 31, 2007

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## Texas Tech University Health Sciences Center

### Detail Hub Report by Department

**Fiscal Year 2007**

**For Period September 1, 2006 Through August 31, 2007**

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## Detail Hub Report by Department

**Texas Tech University Health Sciences Center**

**Fiscal Year 2007**

**For Period September 1, 2006 Through August 31, 2007**

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## Detail Hub Report by Department

### Fiscal Year 2007

**For Period September 1, 2006 Through August 31, 2007**

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### Detail Hub Report by Department

**Fiscal Year 2007**

**For Period September 1, 2006 Through August 31, 2007**

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### TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER

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CAROLE NORTH | PACIFIC RESEARCH | 0.00 | 31.00 |
CAROLE NORTH | PAGE COMPUTER | 0.00 | 1,324.44 |
CAROLE NORTH | PCB PIEZOTRONICS INC | 0.00 | 351.06 |
CAROLE NORTH | PRODUCTS FOR SURGERY, INC | 0.00 | 2,579.83 |
CAROLE NORTH | ROYER & SCHUTTS | 2,937.56 | 2,937.56 |
CAROLE NORTH | STAT BIOMEDICAL SALES & RENTAL | 0.00 | 3,753.14 |
CAROLE NORTH | SUMMUS INDUSTRIES | 111,528.44 | 111,528.44 |
CAROLE NORTH | SUMMUS INDUSTRIES INC | 26,693.42 | 26,693.42 |
CAROLE NORTH | TOMMIE W MACKLEY | 0.00 | 3,566.00 |
CAROLE NORTH | TRANSCRIPTION WTW LLC | 0.00 | 120,723.81 |
CAROLE NORTH | TURNING TECHNOLOGIES LLC | 0.00 | 3,923.25 |
CAROLE NORTH | X-RAY EXPRESS INC | 0.00 | 1,611.02 |
CAROLE NORTH | YELLOW BOOK USA | 0.00 | 5,124.00 |

**TOTAL** | **ORTHOPAEDIC SURGERY & REHAB** | **171,130.11** | **1,073,699.57** | **15.94%**
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**FISCAL YEAR 2007**

**FOR PERIOD SEPTEMBER 1, 2006 THROUGH AUGUST 31, 2007**

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**TOTAL PEDIATRICS**

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## TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER

### DETAIL HUB REPORT BY DEPARTMENT

#### FISCAL YEAR 2007

**FOR PERIOD SEPTEMBER 1, 2006 THROUGH AUGUST 31, 2007**

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Thursday, October 18, 2007  
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FISCAL YEAR 2007
FOR PERIOD SEPTEMBER 1, 2006 THROUGH AUGUST 31, 2007
### TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
### DETAIL HUB REPORT BY DEPARTMENT
### FISCAL YEAR 2007
### FOR PERIOD SEPTEMBER 1, 2006 THROUGH AUGUST 31, 2007

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TOTAL EXPENSE: 19,332.65%

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*Thursday, October 18, 2007*
## Details Hub Report by Department

**Fiscal Year 2007**

**For Period September 1, 2006 Through August 31, 2007**

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### TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
#### DETAIL HUB REPORT BY DEPARTMENT

**FISCAL YEAR 2007**

**FOR PERIOD SEPTEMBER 1, 2006 THROUGH AUGUST 31, 2007**

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## Class: Classroom Support

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**Total for Class: Classroom Support**

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# TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
## DETAIL HUB REPORT BY DEPARTMENT
### FISCAL YEAR 2007
#### FOR PERIOD SEPTEMBER 1, 2006 THROUGH AUGUST 31, 2007

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**Fiscal Year 2007**

**For Period September 1, 2006 Through August 31, 2007**

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## DEPT ORG MANAGER VENDOR HUB EXPENSE TOTAL EXPENSE PCT

**TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER**  
**DETAIL HUB REPORT BY DEPARTMENT**  
**FISCAL YEAR 2007**  
**FOR PERIOD SEPTEMBER 1, 2006 THROUGH AUGUST 31, 2007**

<table>
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*Thursday, October 18, 2007 Page 146 of 278*
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## Texas Tech University Health Sciences Center

### Detail Hub Report by Department

**Fiscal Year 2007**

**For Period September 1, 2006 Through August 31, 2007**

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## Building MAINT & OPERATIONS

