

York College, The City University of New York

Goals and Targets 2010-2011

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COLOR CODES: PURPLE=Academic Affairs RED=Student Development BLUE=Administrative Affairs GREEN=Enrollment Management
WHITE=Compliance & Legal BLACK= All

University 2010-2011 Targets	2010-2011 York College Goals and Targets
Goal 1: Raise Academic Quality	
Objective 1. Strengthen CUNY flagship and college priority programs, and continuously update curricula and program mix	
1.1 Colleges and programs will be recognized as excellent by all external accrediting agencies.	<p>Under the leadership of the Office of Academic Affairs, York will strengthen flagship and college priority programs through satisfactory completion of the following external accreditations: Physician Assistant (November 2010); Occupational Therapy (February 2011); Teacher Education (April 2011). NLNAC (Generic Nursing) is now scheduled for spring 2011 upon completion of the nursing lab. The School of Business & Information Systems will continue to move towards AACSB accreditation by implementing learning assurance in introductory courses.</p> <p>York will make progress on the proposal for the BS in Health Sciences by completing the curriculum and gaining program approval by CUNY for implementation in fall 2011. York will continue active conversations with CUNY central on a small cohort of niche masters programs, including bringing to fruition the M.S. in Business in Financial Forensics and General Management. In addition, York College received funding (PBI program) to support existing and to design, develop and implement niche M.S. degree programs and students in the sciences, education and allied health sciences. York will actively participate with CUNY central in advancing progress in the CUNY School of Pharmacy at York College. In a related activity, Dr. D. Chakravarti will lead adoption of the York/FDA Strategic Plan that will identify strengthened programming, enhanced community engagement and revenue generation. Commissioner of the FDA, Dr. Margaret Hamburg, will speak on campus to mark the 10th anniversary of this</p>

	<p>partnership.</p> <p>York will extend its efforts in undergraduate research across the disciplines by hosting the second annual Undergraduate Research Day, launching an interactive website and establishing an office.</p>
<p>1.2 CUNY and its colleges will draw greater recognition for academic quality and responsiveness to the academic needs of the community.</p>	<p>York College will expand its community oriented academic activities including SEMAA, Specialized High School Preparation program, and High School Math and Science EXPO. York will continue its strong partnership with the Queens High School for the Sciences at York and the York Early College Academy, as well as our College Now participating high schools. The College Now program will adhere to the CUNY mandated activities. Further, in response to the economic downturn, York will continue a one-day economic winter forum for the community on topics such as: job search, financial planning, tax preparation, and health care management.</p>
<p>1.3 Colleges will improve the use of program reviews, analyses of outcomes, enrollment, and financial data to shape academic decisions and resource allocation.</p>	<p>Last year, the Office of Academic Affairs revised the Academic Program Review guidelines to include measures of student learning. Three additional APRs (Accounting and Finance, Mathematics and Computer Science, and Foreign Languages) will continue from last year and one (Earth & Physical Sciences) will be started anew. English & Chemistry program review action plans will be completed in fall. The Outcomes Assessment Committee is charged with analyzing the data on student learning and making recommendations to the appropriate college officer or body.</p>
<p>1.4 Use of technology to enrich courses and teaching will improve by implementation of the following:</p> <ul style="list-style-type: none"> • Increase Smart Classrooms from 7-17 • Complete construction of the Nursing virtual Lab • Increase online and hybrid course offerings <ul style="list-style-type: none"> • Inaugurate the Mathematics Learning Center. 	<ul style="list-style-type: none"> • Ten additional new smart classrooms will be completed and faculty oriented to their use. • The Nursing Virtual Lab is scheduled for completion in spring 2011. • Total percentage of instructional (student) FTEs offered fully (web-based) or partially (hybrid) online will increase from 1.1% in fall 2009 to 1.5% in fall 2010; Percentage of instructional FTEs offered fully online will increase from 0.55% in fall 2009 to 0.70% in fall 2010; Percentage of instructional FTEs offered partially online will increase from 0.55% in fall 2009 to 0.80% in fall 2010. Continuous training by CETL will occur.

- The Mathematics Learning Center will be inaugurated by Oct. 2010.

Objective 2. Attract and nurture a strong faculty that is recognized for excellent teaching, scholarship and creative activity.

