



Organization Information

Organization name: University Musical Society  
 City: Ann Arbor  
 State: MI  
 County: Washtenaw  
 NISP Discipline: 14 - Multidisciplinary  
 NISP Institution: 47 - Cultural Series Organization  
 NTEE: A60 - Performing Arts

Federal ID #: 381545881  
 Year organization founded: 1879  
 Organization type: 501(c)3 nonprofit organization  
 Fiscal year end date: 06-30  
 DUNS #: 131425530  
 Full-time staff: 31  
 Paid FTEs: 34.1

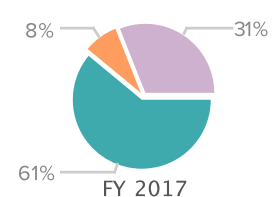
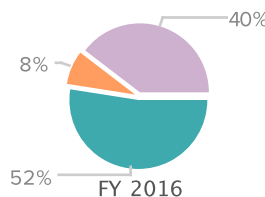
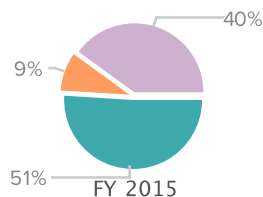
Applicant is audited or reviewed by an independent accounting firm.

A display value of -0% signifies a value of less than +/- 0.5%

| Unrestricted Activity                                    | FY 2015            | FY 2016             | % Change    | FY 2017             | % Change    |
|--|--------------------|---------------------|-------------|---------------------|-------------|
| <b>Unrestricted Operating Revenue</b>                    |                    |                     |             |                     |             |
| Earned Program   | \$2,920,066        | \$3,963,747         | 36%         | \$3,391,176         | -14%        |
| Earned Non-program                                       | \$73,680           | \$64,986            | -12%        | \$65,725            | 1%          |
| <b>Total Earned Revenue</b>                              | <b>\$2,993,746</b> | <b>\$4,028,733</b>  | <b>35%</b>  | <b>\$3,456,901</b>  | <b>-14%</b> |
| Investment Revenue                                       | \$671,160          | \$771,276           | 15%         | \$861,291           | 12%         |
| Contributed Revenue                                      | \$3,850,591        | \$5,377,195         | 40%         | \$6,790,773         | 26%         |
| <b>Total Unrestricted Operating Revenue</b>              | <b>\$7,515,497</b> | <b>\$10,177,204</b> | <b>35%</b>  | <b>\$11,108,965</b> | <b>9%</b>   |
| Less in-kind   |                    | (\$0)               | n/a         |                     | n/a         |
| <b>Total Unrestricted Operating Revenue Less In-kind</b> | <b>\$7,515,497</b> | <b>\$10,177,204</b> | <b>35%</b>  | <b>\$11,108,965</b> | <b>9%</b>   |
| <b>Expenses by Functional Total</b>                      |                    |                     |             |                     |             |
| Program  | \$3,636,025        | \$5,290,336         | 45%         | \$4,679,071         | -12%        |
| Fundraising  | \$891,913          | \$989,393           | 11%         | \$1,071,220         | 8%          |
| General & Administrative                                 | \$2,952,844        | \$3,367,369         | 14%         | \$3,479,844         | 3%          |
| <b>Total Operating Expenses</b>                          | <b>\$7,480,782</b> | <b>\$9,647,098</b>  | <b>29%</b>  | <b>\$9,230,135</b>  | <b>-4%</b>  |
| Less in-kind   |                    | (\$0)               | n/a         |                     | n/a         |
| <b>Total Operating Expenses Less In-kind</b>             | <b>\$7,480,782</b> | <b>\$9,647,098</b>  | <b>29%</b>  | <b>\$9,230,135</b>  | <b>-4%</b>  |
| Net Unrestricted Activity - Operating                    | \$34,715           | \$530,106           | 1,427%      | \$1,878,830         | 254%        |
| Net Unrestricted Activity - Non-operating                |                    | -\$262,722          | n/a         | \$522,051           | 299%        |
| <b>Total Net Unrestricted Activity</b>                   | <b>\$34,715</b>    | <b>\$267,384</b>    | <b>670%</b> | <b>\$2,400,881</b>  | <b>798%</b> |
| Net Temporarily Restricted Activity                      | \$2,694,149        | \$768,178           | -71%        | -\$638,479          | -183%       |
| Net Permanently Restricted Activity                      | \$295,291          | \$1,398,107         | 373%        | \$887,204           | -37%        |
| <b>Net Total Activity</b>                                | <b>\$3,024,155</b> | <b>\$2,433,669</b>  | <b>-20%</b> | <b>\$2,649,606</b>  | <b>9%</b>   |