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# TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
## DETAIL HUB REPORT BY DEPARTMENT
### FISCAL YEAR 2007
#### FOR PERIOD SEPTEMBER 1, 2006 THROUGH AUGUST 31, 2007

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Thursday, October 18, 2007
### TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
### DETAIL HUB REPORT BY DEPARTMENT

**FISCAL YEAR 2007**
**FOR PERIOD SEPTEMBER 1, 2006 THROUGH AUGUST 31, 2007**

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**TOTAL** SAFETY SERVICES

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### Detail Hub Report by Department

**Fiscal Year 2007**
**For Period September 1, 2006 Through August 31, 2007**

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Thursday, October 18, 2007
## TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER

### DETAIL HUB REPORT BY DEPARTMENT

#### FISCAL YEAR 2007

**FOR PERIOD SEPTEMBER 1, 2006 THROUGH AUGUST 31, 2007**

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### TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
#### DETAIL HUB REPORT BY DEPARTMENT

**FISCAL YEAR 2007**

**FOR PERIOD SEPTEMBER 1, 2006 THROUGH AUGUST 31, 2007**

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# TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
## DETAIL HUB REPORT BY DEPARTMENT
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#### FOR PERIOD SEPTEMBER 1, 2006 THROUGH AUGUST 31, 2007

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## Texas Tech University Health Sciences Center
### Detail Hub Report by Department
#### Fiscal Year 2007
#### For Period September 1, 2006 Through August 31, 2007

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*Thursday, October 18, 2007*
### TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
#### DETAIL HUB REPORT BY DEPARTMENT

**FISCAL YEAR 2007**

**FOR PERIOD SEPTEMBER 1, 2006 THROUGH AUGUST 31, 2007**

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# TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
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#### FOR PERIOD SEPTEMBER 1, 2006 THROUGH AUGUST 31, 2007

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## TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
### DETAIL HUB REPORT BY DEPARTMENT

### FISCAL YEAR 2007
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Thursday, October 18, 2007
## DETAIL HUB REPORT BY DEPARTMENT

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### Detail Hub Report by Department

**Fiscal Year 2007**

**For Period September 1, 2006 Through August 31, 2007**

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## TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
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**FOR PERIOD SEPTEMBER 1, 2006 THROUGH AUGUST 31, 2007**

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## Detail Hub Report by Department

**Texas Tech University Health Sciences Center**

**Detail Hub Report by Department**

**Fiscal Year 2007**

**For Period September 1, 2006 Through August 31, 2007**

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### Texas Tech University Health Sciences Center

**Detail Hub Report by Department**

**Fiscal Year 2007**

**For Period September 1, 2006 Through August 31, 2007**

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**TOTAL  EMERGENCY MEDICINE**

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 TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
 DETAIL HUB REPORT BY DEPARTMENT
 FOR PERIOD SEPTEMBER 1, 2006 THROUGH AUGUST 31, 2007
 FISCAL YEAR 2007
## TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
### DETAIL HUB REPORT BY DEPARTMENT
#### FISCAL YEAR 2007
##### FOR PERIOD SEPTEMBER 1, 2006 THROUGH AUGUST 31, 2007

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## Detail Hub Report by Department

**For Period September 1, 2006 Through August 31, 2007**

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*Fiscal Year 2007*
## TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
**DETAIL HUB REPORT BY DEPARTMENT**

**FISCAL YEAR 2007**
**FOR PERIOD SEPTEMBER 1, 2006 THROUGH AUGUST 31, 2007**

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FISCAL YEAR 2007
FOR PERIOD SEPTEMBER 1, 2006 THROUGH AUGUST 31, 2007
### TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
#### DETAIL HUB REPORT BY DEPARTMENT

**FISCAL YEAR 2007**

**FOR PERIOD SEPTEMBER 1, 2006 THROUGH AUGUST 31, 2007**

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## Detail Hub Report by Department

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**TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER**
**DETAIL HUB REPORT BY DEPARTMENT**
**FISCAL YEAR 2007**
**FOR PERIOD SEPTEMBER 1, 2006 THROUGH AUGUST 31, 2007**