2.1 Colleges will continuously upgrade the quality of their full- and part-time faculty, as scholars and as teachers.

As a result of rigorous national searches, 15 new faculty will join York as teachers, scholars, and researchers in the following disciplines: Chemistry, English, Mathematics, Biology, Business & Economics, Behavioral Sciences, Social Sciences, Earth & Physical Sciences, and Health Professions.

Continuous faculty development initiatives for full-time and part-time faculty will continue: York Professor 101 series; Title III support for faculty; Provost Lecture Series and Provost Distinguished Scholars Lectures. A publication showcasing faculty research and scholarship will be released.

The CETL workshops and participation in the American Council on Education workshops for department chairs (2 new chairs) will continue, and a program will be started to support the scholarship and other engagement of mid-rank faculty.

2.2 Increase faculty research/scholarship.

With continued grant and tax levy support, all faculty will pursue scholarship, research and publication opportunities with a concomitant increase and diversification of publications. Reporting of faculty research, scholarship and creative activities will also increase by 2-3%. Sponsored research activity is addressed in section 8.5 below.

2.3 Instruction by full-time faculty will increase incrementally.

York will continue its leadership role in the university in achieving high levels of instruction by full-time faculty:

	<p>% of instructional FTEs delivered by full-time faculty will increase from fall 2008 53.4 % to fall 2010 54%.</p> <p>Mean teaching hours taught by veteran full-time faculty will remain the same at 8.1 from fall 2008.</p> <p>Mean teaching hours of full-time faculty eligible for contractual release time will be maintained at 8.2 from fall 2008.</p> <p>Number of full-time faculty will increase from 204 in fall 2009 to 219 in fall 2010.</p>
<p>2.4 Colleges will recruit and retain a diverse faculty and staff.</p>	<p>Diversity will continue to be increased, with focus on gender balance.</p>
<p>Goal 2: Improve Student Success</p>	
<p>Objective 3. Ensure that all students receive a quality general education and effective instruction.</p>	
<p>3.1 Colleges will provide students with a cohesive and coherent general education.</p>	<p>Emerging from our Middle States review, York has undergone a faculty led college-wide review of General Education. A set of recommendations are currently being discussed college-wide and will in time go to the Senate for deliberation and endorsement. One of the main proposals of this Gen.Ed. review is an interdisciplinary thread of instruction. Many challenges here are yet to be resolved including for instance: what will be the Gen.Ed. requirement for the professional programs and for transfer students? York will host the 2011 CUNY Gen. Ed. conference in May 2011. Progress in Math and English will continue to be advanced with focus on quantitative reasoning, writing across the curriculum and the integration of CPE skills. Additionally, through our Freshman Year Experience program students will be engaged in co-curricular activities including the common reader program. This year all freshmen will read <i>Outcasts United</i> by Warren St. John. Building on our new First Year Experience in 2010-11, a refreshed approach to the Freshman-to-Sophomore transition will be developed.</p>
<p>3.2 Colleges will improve basic skills and ESL outcomes.</p> <ul style="list-style-type: none"> • Non-SEEK basic skills 	<ul style="list-style-type: none"> • For non-SEEK entering freshmen who have failed one or more of the skills tests, York College's <i>Success to the Third Power</i> [S3] program will continue to provide one to three week workshops in Reading, Writing, and Mathematics led by Les Raphael. Summer 2010 will maintain summer 2009

- **ESL**

- **Non-ESL SEEK students**

successful outcomes rates in Reading (86%) and Writing (77%), but set the Mathematics indicator to 80%. This projected rate is based on (1) the increase in the passing math scores (from 35/30 to 40/35), (2) the fact that students are entering the program with failing scores similar to last year's, and (3) the program having one less month to offer the workshops (ending in July rather than August).

- The percentage of ESL students who pass all basic skills tests within two years will increase from 46.2% in fall 2007 to 57% in fall 2008. The ESL Program will work with York College's *Success to the Third Power* [S3] to provide one to three week workshops in reading and writing for students in need of targeted supplemental instruction. The ESL Program will also revisit its learning outcomes in light of the new test, the CUNY Aligned Assessment of Writing (CAAW). The ESL program will work with OIR to verify the accuracy of the data.
- **York's SEEK program with its new director, Mr. Jordan, will continue the important work done last year using a cross-functional team consisting of OAA, OIRA and SEEK to improve the basic skills performance of the non-ESL/SEEK cohort. The activities will include: reviewing testing data, making changes in facilitator staffing patterns, instituting curricular changes, adopting new text books, increasing testing opportunities, and using diagnostic tools. These changes will result in a target pass rate for the SEEK 2009 cohort of 78%, up from 72%.**

NOTE: No data will be reported on non-ESL SEEK students who passed all basic skills tests within one year of entry for the fall 2009 cohort because this indicator will be changed by CUNY to two years of entry.