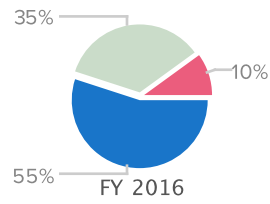
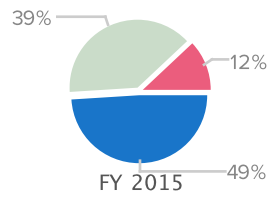
Revenue by Source

- Earned
- Investment
- Contributed

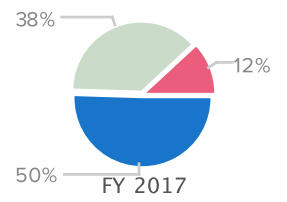


## Expenses by Functional Grouping

- Program
- General & Administrative
- Fundraising



## University Musical Society



## Revenue Details

|                                     | FY 2015     | FY 2016     | FY 2017     | FY 2017      | FY 2017                | FY 2017                |
|-------------------------------------|-------------|-------------|-------------|--------------|------------------------|------------------------|
|                                     | Total       | Total       | Total       | Unrestricted | Temporarily Restricted | Permanently Restricted |
| Operating Revenue                   |             |             |             |              |                        |                        |
| Earned - Program                    |             |             |             |              |                        |                        |
| Performance subscriptions - full    | \$822,958   | \$0         | \$0         | \$0          |                        | n/a                    |
| Performance subscriptions - partial |             | \$980,788   | \$964,042   | \$964,042    |                        | n/a                    |
| Single ticket sales                 | \$1,731,021 | \$2,409,658 | \$1,930,671 | \$1,930,671  |                        | n/a                    |
| Group ticket sales                  |             | \$113,849   | \$77,207    | \$77,207     |                        | n/a                    |
| Contracted services                 | \$366,087   | \$459,452   | \$419,256   | \$419,256    |                        | n/a                    |
| Total earned - program              | \$2,920,066 | \$3,963,747 | \$3,391,176 | \$3,391,176  | \$0                    | n/a                    |
| Earned - Non-program                |             |             |             |              |                        |                        |
| Gift shop and merchandise fees      | \$6,921     | \$5,309     | \$6,525     | \$6,525      |                        | n/a                    |
| Advertising revenue                 | \$66,759    | \$59,677    | \$59,200    | \$59,200     |                        | n/a                    |
| Total earned - non-program          | \$73,680    | \$64,986    | \$65,725    | \$65,725     | \$0                    | n/a                    |
| Total earned revenue                | \$2,993,746 | \$4,028,733 | \$3,456,901 | \$3,456,901  |                        | n/a                    |