*Thursday, October 18, 2007*
## TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
### DETAIL HUB REPORT BY DEPARTMENT
#### FISCAL YEAR 2007
FOR PERIOD SEPTEMBER 1, 2006 THROUGH AUGUST 31, 2007

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**FOR PERIOD SEPTEMBER 1, 2006 THROUGH AUGUST 31, 2007**

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### Texas Tech University Health Sciences Center

#### Detail Hub Report by Department

**Fiscal Year 2007**

**For Period September 1, 2006 Through August 31, 2007**

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**Total** | **Radiology** | **22,986.12** | **780,017.96** | **2.95%** |
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**TOTAL SURGERY**

|                |               |                                      | 62,025.00  | 798,339.16  | 7.77% |

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### Detail Hub Report by Department

**Texas Tech University Health Sciences Center**

**Detail Hub Report by Department**

**Fiscal Year 2007**

**For Period September 1, 2006 Through August 31, 2007**

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*Thursday, October 18, 2007 Page 240 of 278*
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## TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
### DETAIL HUB REPORT BY DEPARTMENT

**FISCAL YEAR 2007**

**FOR PERIOD SEPTEMBER 1, 2006 THROUGH AUGUST 31, 2007**

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### DEVELOPMENT

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**Total** Building Maintenance & Operations: 6,961.86 $\quad$ 227,877.24 $\quad$ 3.06%
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TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
DETAIL HUB REPORT BY DEPARTMENT
FISCAL YEAR 2007
FOR PERIOD SEPTEMBER 1, 2006 THROUGH AUGUST 31, 2007
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## TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
### DETAIL HUB REPORT BY DEPARTMENT

**FISCAL YEAR 2007**

**FOR PERIOD SEPTEMBER 1, 2006 THROUGH AUGUST 31, 2007**

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### DETAIL HUB REPORT BY DEPARTMENT

**FISCAL YEAR 2007**

**FOR PERIOD SEPTEMBER 1, 2006 THROUGH AUGUST 31, 2007**

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FISCAL YEAR 2007
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### TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
#### DETAIL HUB REPORT BY DEPARTMENT

**FISCAL YEAR 2007**
**FOR PERIOD SEPTEMBER 1, 2006 THROUGH AUGUST 31, 2007**

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## TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
### DETAIL HUB REPORT BY DEPARTMENT

**FISCAL YEAR 2007**

**FOR PERIOD SEPTEMBER 1, 2006 THROUGH AUGUST 31, 2007**

<table>
<thead>
<tr>
<th>DEPT</th>
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## TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
### DETAIL HUB REPORT BY DEPARTMENT
#### FISCAL YEAR 2007
FOR PERIOD SEPTEMBER 1, 2006 THROUGH AUGUST 31, 2007

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**TOTAL** \( \text{SURGERY} \) | **17,347.77** | **94,451.73** | **18.37\%**
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# Detail Hub Report by Department

**Texas Tech University Health Sciences Center**

**Fiscal Year 2007**

**For Period September 1, 2006 Through August 31, 2007**

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TOTAL PHARMACY PRACTICE

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<tr>
<td>ABILENE</td>
<td>5BMFAMLY FAMILY &amp; COMMUNITY MEDICINE</td>
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<td>227,741.38</td>
<td>13.28%</td>
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<tr>
<td></td>
<td>ABILENE TOTAL</td>
<td>30,246.49</td>
<td>227,741.38</td>
<td>13.28%</td>
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### Texas Tech University Health Sciences Center
#### Summary Hub Report by Department - Below 20%

