Goal 1: Raise Academic Quality

Objective 1: Strengthen college priority programs and continuously update program mix

1.1 Colleges and programs will be recognized as excellent by all external accrediting agencies

   1.1.01 - Colleges will report Middle States accreditation activity and status for the current year, including any public statements by Middle States

   1.1.02 - Colleges will report on professional accreditation activity for the current year, including any change in status

   1.1.03 - Colleges will submit updated professional accreditation information (template to be provided)

   > Complete strategic plan

   1.1.04 - Completion of strategic plan

     Expected Activities: Preparation of the Middle States Periodic Review Report submitted May 31 served as the initial stage of the 2013-2018 Strategic Plan. The goals of the plan have been largely determined, and the Committee will reconvene in September to set timelines, allocate responsibility, and complete the Strategic Plan.

1.2 Colleges will improve the use of program reviews to shape academic decisions

   1.2.01 - Colleges will submit a program review calendar indicating schedule of self-study, external review, and/or first year implementation of recommendations for all programs not otherwise separately accredited; to be updated each year

   1.2.02 - Colleges will submit documentation for a recently completed departmental program review (self-study, external review report, summary of recommendations, and resulting actions by the college)

   1.2.03 - Colleges will provide evidence that program planning aligns with college strategic plan and mission

   > Complete implementation of newly approved baccalaureate program in Construction Engineering Technology, including new laboratory facilities

   > Complete implementation of newly approved baccalaureate program in Electrical Engineering Technology, including new laboratory facilities

   > Complete construction of laboratory facilities for new baccalaureate program in Biomedical Informatics

1.3 Colleges will use technology to enrich courses and improve teaching

   1.3.01 - Percentage of instructional FTEs delivered partially or totally online

      Year-End Value: 5.8  College target: 6.2

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

   2.1.01 - Colleges will provide evidence that investments in faculty hiring and development align with college strategic plan and mission

     Expected Activities: Faculty professional development/support. iTEC will offer at least 40 faculty workshops, as well as the online seminar, in addition to workshops offered with OLAC, iTEC and the Faculty Commons.

   2.1.02 - Number of faculty PD workshops

      College target: 40

     Expected Activities: Faculty professional development/support. iTEC will offer at least 40 faculty workshops, as well as the online seminar, in addition to workshops offered with OLAC, iTEC and the Faculty Commons.

   > Increase the number of new faculty trained in online teaching

   2.1.03 - Number of new faculty trained in online teaching

      College target: 15
Goal 1: Raise Academic Quality

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

2.2 Colleges will increase research capacity and research productivity, including for pedagogical research

- 2.2.01 - Colleges will report faculty scholarship and creative activity (OIRA will compute average pieces of scholarship per full-time faculty member)

<table>
<thead>
<tr>
<th>Year-End Value</th>
<th>College target</th>
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<tr>
<td>0.7</td>
<td>0.8</td>
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</table>

The large increase in research-active full-time faculty over the past eight years has resulted in a steep increase in scholarly productivity and creative activity. Although that curve will level off, the strong emphasis and support provided at the college, school, and departmental level will support a continued increase.

> Support the scholarly growth of mid-career faculty

Expected Activities: The Faculty Commons in collaboration with the Office of Sponsored programs will offer workshops on proposal writing and educational research to support the scholarly growth of mid-career faculty. Workshops on effective pedagogical practices will also be offered. Participation and satisfaction will be tracked.

> Increase publications focused on pedagogy

- 2.2.03 - Number of publications focused on pedagogy

Expected Activities: Continue two initiatives begun in 2012-2013 and continuing in 2013-2014, “Bridging the Gap” a seminar sponsored by the Faculty Commons on conducting and presenting educational research and a seminar on developing case studies for instruction under the auspices of the NSF-i-Cubed grant

2.3 Instruction by full-time faculty will increase incrementally

- 2.3.01 - Percentage of instructional FTEs in undergraduate courses delivered by full-time faculty

<table>
<thead>
<tr>
<th>Year-End Value</th>
<th>College target</th>
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</thead>
<tbody>
<tr>
<td>45.9</td>
<td>50.0%</td>
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</table>

Complicated by hiring at least 40 new faculty to maintain current balance

- 2.3.02 - Annual mean teaching hours of veteran full-time faculty

<table>
<thead>
<tr>
<th>Year-End Value</th>
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<tbody>
<tr>
<td>19.1</td>
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</table>

Workload reduction currently being negotiated

2.4 Colleges will recruit and retain a diverse faculty and staff

- 2.4.01 - Faculty and staff diversity and affirmative action reports (prepared by OHRM)

> Hire new full-time faculty

- 2.4.02 - New faculty hires (full-time)