3.3 Colleges will improve student academic performance, particularly in the first 60 credits of study.

Math and English performance will be sustained and increased with the following plans: full-time teachers assigned, course coordination, standardized syllabi and exams, common grading rubrics, tutorials, introduction of a new Math 120 course, continued work on creating a two semester freshman composition course.

- Percentage of students passing freshman composition and gateway mathematics courses with a C or better will increase from 77.7% in fall 2009 to 80% in fall 2010;
- Percentage of students passing freshman composition with C or better will increase from 80.9% to 83%;

	<ul style="list-style-type: none"> Percentage of students passing gateway mathematics courses with a C or better will increase from 69.9% to 70%.
<p>3.4 Show & pass rates on CUNY proficiency exam will increase.</p>	<p>Using the two year experience of success in the marketing of the CPE—"It's CPE Time" mantra -- students will continue to be encouraged to take the exam at the earliest possible time. Dean Dana Fusco, Ms. Arias and a faculty team will continue the strategic progress as well on Task II through the "Make the Claim " campaign by expanding and deepening the repository of curricular examples of charts and interpretations in various disciplines as well as making available a CPE video tutorial. The Task II study guide will be transformed into an online tutorial and made available on the web.</p> <ul style="list-style-type: none"> CPE show rate will increase from 80.8% from fall 2009 to 83% in fall 2010. % of required test takers passing the exam (CPE pass rate) will be maintained at 90.7% in fall 2010.
<p>3.5 Colleges will reduce performance gaps among students from underrepresented groups and/or gender.</p>	<p>One year retention rate gap of the first-time full-time freshmen between minorities and non-minorities will change from -0.6% for fall 2008 cohort to 0% for fall 2009 cohort.</p> <p>-One year retention rate gap of the first-time full-time freshmen between male and female will change from 1.7% for fall 2008 cohort to 0% for fall 2009 cohort.</p> <p>-The percentage of semester credit hours earned (or passed) of those attempted by undergraduates between minorities and non minorities changed from -2.3% in fall 2009 to 0% in fall 2010.</p> <p>-The percentage of semester credit hours earned (or passed) of those attempted by undergraduates between male and female will change from -1.8% in fall 2009 to 0% in fall 2010.</p>
<p>3.6 Colleges will show progress on implementing faculty-driven assessment of student learning.</p>	<p>Since 2007, York College has been developing a culture of evidence supported by a number of activities. A leading component is the college-wide Outcomes Assessment Committee comprised of faculty from every academic department and administrators, co-chaired by Drs. Fusco, Keiler and Wu. Our three-year Senate approved plan includes indirect measures (admissions, retention and graduation, SES, Alumni survey) and direct measures (CPE, Gen.Ed. APR, certification exams). Supported by Title III grant funding, the Office of Institutional Research & Assessment and the Outcomes Assessment Committee are working with English department faculty members on the literacy assessment project. In fall 2010, writing samples from nine sections of the 300 level junior writing courses will be collected and graded. The results will be presented next year.</p>

In addition, results from the analysis of NSSE data that was completed by two faculty members will again be presented to the college community in fall 2010. The office of Institutional Research & Assessment will start analyzing the multi-year FSSE data and prepare the results to share with departments, faculty, and administrators.

Objective 4. Increase retention and graduation rates and ensure students make timely progress toward degree completion.

4.1 Colleges will facilitate students' timely progress toward degree completion.

Retention, graduation rates and students' timely progress on the completion of their degree will continue to be a central focus for collaborative work at York during the upcoming academic year. All divisions, departments, units and individuals will be engaged in intentional and seamless efforts in achieving better results.

The Division of Student Development will continue its services to special groups: men, women, veterans, students with disabilities, students with children and front-loading career planning to freshmen.