**Fiscal Year 2007**

**For Period September 1, 2006 Through August 31, 2007**

<table>
<thead>
<tr>
<th>Campus</th>
<th>Department</th>
<th>Hub Expense</th>
<th>Total Expense</th>
<th>Pct</th>
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<tr>
<td>AMARILLO</td>
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<td>335.71</td>
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<td>2AEDEV Development</td>
<td>0.00</td>
<td>659.60</td>
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<tr>
<td></td>
<td>2AFFISCL Fiscal Affairs</td>
<td>51,913.09</td>
<td>287,301.19</td>
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<td></td>
<td>2AFSAFTY Safety Services</td>
<td>3,394.29</td>
<td>17,301.93</td>
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</tr>
<tr>
<td></td>
<td>2AMADMIN Campus Administration</td>
<td>205,988.77</td>
<td>2,296,920.09</td>
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</tr>
<tr>
<td></td>
<td>2AMAMCL Ambulatory Clinic</td>
<td>13,012.04</td>
<td>156,777.08</td>
<td>8.30%</td>
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<tr>
<td></td>
<td>2AMINMED Internal Medicine</td>
<td>66,599.40</td>
<td>2,339,326.88</td>
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<tr>
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<td>2AMNEUR Neuropsychiatry</td>
<td>5,791.94</td>
<td>124,814.93</td>
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<td></td>
<td>2AMOBGY Obstetrics &amp; Gynecology</td>
<td>110,540.82</td>
<td>585,394.88</td>
<td>18.88%</td>
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<td>2AMPEDIA Pediatrics</td>
<td>137,509.93</td>
<td>1,473,327.07</td>
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<tr>
<td></td>
<td>2APPTNCR Pharmacy Patient Care</td>
<td>40,025.36</td>
<td>2,927,191.80</td>
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**AMARILLO TOTAL**

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<tr>
<td>635,111.35</td>
<td>10,297,274.29</td>
<td>6.17%</td>
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*Thursday, October 18, 2007*
# TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
## SUMMARY HUB REPORT BY DEPARTMENT - BELOW 20%
### FISCAL YEAR 2007
#### FOR PERIOD SEPTEMBER 1, 2006 THROUGH AUGUST 31, 2007

<table>
<thead>
<tr>
<th>Campus</th>
<th>Department</th>
<th>Hub Expense</th>
<th>Total Expense</th>
<th>Pct</th>
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<tbody>
<tr>
<td>EL PASO</td>
<td>1LCCHANC CHANCELLOR</td>
<td>427.70</td>
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<td>3EFBLDMA BUILDING MAINT &amp; OPERATIONS</td>
<td>4,855.13</td>
<td>88,641.72</td>
<td>5.48%</td>
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<td>3EFPHYPL PHYSICAL PLANT</td>
<td>48,080.61</td>
<td>252,357.69</td>
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<td>3EMADMIN CAMPUS ADMINISTRATION</td>
<td>420,325.24</td>
<td>2,281,709.94</td>
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<td>3EMANEST ANESTHESIOLOGY</td>
<td>15,650.50</td>
<td>3,602,636.86</td>
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<tr>
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<td>3EMFADEV FACULTY DEVELOPMENT</td>
<td>4,375.27</td>
<td>41,157.53</td>
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<td></td>
<td>3EMINMED INTERNAL MEDICINE</td>
<td>94,786.62</td>
<td>1,143,043.16</td>
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<tr>
<td></td>
<td>3EMOPHT OPTHALMOLOGY</td>
<td>4,443.55</td>
<td>70,135.08</td>
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<td>3EMRADIO RADIOLOGY</td>
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<td>780,017.96</td>
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<td></td>
<td>3EMSURG SURGERY</td>
<td>62,025.00</td>
<td>798,339.16</td>
<td>7.77%</td>
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<td><strong>EL PASO TOTAL</strong></td>
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<td><strong>9,151,138.24</strong></td>
<td><strong>7.41%</strong></td>
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*Thursday, October 18, 2007*
# Texas Tech University Health Sciences Center