<table>
<thead>
<tr>
<th>College target</th>
</tr>
</thead>
<tbody>
<tr>
<td>40</td>
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</table>

Expected Activities: Consistent with our strategic plan and with contractually-negotiated workload reduction, College will hire at least 40 new full-time faculty

> Increase the number of full-time faculty

- 2.4.03 - Number of full-time faculty

<table>
<thead>
<tr>
<th>Year-End Value</th>
<th>College target</th>
</tr>
</thead>
<tbody>
<tr>
<td>425</td>
<td>465</td>
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</table>

Expected Activities: Hire at least 40 new faculty

> During major hiring initiative, will maintain or increase faculty diversity

Goal 2: Improve Student Success

Objective 3: Ensure that all students receive a quality general education and effective instruction

3.1 Colleges will improve basic skills and ESL instruction to prepare students for success in remedial and credit-bearing courses

- 3.1.01 - Percentage of SEEK students passing freshman composition/gateway mathematics courses with a C or better (bacc.)

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<thead>
<tr>
<th>Year-End Value</th>
<th>College target</th>
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<tbody>
<tr>
<td>69.8</td>
<td>72.0%</td>
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</tbody>
</table>
Goal 2: Improve Student Success

Objective 3: Ensure that all students receive a quality general education and effective instruction

- **3.1.02** - Percentage of ESL students passing a freshman composition course with a C or better (bacc.)
  
  **Year-End Value:** 88.9  
  **College target:** 90.0%

- **3.1.03** - Pass rates in reading on exit from remediation (assoc.)
  
  **Year-End Value:** 58.6  
  **College target:** 62.0%

  **Expected Activities:**
  Academic Reading. Workshops to support faculty professional development on strategies to improve student reading comprehension in gateway courses BIO 1101, MKT 1100, and EMT 1130 will be offered to at least 70% of instructors. An initiative to evaluate the course materials selection process will be launched. Rubrics for faculty and students to evaluate course materials will be developed and tested. Student learning outcomes will be assessed and changes in grade distribution evaluated. A 3% increase in pass rate for those courses will be seen.

- **3.1.04** - Pass rates in writing on exit from remediation (assoc.)
  
  **Year-End Value:** 48.9  
  **College target:** 50.0%

  **Expected Activities:**
  Writing. Writing across the Curriculum will use Perkins funding to work with faculty in the engineering technology programs to improve student performance on curricular and career-related writing tasks and help to meet ABET expectations.

- **3.1.05** - Pass rates in math on exit from remediation (assoc.)
  
  **Year-End Value:** 33.9  
  **College target:** 37.0%

- **3.1.06** - Percentage of students skills proficient by the 30th credit (of those not initially proficient) (assoc.)
  
  **Year-End Value:** 75.1  
  **College target:** 80.0%

- **3.1.07** - USIP participation rate of entering freshman and transfers with initial remedial need
  
  **Year-End Value:** 45.7  
  **College target:** 47.0%

  > The OpenLab digital platform that facilitates connections within and across classes and disciplines will gain another 500-750 students users, bringing that total to 2500+.

- **3.1.08** - Number of users of OpenLab digital platform
  
  **Year-End Value:** 2,000 users  
  **College target:** 2,500 users

  > The Center for the Study of the Brooklyn Waterfront, a third component of the grant, will obtain at least $50,000 in external funds as a match for endowment funds available from NEH.

- **3.1.09** - External funds for Center for the Study of Brooklyn Waterfront
  
  **College target:** $50,000

  > General Education/ Pathways: Supporting general education and the implementation of the Pathways Common Core, AIR is overseeing the posting of all course outlines, including course content and appropriate gen ed learning outcomes.

  > General Education/ Pathways: Assessment for Learning will complete the first cycle of assessment of gen ed learning outcomes, implement the second—piloted in spring 2012, and develop rubrics for the third. Rubrics and strategies have been developed for college-wide assessment of general education outcomes.

  > Effective instruction: Increase the number of undergraduates participating in undergraduate research (UR)/ mentoring

- **3.1.12** - Undergraduates engaged in research
  
  **Year-End Value:** 296  
  **College target:** 325

  **Expected Activities:** Effective instruction: Undergraduate research (UR)/ mentoring - In 2012-2013, the goal is a modest increase in the number (296 to 325) of undergraduates engaged in research, with an accompanying focus on quality.

  > Effective instruction: Increase in the number of student presenters at regional and national conferences and a corresponding increase in awards (2 Best Paper awards in 2011-12).
2013-14 College Goals and Targets Report:

Goal 2: Improve Student Success

Objective 3: Ensure that all students receive a quality general education and effective instruction

- 3.1.13 - Number of student presentations at regional and national conferences
  
  **Year-End Value:** 17  
  **College target:** 19

  **Expected Activities:** Effective instruction: Undergraduate research (UR)/ mentoring - Guidelines will be established for several levels of UR, funds will again be designated to support student travel to conferences, and faculty development for mentoring will continue. We expect to see a 5-10% increase in the number of student presenters at regional and national conferences (n=17 in 2011-12) and a corresponding increase in awards (2 Best Paper awards in 2011-12).