In addition to the Office of Academic Affairs, maintaining availability of evening and weekend classes, online scheduling, robust winter and summer offerings, a key component will be focused on advisement--accuracy, transparency and accessibility of information. Dr. Bob Baer will lead the effort to achieve these goals including: achieve 100% compliance (from 82%) by departments in reviewing, revamping and publishing four-year academic plans; identify weaknesses, needs and inaccuracies in departments/units advisement plans and implement corrective actions; seek clarification and additional information from departments and colleagues; make sure that all information released by departments/units or posted on the website is up to date and accurate; and hold semi-annual information sharing sessions among the faculty and staff responsible for these functions.

- Percentage of freshmen and transfers taking one or more courses in the summer after entry will increase from 23.1% (entering class of 2008) to 25% (entering class of 2009).
- Ratio of undergrad FTE to headcount will increase from 77.2% in fall 2009 to 78% in fall 2010.
- Percentage of students declaring a major by the 70th credit will increase from 78.3% in fall 2009 to 80% in fall 2010.
- Average number of credits earned will increase from 22.1 in fall 2008 to 23 in fall 2009.

4.2 Retention rates will increase progressively.

One year retention rate of full-time, first-time freshmen will maintain at the rate of 75.1% for entering class of fall 2009 (utilizing strategies outlined above and with an anticipated enrollment of academically better prepared incoming freshmen).

York will continue to hold transfer orientation sessions including mandatory transfer student advisement and transfer advisement workshops during the summer. Topics include success strategies and details of degree requirements. Individual and group sessions with an academic advisor follows giving students an opportunity to create an academic plan. A new Transfer Advisement Handbook recently created by the Office of Academic Advisement will be published and distributed. At present we have 40% participation; our goal is to have a 10% increase.

- One year retention rate of transfers will increase from 65.8% (entering class of fall 2008) to 67% (entering class of fall 2009).
- Two-year retention rate of full-time first-time freshmen will increase from 52.7% (entering class of fall 2007) to 54% (entering class of fall 2008).
- Two year retention rate of transfers will increase from 60.7% (entering class of fall 2007) to 62% (entering class of fall 2008).

4.3 Graduation rates will increase progressively in associate, baccalaureate, and masters programs.

On improving graduation rates and credit accumulation, we will utilize two approaches in addition to others currently in place like the Senior Year and the Probation Intervention programs. The intentional Freshman Year Experience led by Drs. Gibson and Rosen and Mr. Hodge will become a vehicle for communicating to incoming students that at York they will be able to utilize four semesters including winter and summer toward developing a thoughtful, balanced academic schedule that can lead toward graduation in four years. On the other end of the spectrum, we will concentrate on students remaining from the class of 2005 (where this will be their sixth year at York) and those in the 2007 class, who are capable of graduation in four years in 2011. Using data provided by York's OIRA, we will segment students in both these cohorts and develop acceleration strategies toward degree completion by spring 2011. We will also review policies that will unintentionally retard progress to graduation.

- Four-year graduation rate of first-time, full-time freshmen will increase from 3.6% for fall 2005 cohort to 5% for fall 2006 cohort.
- Four-year graduation rate of transfers will increase from 33.3% for fall 2005 cohort to 37% for fall 2006 cohort.
- Six-year graduation rate for full-time, first-time freshmen increased from 23.9% (fall 2003 cohort) to 26% (fall 2004 cohort).
- Six-year graduation rate for transfers will increase from 48.4% (fall 2003 cohort) to 50% (fall 2004 cohort).

Objective 5. Improve postgraduate outcomes.

5.1 Professional preparation programs will improve or maintain high numbers of successful graduates.

York will maintain good outcomes in professional programs:

- The number of students taking and passing the LAST, and the ATS-W will be maintained at 26/95+%.
- The number of students taking and passing the CST will increase from 85 to 87%.
- The number of students taking and passing the Uniform CPA will be maintained at 33.3%.
- The PA program will maintain a first-time pass rate of 90+%
- York will collect baseline data on the MCAT and PCAT programs launched in 2010 by Dr. Criss.

The College will self-report pass rate on the Occupational Therapy national exam (80% of test takers passing).

5.2 Job and education rates for graduates will rise.

In compliance with our Outcomes Assessment Plan approved by the Senate in spring 2010, the next administration of the Alumni survey is scheduled for fall 2011. That data will be reported in due course. (Data from our 2008 survey was reported in the PMP Report of 2009-10).