## University Musical Society

| Contributed                          | FY 2015      | FY 2016      | FY 2017      | FY 2017      | FY 2017                | FY 2017                |
|--------------------------------------|--------------|--------------|--------------|--------------|------------------------|------------------------|
|                                      | Total        | Total        | Total        | Unrestricted | Temporarily Restricted | Permanently Restricted |
| Trustee & board                      | \$132,207    | \$109,470    | \$73,383     | \$73,383     |                        |                        |
| Individual                           | \$4,997,664  | \$6,373,290  | \$4,184,006  | \$2,436,310  | \$864,449              | \$883,247              |
| Corporate                            | \$533,426    | \$458,550    | \$514,248    | \$514,248    |                        |                        |
| Foundation                           | \$145,000    | \$826,980    | \$641,842    | \$641,842    |                        |                        |
| State government                     | \$69,500     | \$45,000     | \$45,000     | \$45,000     | \$0                    | \$0                    |
| Federal government                   | \$59,250     | \$38,750     | \$15,000     | \$15,000     | \$0                    | \$0                    |
| In-kind operating contributions      | \$0          | \$0          | \$0          |              |                        |                        |
| Other contributions                  | \$863,445    | \$266,844    | \$322,154    | \$322,154    |                        |                        |
| Net assets released from restriction | \$0          | \$0          | \$0          | \$2,742,836  | -\$2,742,836           |                        |
| Total contributed revenue            | \$6,800,492  | \$8,118,884  | \$5,795,633  | \$6,790,773  | -\$1,878,387           | \$883,247              |
| Operating investment revenue         | \$710,699    | \$771,276    | \$861,291    | \$861,291    |                        |                        |
| Total operating revenue              | \$10,504,937 | \$12,918,893 | \$10,113,825 | \$11,108,965 | -\$1,878,387           | \$883,247              |
| Total operating revenue less in-kind | \$10,504,937 | \$12,918,893 | \$10,113,825 | \$11,108,965 | -\$1,878,387           | \$883,247              |
| Non-operating investment revenue     |              | \$15,293     | \$1,765,916  | \$522,051    | \$1,239,908            | \$3,957                |
| Other non-operating                  |              | -\$853,419   |              |              |                        |                        |
| Total non-operating revenue          |              | -\$838,126   | \$1,765,916  | \$522,051    | \$1,239,908            | \$3,957                |
| Total revenue                        | \$10,504,937 | \$12,080,767 | \$11,879,741 | \$11,631,016 | -\$638,479             | \$887,204              |
| Total revenue less in-kind           | \$10,504,937 | \$12,080,767 | \$11,879,741 | \$11,631,016 | -\$638,479             | \$887,204              |