## Summary Hub Report by Department - Below 20%

### Fiscal Year 2007

#### For Period September 1, 2006 Through August 31, 2007

<table>
<thead>
<tr>
<th>Campus</th>
<th>Department</th>
<th>Hub Expense</th>
<th>Total Expense</th>
<th>Pct</th>
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<tbody>
<tr>
<td>LUBBOCK</td>
<td>LACD COMMUNICATION DISORDERS</td>
<td>24,565.49</td>
<td>185,834.32</td>
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<td>LUBBOCK</td>
<td>LAPT PHYSICAL THERAPY</td>
<td>9,752.98</td>
<td>89,829.62</td>
<td>10.86%</td>
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<td>LUBBOCK</td>
<td>LARC REHAB COUNSELING PROGRAM</td>
<td>2,416.22</td>
<td>20,823.65</td>
<td>11.60%</td>
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<td>LUBBOCK</td>
<td>LBCMMK COMMUNICATIONS / MARKETING</td>
<td>1,008.87</td>
<td>7,298.27</td>
<td>13.82%</td>
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<td>LLEGAL PROFESSIONAL LIABILITY</td>
<td>8,148.75</td>
<td>98,472.22</td>
<td>8.28%</td>
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<td>LUBBOCK</td>
<td>LCMMK COMMUNICATIONS / MARKETING</td>
<td>1,941.52</td>
<td>18,412.72</td>
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<td>LUBBOCK</td>
<td>LEDEV DEVELOPMENT</td>
<td>9,502.03</td>
<td>79,103.12</td>
<td>12.01%</td>
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<td>LUBBOCK</td>
<td>LEPRESI PRESIDENT</td>
<td>10,037.46</td>
<td>101,458.65</td>
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<td>LUBBOCK</td>
<td>LERELEL RELATIONS OFFICE</td>
<td>1,262.71</td>
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<td>LUBBOCK</td>
<td>LFBLDMA BUILDING MAINT &amp; OPERATIONS</td>
<td>2,410.41</td>
<td>22,004.48</td>
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<td>104,460.47</td>
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<td>LUBBOCK</td>
<td>LFNSER GENERAL SERVICES</td>
<td>134,716.87</td>
<td>933,863.22</td>
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<td>LUBBOCK</td>
<td>LRURLH RURAL HEALTH</td>
<td>28,254.34</td>
<td>312,674.61</td>
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<td>LUBBOCK</td>
<td>LJHC OFC HEALTH CARE SYSTEMS</td>
<td>1,077,499.60</td>
<td>10,023,941.32</td>
<td>10.75%</td>
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<td>LMGDHC MANAGED HEALTH CARE</td>
<td>0.00</td>
<td>693.16</td>
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<td>LADM S O M ADMINISTRATION</td>
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<td>LADM S O M ADMISSIONS</td>
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<td>12,967.54</td>
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<td>LUBBOCK</td>
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<td>84,360.50</td>
<td>510,720.91</td>
<td>16.52%</td>
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<td>LUBBOCK</td>
<td>MCLAD CLINIC ADMINISTRATION</td>
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<td>LUBBOCK</td>
<td>MFAMILY FAMILY &amp; COMMUNITY MEDICINE</td>
<td>73,216.08</td>
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<td>MINMED INTERNAL MEDICINE</td>
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<td>MMED E MEDICAL EXAMINERS OFFICE</td>
<td>21,393.35</td>
<td>248,384.35</td>
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<td>111,341.36</td>
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<td>814,688.93</td>
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<td>MORTH ORTHOPAEDIC SURGERY &amp; REHAB</td>
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<td>26,153.48</td>
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<td>PHYPL PHYSICAL PLANT</td>
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<td>LUBBOCK</td>
<td>LRLARC LAB ANIMAL RESOURCES CENTER</td>
<td>15,732.90</td>
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<td>7.71%</td>
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### LUBBOCK Total

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*Thursday, October 18, 2007*
## TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
### SUMMARY HUB REPORT BY DEPARTMENT - BELOW 20%
#### FISCAL YEAR 2007
##### FOR PERIOD SEPTEMBER 1, 2006 THROUGH AUGUST 31, 2007

<table>
<thead>
<tr>
<th>Campus</th>
<th>Department</th>
<th>Hub Expense</th>
<th>Total Expense</th>
<th>Pct</th>
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</thead>
<tbody>
<tr>
<td>ODESSA</td>
<td>1LCLEGAL PROFESSIONAL LIABILITY</td>
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<td>11,803.68</td>
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<td>4OAPT PHYSICAL THERAPY</td>
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<td>621.00</td>
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<td>4OECMMK COMMUNICATIONS / MARKETING</td>
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<td>261.62</td>
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<td>1,659.46</td>
<td>64,926.80</td>
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<td>4OSAFTY SAFETY SERVICES</td>
<td>3,448.24</td>
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<td>4OMINMED INTERNAL MEDICINE</td>
<td>78,417.04</td>
<td>1,675,679.83</td>
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<td>4OMSURG SURGERY</td>
<td>17,347.77</td>
<td>94,451.73</td>
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<td>4OOLIBRY LIBRARY</td>
<td>4,666.51</td>
<td>23,467.39</td>
<td>19.89%</td>
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<td><strong>ODESSA TOTAL</strong></td>
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<td><strong>5.32%</strong></td>
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<td>Campus</td>
<td>Department</td>
<td>Hub Expense</td>
<td>Total Expense</td>
<td>Pct</td>
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<td>ROMONA K ORTEGA</td>
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<td>DR KENDRA RUMBAUGH</td>
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<td>JEAN MARIE SOLES</td>
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<td>DR PETER J SYAPIN</td>
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<td>DR PAUL KATZ</td>
<td>1,514.17</td>
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<td>JOYCE A PALMER</td>
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<td>SHALENE VICK</td>
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<td>35,250.79</td>
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<td>DR DENNIS B DOVE</td>
<td>23,725.44</td>
<td>78,968.92</td>
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<tr>
<td>DR DOUGLAS M STOCCO</td>
<td>12,236.31</td>
<td>40,763.08</td>
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</tr>
<tr>
<td>JANNETTE M DUFOUR</td>
<td>13,058.15</td>
<td>43,533.62</td>
<td>30.00%</td>
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<td>VINNY KAUR</td>
<td>21,105.44</td>
<td>70,753.63</td>
<td>29.83%</td>
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</tr>
</tbody>
</table>