Objective 6. Improve quality of student academic support services

6.1 Colleges will improve the quality of student support services and academic support services, including academic advising, and use of technology, to augment student learning.

For the last 2-3 years, York has been making significant investments in student support services, academic support services, including advising, library resources, tutoring, counseling, and technology to augment student learning. Some of these investments will be reduced by 25% on the tax levy, TS, and NTA adjunct budget in the upcoming year, but we expect to utilize Title III and PBI funding, in part, to compensate for the reduction in the library, tutoring, counseling, and

advising. (See also 8.4). Thus, we do not expect reduction in satisfaction, but we cannot be assured that satisfaction will increase though we are setting an increased target. In the technology area, where there has been some indication of decreased satisfaction, we have developed a strategy to respond to the perceived gap in demand and services through automating IT support as well as through selective hiring of personnel. We will also work with CUNY Central to assure that the non-campus systems are operating effectively. Finally, we will outfit an additional ten smart classrooms, open the Math and Science learning centers, upgrade the library workstations, and release the Y-connect system with an emphasis on early intervention services.

From 2008 to 2010,

- Satisfaction with academic support services will increase from 2.82% to 2.88%.
- Satisfaction with student services will increase from 2.60% to 2.70%.
- Satisfaction with computer technology will increase from 2.77% to 2.82%.

No data will be available for 2011 from CUNY, but York OIRA will administer the SES in spring 2011 in house with the same methodology and report the results.

Goal 3: Enhance Financial And Management Effectiveness

Objective 7. Increase or maintain access and enrollment; facilitate movement of eligible students to and among CUNY campuses

7.1 Colleges will meet established enrollment targets for degree programs; mean SATs/CAAs of baccalaureate entrants will rise.

- Overall headcount enrollment will increase from 7,780 in fall 2009 to 7,860 in fall 2010.
- Average CAA score of first-time freshmen will increase from 81.5% in fall 2009 to 82% in fall 2010.
- Average SAT score of first-time freshmen will increase from 900 in fall 2009 to 940 in fall 2010.
- First-time freshmen will increase from 1,045 in fall 2009 to 1,300 in fall 2010.
- Enrollment of transfer students will decrease from 833 in fall 2009 to 500 in fall 2010.

7.2 Colleges will achieve and maintain high levels of program cooperation with other CUNY colleges.

York will continue its role in the integrated university led by the Office of Academic Affairs to establish formal relationships with CUNY Community Colleges. We will complete the dual/joint Pharmaceutical

	Science program with Queensborough and we will identify other partnership opportunities in the STEM, Social Work, Allied Health, and Teacher Education disciplines.
7.3 Colleges will meet 95% of enrollments targets for College Now, achieve successful completion rates, and increase the # of students who participate in more than one college credit course and/or precollege activity.	<ul style="list-style-type: none"> • Number of College Now participants will be 1,700 as per University funding • Successful completion rate (students earning an A, B, or C in College Now college credit courses) will meet or exceed 85%. • Number of participants reenrolled in progressively more challenging courses will be maintained at the 40% rate or above, the highest rate among all College Now programs <p>Pre-college and general education courses will be maintained based at 2009-10 levels.</p>
Objective 8. Increase revenue and decrease expenses	
8.1 Alumni-corporate fundraising will increase or maintain current levels.	York fundraising in FY 2010 is estimated to be at \$415,000. The College is projecting a 10% increase to \$455,000 in FY 2011.
8.2 Each college will achieve its revenue targets including those for Adult and Continuing Education.	York College's Continuing Education program will continue to grow in its diversity of offerings as it has over the last three years. The 2011 target will be a modest 2% over 2010 revenue.
8.3 Colleges will improve or maintain sound financial management and controls.	In light of the difficult financial situation facing the senior colleges in FY 2011, York is imposing a stringent financial planning process for the upcoming year. All divisions and departments have been given a 25% reduction in temporary service and non-teaching adjunct (TS and NTA) FY 2010 expenditure levels. Each department/division must submit by the end of June 2010, TS/NTA budgets indicating specific employees – their hours, salary level and projected encumbrances – for FY 2011. Until this individual department/division budget plan is approved by the College's Budget and HR offices, no PAF will be accepted and no one can be processed for a payroll action. These actions are expected to generate savings of \$600,000 -- \$750,000 which will be held in anticipation of either budget reductions or contingency savings targets mandated by CUNY. In addition, OTPS expenditures will be reduced, in general, by 5%.
8.4 Colleges will implement financial plans with balanced budgets.	These budget plans and a projected enrollment increase of 3%, which will yield \$900,000, will allow the College to fund a select number of critical positions yet prepare for actual and contingency financial savings as part of a prudent college budget plan.
8.5 Contract/grant awards will rise.	Efforts will be maintained in order to continue on the established track that fosters the continuous growth of grants and contracts at the