## Expense Details

|  | FY 2015<br>Total | FY 2016<br>Total | %<br>Change | FY 2017<br>Total | %<br>Change | FY 2017<br>Program | FY 2017<br>Fundraising | FY 2017<br>General &<br>Administrative |
|--|------------------|------------------|-------------|------------------|-------------|--------------------|------------------------|--|
| Personnel expenses -<br>Operating                                |                  |                  |             |                  |             |                    |                        |  |
| W2 employees (salaries,<br>payroll taxes and fringe<br>benefits) | \$3,024,700      | \$3,302,827      | 9%          | \$3,270,581      | -1%         | \$0                | \$721,444              | \$2,549,137                            |
| Independent contractors  | \$1,833,065      | \$2,396,609      | 31%         | \$2,505,359      | 5%          | \$2,505,359        |                        |  |
| Professional fees  | \$143,915        | \$147,100        | 2%          | \$133,626        | -9%         | \$133,626          |                        |  |
| Total personnel expenses -<br>Operating                          | \$5,001,680      | \$5,846,536      | 17%         | \$5,909,566      | 1%          | \$2,638,985        | \$721,444              | \$2,549,137                            |
| Non-personnel expenses -<br>Operating                            |                  |                  |             |                  |             |                    |                        |  |
| Advertising and<br>promotion                                     | \$333,805        | \$323,603        | -3%         | \$283,070        | -13%        | \$272,570          | \$10,500               |  |
| Conferences and<br>meetings                                      | \$26,332         | \$18,105         | -31%        | \$11,241         | -38%        |                    |                        | \$11,241                               |
| Dues and subscriptions   | \$7,005          | \$13,425         | 92%         | \$14,069         | 5%          |                    |                        | \$14,069                               |
| Grant awards and<br>similar amounts paid                         | \$12,526         | \$0              | -100%       | \$0              | n/a         |                    |                        |  |
| Insurance  | \$33,511         | \$35,020         | 5%          | \$38,294         | 9%          |                    |                        | \$38,294                               |
| Occupancy costs  | \$271,653        | \$287,941        | 6%          | \$251,483        | -13%        | \$115,544          |                        | \$135,939                              |
| Office and<br>administration                                     | \$392,720        | \$198,555        | -49%        | \$158,957        | -20%        |                    |                        | \$158,957                              |
| Printing, postage and<br>shipping                                | \$366,757        | \$379,740        | 4%          | \$374,538        | -1%         | \$366,512          |                        | \$8,026                                |
| Travel   | \$161,179        | \$103,970        | -35%        | \$110,462        | 6%          | \$67,344           |                        | \$43,118                               |
| Royalties, rights<br>and reproductions                           | \$0              | \$50,281         | n/a         | \$20,028         | -60%        | \$20,028           |                        |  |
| Productions and<br>events costs                                  | \$344,854        | \$1,634,870      | 374%        | \$1,278,845      | -22%        | \$914,220          | \$339,276              | \$25,349                               |
| Interest expense   | -\$414           | -\$2,178         | -426%       | -\$7,868         | -261%       |                    |                        | -\$7,868                               |
| Other operating<br>expenses                                      | \$456,864        | \$706,088        | 55%         | \$738,007        | 5%          | \$283,868          |                        | \$454,139                              |
| Depreciation   | \$72,310         | \$51,142         | -29%        | \$49,443         | -3%         |                    |                        | \$49,443                               |
| Total non-personnel<br>expenses - Operating                      | \$2,479,102      | \$3,800,562      | 53%         | \$3,320,569      | -13%        | \$2,040,086        | \$349,776              | \$930,707                              |
| Total operating expenses   | \$7,480,782      | \$9,647,098      | 29%         | \$9,230,135      | -4%         | \$4,679,071        | \$1,071,220            | \$3,479,844                            |
| Non-operating<br>personnel expenses                              | \$0              | \$0              | n/a         | \$0              | n/a         |                    |                        |  |
| Non-operating<br>non-personnel expenses                          | \$0              | \$0              | n/a         | \$0              | n/a         |                    |                        |  |
| Total expenses   | \$7,480,782      | \$9,647,098      | 29%         | \$9,230,135      | -4%         | \$4,679,071        | \$1,071,220            | \$3,479,844                            |
| Total expenses less in-kind                                      | \$7,480,782      | \$9,647,098      | 29%         | \$9,230,135      | -4%         |                    |                        |  |
| Total expenses<br>less depreciation                              | \$7,408,472      | \$9,595,956      | 30%         | \$9,180,692      | -4%         |                    |                        |  |
| Total expenses less<br>in-kind and depreciation                  | \$7,408,472      | \$9,595,956      | 30%         | \$9,180,692      | -4%         |                    |                        |  |