For Period from September 1, 2006 through August 31, 2007

FISCAL YEAR 2007
### Hub Expenditures by Org-Manager

**For Period from September 1, 2006 through August 31, 2007**

<table>
<thead>
<tr>
<th>MANAGER NAME</th>
<th>HUB EXPENSE</th>
<th>TOTAL EXPENSE</th>
<th>PCT</th>
</tr>
</thead>
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<tr>
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<td>20,779.43</td>
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</tr>
<tr>
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<td>11,273.90</td>
<td>28.79%</td>
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<tr>
<td>MARGRET G DURAN</td>
<td>33,415.61</td>
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</tr>
<tr>
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<td>10,393.39</td>
<td>28.20%</td>
</tr>
<tr>
<td>PATRICK KING</td>
<td>2,734.62</td>
<td>9,758.55</td>
<td>28.02%</td>
</tr>
<tr>
<td>MARTI JUAREZ</td>
<td>122,155.51</td>
<td>436,749.82</td>
<td>27.97%</td>
</tr>
<tr>
<td>SUMMER BALCER</td>
<td>47,211.41</td>
<td>168,909.84</td>
<td>27.95%</td>
</tr>
<tr>
<td>DR RANDOLPH SCHIFFER</td>
<td>44,357.71</td>
<td>159,117.46</td>
<td>27.88%</td>
</tr>
<tr>
<td>LARRY ELKINS</td>
<td>25,297.71</td>
<td>90,808.82</td>
<td>27.86%</td>
</tr>
<tr>
<td>DR FAHRUL AHSAAN</td>
<td>7,308.59</td>
<td>26,276.80</td>
<td>27.81%</td>
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<tr>
<td>AMADOR VILLASENOR JR</td>
<td>66,491.91</td>
<td>241,692.43</td>
<td>27.51%</td>
</tr>
<tr>
<td>DR PAULA GRAMMAS</td>
<td>63,392.43</td>
<td>230,698.75</td>
<td>27.48%</td>
</tr>
<tr>
<td>DR SED E O'BRYANT</td>
<td>1,182.94</td>
<td>4,306.38</td>
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</tr>
<tr>
<td>STEVE COOPER</td>
<td>237,493.12</td>
<td>864,669.18</td>
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</tr>
<tr>
<td>DR KATHY SPERRY</td>
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<td>95,210.51</td>
<td>26.99%</td>
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<tr>
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<td>4,174.80</td>
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<td>4,396,381.91</td>
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<td>8,899.87</td>
<td>34,973.85</td>
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</tr>
<tr>
<td>DR ARTHUR A NELSON</td>
<td>37,303.92</td>
<td>146,997.04</td>
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</tr>
<tr>
<td>DR GAIL CORNWALL</td>
<td>7,392.08</td>
<td>29,229.38</td>
<td>25.29%</td>
</tr>
<tr>
<td>PAUL LOCKMAN</td>
<td>11,947.54</td>
<td>48,208.92</td>
<td>24.78%</td>
</tr>
<tr>
<td>DR THOMAS A PRESSLEY</td>
<td>7,044.44</td>
<td>28,644.52</td>
<td>24.59%</td>
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<tr>
<td>DR EVERARDO COBOS</td>
<td>21,277.18</td>
<td>88,953.18</td>
<td>23.92%</td>
</tr>
<tr>
<td>DR LYNN BICKLEY</td>
<td>11,163.49</td>
<td>47,010.72</td>
<td>23.75%</td>
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<tr>
<td>SOUAD SENNOUEN</td>
<td>6,520.57</td>
<td>27,811.94</td>
<td>23.45%</td>
</tr>
<tr>
<td>DR BARBARA PENCE</td>
<td>60,290.01</td>
<td>264,966.53</td>
<td>22.75%</td>
</tr>
<tr>
<td>DR REZA MEHVAR</td>
<td>5,761.79</td>
<td>25,533.69</td>
<td>22.57%</td>
</tr>
<tr>
<td>TERESA HINES</td>
<td>13,512.97</td>
<td>60,154.42</td>
<td>22.46%</td>
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<tr>
<td>IRMA SANCHEZ</td>
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<td>649,272.17</td>
<td>22.43%</td>
</tr>
<tr>
<td>DR ROBERT BENNETT</td>
<td>25,402.75</td>
<td>113,782.99</td>
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</tr>
<tr>
<td>DR QUENTIN SMITH</td>
<td>65,017.69</td>
<td>294,695.02</td>
<td>22.06%</td>
</tr>
<tr>
<td>DR T J THEKKUMKARA</td>
<td>161,779.74</td>
<td>738,058.45</td>
<td>21.92%</td>
</tr>
<tr>
<td>DR MICHAEL P BLANTON</td>
<td>11,533.38</td>
<td>52,852.99</td>
<td>21.82%</td>
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<tr>
<td>DR TERRY C MCMAHON</td>
<td>8,628.33</td>
<td>39,770.10</td>
<td>21.70%</td>
</tr>
<tr>
<td>MICHAEL Hooten</td>
<td>58,412.64</td>
<td>269,812.41</td>
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<td>39,675.40</td>
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</tr>
<tr>
<td>DEWEY L SHROYER</td>
<td>12,565.78</td>
<td>59,106.34</td>
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</tr>
<tr>
<td>DR G THORDARSON</td>
<td>3,288.75</td>
<td>15,913.31</td>
<td>20.67%</td>
</tr>
</tbody>
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*TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER*