	college. Contract/grant awards will rise by 3%.
8.6 Indirect cost recovery ratios will improve.	The College will meet the expected goal for indirect cost recovery ratios set by the Chancellor.
Objective 9. Improve administrative services.	
9.1 Colleges will make progress within a declared capital campaign.	After five years, York is prepared to hire a VP for Institutional Advancement. The College is also in the process of seeking a new Director of Marketing and Communications. The VP, Director of Marketing and Communications and existing Director of Development will be the first team that the College has had in place to implement a declared capital campaign strategy. The York College Foundation Board also named three new members – two of whom are loyal alumni – at its June meeting. York has worked closely with Carlos Flynn and its Board on preparing to develop and implement a declared capital campaign.
9.2 Student satisfaction with administrative services will rise or remain high at all CUNY colleges.	York is pleased to see our student satisfaction with administrative services inching in the direction toward the senior college average. We will continue to assess our administrative services using the Council for the Advancement of Standards in Higher Education's self-study process in financial aid, the personal counseling office in admissions, bursar and registrar. The process of the self-studies and the results will be monitored by the College's Outcomes Assessment Committee and recommendations will be implemented as appropriate. Additionally, we expect to launch Y-Connect this year. (see also 6.1) Student satisfaction with administrative services will increase from 2.74% to 2.78% in 2012.
9.3 Colleges will improve space utilization.	York intends to maintain FTEs offered on Fridays, evenings or weekends at 50.7% in fall 2010.
9.4 All colleges will improve Risk Management on campus.	The York College Risk Management Committee will meet twice per semester, and co-chairs Ms. Olga Dais, Esq. and Ms. Jacqueline Clark will meet monthly with Ron Thomas, Dean of Administration, during academic year 2010-11, to discuss potential risk concerns and risk prevention strategies. In fall 2010 and spring 2011, the Committee will conduct workshops on Environmental Health & Safety, and will continue to hold its annual workshop series on Violence in the Workplace, Sexual Harassment, and other risk avoidance issues.
9.5 All colleges will make timely progress on CUNY FIRST implementation.	Throughout the coming year, CUNY First will remain on the agenda in various College-wide forums. Key offices and staff in various areas will continue to receive training.

9.6 Each campus should have a functioning campus sustainability council with broad representation from the campus community, and have a recognized, multi-year campus sustainability plan.

York's premiere campus sustainability council, comprised of representatives from among faculty, IT, B&G, facilities, custodial services, the business office, the advancement office and students continue to be visionary. The college submitted a 10-year sustainability plan to the central administration in January 2010. The plan has been embraced by the college community and is being implemented. Sustainability efforts to be initiated in 2010-11 include:

1. All corridors with windows to have lighting controlled by photocells.
2. Installation of motion detector lighting controls in remaining 30% of offices and classrooms not yet equipped.
3. Reducing computer electricity consumption.
4. Reducing copier/scanner and printer electricity consumption.
5. Reducing wattage or removing bulbs in over-illuminated areas.
6. Installing aerators on faucets to reduce water consumption.
7. Installation of hydration (water bottle refilling) stations in Academic Core Building.
8. Initiating the "I Love Tap Water" campaign.
9. Posting of "No Idling" signs in parking lots.
10. Reducing paper waste by making two-sided option the default on copier/scanner and printers.
11. Reducing solid waste by doubling amount of source reduction, reuse, and recycling.
12. Establishing an electronic submission for printing services campaign.
13. All college emails will contain this trailer: **Think GREEN! Please don't print this e-mail unless you really need to.**
14. Instituting an awareness campaign to save documents electronically on York's G drive.
15. Eliminating all Styrofoam products in student and faculty cafeterias.
16. Creating a mapped walk which will highlight to travelers about the more than thirty varieties of native trees planted on York's campus.
17. Creating a student green club.

	18. Continuing Education will increase community awareness of "sustainability" by including a Green Corner in its catalog.	
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