## Balance Sheet

| Assets                                    | FY 2015             | FY 2016             | % Change   | FY 2017             | % Change   |
|---|---------------------|---------------------|------------|---------------------|------------|
| <b>Current assets</b>                     |                     |                     |            |                     |            |
| Cash                                      | \$2,163,523         | \$1,412,208         | -35%       | \$1,155,843         | -18%       |
| Receivables                               | \$1,092,998         | \$3,510,554         | 221%       | \$2,496,746         | -29%       |
| Investments                               | \$6,096,828         | \$5,924,321         | -3%        | \$8,161,556         | 38%        |
| Prepaid expenses & other                  | \$211,781           | \$224,388           | 6%         | \$170,559           | -24%       |
| <b>Total current assets</b>               | <b>\$9,565,130</b>  | <b>\$11,071,471</b> | <b>16%</b> | <b>\$11,984,704</b> | <b>8%</b>  |
| <b>Non-current investments</b>            |                     |                     |            |                     |            |
| Fixed assets (net)                        | \$124,093           | \$119,598           | -4%        | \$97,764            | -18%       |
| Other non-current assets                  | \$0                 | \$0                 | n/a        | \$0                 | n/a        |
| <b>Total non-current assets</b>           | <b>\$13,170,981</b> | <b>\$14,295,881</b> | <b>9%</b>  | <b>\$15,949,079</b> | <b>12%</b> |
| <b>Total assets</b>                       | <b>\$22,736,111</b> | <b>\$25,367,352</b> | <b>12%</b> | <b>\$27,933,783</b> | <b>10%</b> |
| <b>Liabilities &amp; Net Assets</b>       |                     |                     |            |                     |            |
| <b>Liabilities</b>                        |                     |                     |            |                     |            |
| Accounts payable & other                  | \$333,642           | \$529,442           | 59%        | \$473,150           | -11%       |
| Loans & other debt                        | \$0                 |                     | n/a        |                     | n/a        |
| Deferred revenue                          | \$964,522           | \$966,294           | 0%         | \$939,411           | -3%        |
| <b>Total current liabilities</b>          | <b>\$1,298,164</b>  | <b>\$1,495,736</b>  | <b>15%</b> | <b>\$1,412,561</b>  | <b>-6%</b> |
| Non-current liabilities                   | \$0                 | \$0                 | n/a        | \$0                 | n/a        |
| <b>Total liabilities</b>                  | <b>\$1,298,164</b>  | <b>\$1,495,736</b>  | <b>15%</b> | <b>\$1,412,561</b>  | <b>-6%</b> |
| <b>Net assets</b>                         |                     |                     |            |                     |            |
| Unrestricted                              | \$5,203,394         | \$5,470,779         | 5%         | \$7,871,660         | 44%        |
| Temporarily restricted                    | \$8,064,775         | \$8,832,951         | 10%        | \$8,194,472         | -7%        |
| Permanently restricted                    | \$8,169,778         | \$9,567,886         | 17%        | \$10,455,090        | 9%         |
| <b>Total net assets</b>                   | <b>\$21,437,947</b> | <b>\$23,871,616</b> | <b>11%</b> | <b>\$26,521,222</b> | <b>11%</b> |
| <b>Total liabilities &amp; net assets</b> | <b>\$22,736,111</b> | <b>\$25,367,352</b> | <b>12%</b> | <b>\$27,933,783</b> | <b>10%</b> |

## Balance Sheet Metrics

|  | FY 2015     | FY 2016     | FY 2017     |
|--|-------------|-------------|-------------|
| Months of Operating Cash -- Unrestricted                     | 0           | 1           | 0           |
| Total working capital -- Unrestricted                        | \$5,079,301 | \$5,351,181 | \$7,773,896 |
| Current Ratio  | 7.37        | 7.4         | 8.48        |
| Debt Service Impact  | -0%         | -0%         | -0%         |
| Unrestricted Net Assets Net of Property, Plant and Equipment | \$5,079,301 | \$5,351,181 | \$7,773,896 |
| Operating Margin   | 40%         | 24%         | 24%         |
| Depreciation as a % of Fixed Assets                          | 56%         | n/a         | n/a         |
| Leverage Ratio   | 0%          |             |             |

Months of Operating Cash -- Unrestricted represents the number of months an organization can operate at current average monthly expense levels with existing unrestricted cash and cash equivalents.  $\text{Cash} + \text{Cash Equivalents} / (\text{Total Expense} / 12)$ . The ratio is calculated using unrestricted numbers only.

Total working capital -- Unrestricted consists of the resources available for operations, and in this report is calculated as unrestricted current assets minus unrestricted current liabilities. This is a conservative calculation of working capital and may differ from your internal calculations. Adequate working capital provides financial strength and flexibility to your organization, the ability to meet obligations as they come due, and the ability to take more risks, knowing there is a cushion to fall back on.

Current Ratio (Current Assets divided by Current Liabilities) determines the organization's ability to pay current debt using current assets. The higher the ratio, the more capable the organization is of paying its obligations. The ratio is calculated using unrestricted numbers only.