_Fiscal Year 2007_
<table>
<thead>
<tr>
<th>MANAGER NAME</th>
<th>HUB EXPENSE</th>
<th>TOTAL EXPENSE</th>
<th>PCT</th>
</tr>
</thead>
<tbody>
<tr>
<td>DR M A PIRESA-CRUZ</td>
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<td>DR D MANNNSCRECK</td>
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<tr>
<td>VICTOR MEANS</td>
<td>18,511.62</td>
<td>91,644.96</td>
<td>20.20%</td>
</tr>
<tr>
<td>PAM KOTTKAMP</td>
<td>3,461.88</td>
<td>17,382.40</td>
<td>19.92%</td>
</tr>
<tr>
<td>DR H GLENN ANDERSON</td>
<td>10,153.43</td>
<td>51,832.15</td>
<td>19.59%</td>
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<tr>
<td>DAVID C PORRAS JR</td>
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<td>19.28%</td>
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<tr>
<td>DALE PAT CAMPBELL</td>
<td>8,576.45</td>
<td>44,706.09</td>
<td>19.18%</td>
</tr>
<tr>
<td>TAVIA L HATFIELD</td>
<td>3,099.69</td>
<td>16,260.97</td>
<td>19.06%</td>
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<tr>
<td>DR HARRY M WEITLAUF</td>
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<td>299,027.04</td>
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<tr>
<td>DR JAMES VAN HOOK</td>
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<tr>
<td>MANAGER NAME</td>
<td>HUB EXPENSE</td>
<td>TOTAL EXPENSE</td>
<td>PCT</td>
</tr>
<tr>
<td>------------------------</td>
<td>-------------</td>
<td>---------------</td>
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</tr>
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<td>DR PATTI J PATTERSON</td>
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<td>DR LUIS REUSS</td>
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<td>DR DAVE M DUNN</td>
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<td>DR MARK LYTE</td>
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<td>6.00%</td>
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<tr>
<td>DR ROBERT SUSKIND</td>
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<td>5.91%</td>
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<tr>
<td>CLAUDETTE DOVE</td>
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<tr>
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<tr>
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<td>5,791.94</td>
<td>124,814.93</td>
<td>4.64%</td>
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<td>3.87%</td>
</tr>
<tr>
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<tr>
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<tr>
<td>BILL TOLBERT</td>
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</tr>
<tr>
<td>MANAGER NAME</td>
<td>HUB EXPENSE</td>
<td>TOTAL EXPENSE</td>
<td>PCT</td>
</tr>
<tr>
<td>------------------------------</td>
<td>-------------</td>
<td>---------------</td>
<td>-------</td>
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<tr>
<td>DR JAN SIMONI</td>
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<tr>
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<td>ELMO M CAVIN</td>
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</tr>
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<td>33,013.79</td>
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<td>16,702.67</td>
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<tr>
<td>K PAT CONOVER</td>
<td>7,242.63</td>
<td>823,025.68</td>
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</tr>
<tr>
<td>DIANE KRETSCHER</td>
<td>12,450.69</td>
<td>1,899,418.18</td>
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<tr>
<td>JOANN VAUGHAN</td>
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<td>ANGELICA M RODRIGUEZ</td>
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<td>3,602,636.86</td>
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<tr>
<td>DR ARTHUR T EVANS</td>
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<tr>
<td>DR S SRIDHARA</td>
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<td>178,969.00</td>
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<td>JON WEIDANZ</td>
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<td>2,251.30</td>
<td>0.00%</td>
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<td>ANN LAURENCE</td>
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<td>0.00%</td>
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<td>DR KATHRYN K MCMAHON</td>
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<td>0.00%</td>
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<td>JOANNA HARKEY</td>
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<td>SHARON DECKER</td>
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<td>LANE BEASLEY</td>
<td>0.00</td>
<td>7,487.89</td>
<td>0.00%</td>
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<td>DR G ALTENBERG</td>
<td>0.00</td>
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<td>0.00%</td>
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<td>SHERRY L SANCIBRIAN</td>
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<td>7.84</td>
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<td>DR MARK HAASE</td>
<td>0.00</td>
<td>31.99</td>
<td>0.00%</td>
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<td>DR MAJID MORIDANI</td>
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<td>DR SRITULASI KARRI</td>
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<td>1,800.00</td>
<td>0.00%</td>
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<td>DANETTE P BAKER</td>
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<td>0.00%</td>
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<td>DR DONALD M LOVEMAN</td>
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<td>CYNTHIA CAMARILLO</td>
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<td>0.00%</td>
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<tr>
<td>DR R LAKSHMANASWAMY</td>
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<td>9,986.52</td>
<td>0.00%</td>
</tr>
<tr>
<td>DR WILLIAM R DAVIS</td>
<td>0.00</td>
<td>1,243.83</td>
<td>0.00%</td>
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</tbody>
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# Hub Expenditures by Org-Manager

**Texas Tech University Health Sciences Center**

## Hub Expenditures by Org-Manager

**Fiscal Year 2007**

**For Period from September 1, 2006 through August 31, 2007**

<table>
<thead>
<tr>
<th>Manager Name</th>
<th>Hub Expense</th>
<th>Total Expense</th>
<th>Pct</th>
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<td>Dr Kenneth L McCall</td>
<td>0.00</td>
<td>31.99</td>
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</tr>
<tr>
<td>Dr Frank Talamantes</td>
<td>0.00</td>
<td>3,042.00</td>
<td>0.00%</td>
</tr>
<tr>
<td>Dr Kenneth Nugent</td>
<td>0.00</td>
<td>463.42</td>
<td>0.00%</td>
</tr>
<tr>
<td>Dr Susan McLean</td>
<td>0.00</td>
<td>-1,441.35</td>
<td>0.00%</td>
</tr>
<tr>
<td>Dr Donna Bacchi</td>
<td>0.00</td>
<td>-2,065.18</td>
<td>0.00%</td>
</tr>
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<td><strong>Report Total</strong></td>
<td>25,358,048.35</td>
<td>100,534,312.81</td>
<td>25.22%</td>
</tr>
</tbody>
</table>

**Total Hub Expenditures:** 25,358,048.35

**Total Total Expense:** 100,534,312.81

**Percentage:** 25.22%