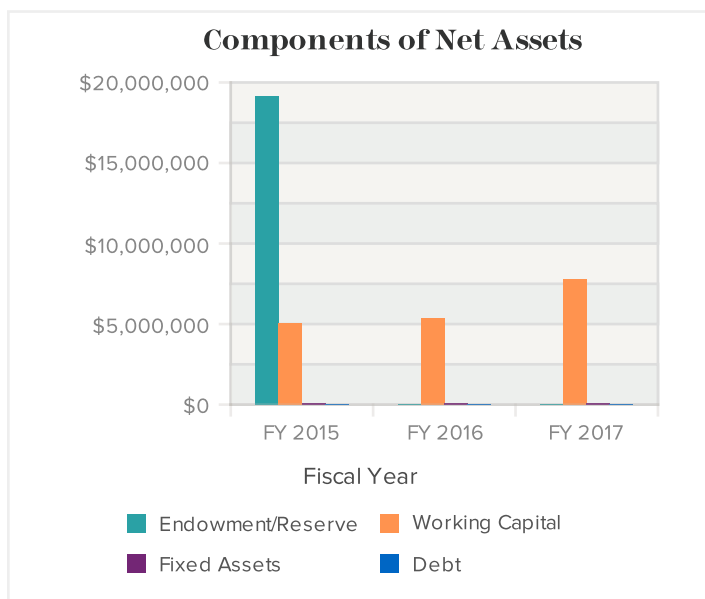
Debt Service Impact (Total Debt Service including principal and interest divided by Total Expense) calculates the % of an organization's total expenses applied to the total debt-service burden, e.g. a mortgage). This measure can help understand the portion of the book value of an organization's fixed assets that they truly own free and clear of related obligations and depreciated value. It is calculated as  $\text{Unrestricted Net Assets} - (\text{Net Fixed Assets} - \text{Mortgage Debt})$ .

Unrestricted Net Assets Net of Property, Plant and Equipment (Unrestricted Net Assets - (Net Fixed Assets - Mortgage Debt)) shows what the organization's unrestricted net assets would be if they did not own any property, or have any debts associated with that property. Because this calculation is based on unrestricted values for net assets and fixed assets, if an organization fills out a single column balance sheet and does not separate fixed assets into restricted and unrestricted categories, this value will be blank.

Operating Margin (Change in Net Assets divided by Total Unrestricted Operating Revenue) is a measurement of the organizations efficiency in operating, highlighting the amount of an organization's surplus or deficit.

Depreciation as a % of Fixed Assets indicates the potential need for replacement or repair of fixed assets (such as buildings, furniture, office equipment, sets and props); especially significant for organizations that own a building or carry a long-term lease.

Leverage Ratio (Total Debt divided by Total Unrestricted and Temporarily Restricted Assets) is a measurement of a company's efficiency in operating.



## Attendance

| In-person Participation              | FY 2015       | FY 2016        | % Change   | FY 2017       | % Change    |
|--------------------------------------|---------------|----------------|------------|---------------|-------------|
| In-person participation - paid       | 71,959        | 91,849         | 28%        | 78,263        | -15%        |
| In-person participation - free       | 10,660        | 16,873         | 58%        | 15,583        | -8%         |
| <b>Total in-person participation</b> | <b>82,619</b> | <b>108,722</b> | <b>32%</b> | <b>93,846</b> | <b>-14%</b> |

| Types of In-person Attendance        | FY 2015       | FY 2016        | % Change   | FY 2017       | % Change    |
|--------------------------------------|---------------|----------------|------------|---------------|-------------|
| Performance tickets                  |               | 90,426         | n/a        | 76,518        | -15%        |
| Open rehearsal tickets               |               | 278            | n/a        | 135           | -51%        |
| Registrants for classes/workshops    |               | 5,224          | n/a        | 5,412         | 4%          |
| Field trip participants              |               | 5,890          | n/a        | 5,623         | -5%         |
| Lecture attendees                    |               | 5,904          | n/a        | 5,057         | -14%        |
| Participants of other events         |               | 1,000          | n/a        | 1,101         | 10%         |
| <b>Total in-person participation</b> | <b>82,619</b> | <b>108,722</b> | <b>32%</b> | <b>93,846</b> | <b>-14%</b> |

| Attendance Ages            | FY 2015 | FY 2016 | % Change | FY 2017 | % Change |
|----------------------------|---------|---------|----------|---------|----------|
| Children (18 and under)    | 0       |         | n/a      | 11,256  | n/a      |
| Children served in schools |         | 2,929   | n/a      | 3,338   | 14%      |
| Seniors                    |         |         | n/a      | 14,077  | n/a      |
| Adults                     |         |         | n/a      | 68,513  | n/a      |

| Other Participation  | FY 2015 | FY 2016 | % Change | FY 2017 | % Change |
|----------------------|---------|---------|----------|---------|----------|
| Virtual attendance   | 129,829 | 0       | -100%    | 0       | n/a      |
| Residency applicants |         |         | n/a      | 25      | n/a      |

## Staffing

| Staff & Non-Staff Statistics               | FY 2015 | FY 2016 | % Change | FY 2017 | % Change |
|--|---------|---------|----------|---------|----------|
| Full-time permanent employees              | 31      | 33      | 6%       | 31      | -6%      |
| Full-time seasonal employees               |         | 0       | n/a      | 2       | n/a      |
| Full-time seasonal employees - FTEs        |         |         | n/a      | 1.5     | n/a      |
| Part-time permanent employees              | 2       | 2       | 0%       | 2       | 0%       |
| Part-time permanent employees - FTEs       | 0.18    | 0.05    | -72%     | 0.1     | 100%     |
| Part-time seasonal employees               |         | 3       | n/a      | 3       | 0%       |
| Part-time seasonal employees - FTEs        |         | 1.24    | n/a      | 1.5     | 21%      |
| Number of part-time or one-time volunteers | 736     | 685     | -7%      | 683     | -0%      |
| Part-time or one-time volunteers - FTEs    | 47.16   | 20.2    | -57%     | 20.16   | -0%      |
| Independent contractors                    | 1,240   | 1,416   | 14%      | 1,376   | -3%      |
| Number of interns and apprentices          | 38      | 37      | -3%      | 42      | 14%      |

| Artistic Staff & Non-Staff Statistics    | FY 2015 | FY 2016 | % Change | FY 2017 | % Change |
|--|---------|---------|----------|---------|----------|
| Part-time employees that are artists     | 0       | 1       | n/a      | 1       | 0%       |
| Independent contractors that are artists | 1,237   | 1,413   | 14%      | 1,373   | -3%      |



## Program Activity

|                                 | FY 2015 | FY 2016 | % Change | FY 2017 | % Change |
|---------------------------------|---------|---------|----------|---------|----------|
| Distinct productions            | 41      | 64      | 56%      | 41      | -36%     |
| Total performances              | 69      | 89      | 29%      | 61      | -31%     |
| Open rehearsals                 |         | 4       | n/a      | 6       | 50%      |
| Distinct screenings             | 4       |         | -100%    |         | n/a      |
| Total screenings                | 4       |         | -100%    |         | n/a      |
| Workshops/readings              | 0       | 5       | n/a      | 0       | -100%    |
| Works developed                 |         | 2       | n/a      | 0       | -100%    |
| Works commissioned              | 2       | 1       | -50%     | 1       | 0%       |
| Distinct classes/workshops      | 39      | 3       | -92%     | 37      | 1,133%   |
| Distinct class series/courses   |         | 4       | n/a      | 14      | 250%     |
| Total classes/class sessions    | 0       | 128     | n/a      | 184     | 44%      |
| Distinct field trips            |         | 7       | n/a      | 5       | -29%     |
| Field trip occurrences          |         | 7       | n/a      | 5       | -29%     |
| Distinct lectures               | 14      | 54      | 286%     | 40      | -26%     |
| Lecture occurrences             | 14      | 54      | 286%     | 40      | -26%     |
| Programs offered in schools     | 91      | 57      | -37%     | 106     | 86%      |
| Hours of programming in schools |         | 57      | n/a      | 106     | 86%      |
| Number of schools served        |         | 25      | n/a      | 34      | 36%      |
| Artists placed in schools       |         | 16      | n/a      | 14      | -12%     |
| Residencies awarded             |         | 9       | n/a      | 5       | -44%     |
| Research reports issued         |         | 1       | n/a      | 2       | 100%     |
| Distinct publications           | 0       | 1       | n/a      | 2       | 100%     |
| Distinct other programs         | 14      | 19      | 36%      | 18      | -5%      |
| Other programs occurrences      | 14      | 19      | 36%      | 18      | -5%      |