  **3.2 Colleges will improve student academic performance, particularly in the first 60 credits of study**

  - 3.2.01 - Percentage of students passing freshman composition with a C or better
    
    **Year-End Value:** 84.1  
    **College target:** 87.0%

  - 3.2.02 - Percentage of students passing gateway math courses with C or better
    
    **Year-End Value:** 62.8  
    **College target:** 64.0%

  - 3.2.03 - Institutional value-added as measured by the CLA

  **3.3 Colleges will reduce performance gaps among students from underrepresented groups**

  - 3.3.01a - One-year retention rate gap between under-represented minorities and non-under-represented minorities (bacc.)
    
    **Year-End Value:** -8  
    **College target:** -7.0%

  - 3.3.01b - One-year retention rate gap between under-represented minorities and non-under-represented minorities (assoc.)
    
    **Year-End Value:** -11.3  
    **College target:** -10.0%

  **Expected Activities:** Peer mentoring and other targeted programs will continue to have positive impact on retention of most at-risk students.

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

  - 4.1.01 - Percentage of freshmen and transfers taking one or more courses the summer after entry
    
    **Year-End Value:** 20.1  
    **College target:** 21.0%

  - 4.1.02 - Average number of credits earned in first twelve months by full-time first-time freshmen (bacc.)
    
    **Year-End Value:** 24.0  
    **College target:** 24.0

  - 4.1.03a - Ratio of undergraduate FTEs to headcount (bacc.)
    
    **Year-End Value:** 0.769  
    **College target:** 0.780

  - 4.1.03b - Ratio of undergraduate FTEs to headcount (assoc.)
    
    **Year-End Value:** 0.778  
    **College target:** 0.790

  - 4.1.04 - Percentage of freshmen who completed freshman composition within 2 years of entry (assoc.)
    
    **Year-End Value:** 82.1  
    **College target:** 75.0%

  - 4.1.05 - Percentage of freshmen who completed gateway math within 2 years of entry (assoc.)
    
    **Year-End Value:** 75.5  
    **College target:** 75.0%

- 4.2 Retention rates will increase progressively

  - 4.2.01a - One-year retention rate of full-time, first-time freshmen (bacc.)
    
    **Year-End Value:** 77.0  
    **College target:** ?

  - 4.2.01b - One-year retention rate of full-time, first-time freshmen (assoc.)
    
    **Year-End Value:** 65.8  
    **College target:** 78.0%
### 2013-14 College Goals and Targets Report:

#### Goal 2: Improve Student Success

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

- **4.2.02a - Difference between actual and predicted one-year retention rates (full-time, first-time freshmen, bacc.)**
  - Cohort too small for reliable estimate

- **4.2.02b - Difference between actual and predicted one-year retention rates (full-time, first-time freshmen, assoc.)**
  - College target: -2.0%
  - Year-End Value: -2.6

- **4.2.03 - One-year retention rate of full-time transfers (bacc.)**
  - College target: 74%
  - Year-End Value: 72.9

#### 4.3 Graduation rates will increase progressively in associate, baccalaureate, and master's programs

- **4.3.01a - Four-year graduation rate of full-time, first-time freshmen (bacc.)**
  - College target: 4.1
  - Year-End Value: 3.7
  - Number of first-time full-time freshmen in baccalaureate programs is negligible, given the 2+2 format.

- **4.3.01b - Four-year graduation rate of full-time, first-time freshmen (assoc.)**
  - College target: 15%
  - Year-End Value: 14.1

- **4.3.02a - Difference between actual and predicted 4-year graduation rate (full-time, first-time freshmen, bacc.)**
  - College target: -3

- **4.3.02b - Difference between actual and predicted 4-year graduation rate (full-time, first-time freshmen, assoc.)**
  - College target: ?
  - Year-End Value: -4.5

- **4.3.03 - Four-year graduation rate of full-time transfers (bacc.)**
  - Expected Activities: Continued focus on strong advisement, mentoring and academic support services.
  - College target: 42.5%
  - Year-End Value: 41.2

#### Objective 5: Improve post-graduate outcomes

**5.1 Professional preparation programs will improve or maintain the quality of successful graduates**

- **5.1.01 - Number of credentialed teachers**
  - Year-End Value: 4

- **5.1.02 - Pass rate of students taking the Content Specialty Test**
  - Year-End Value: 100%
  - College target: 100%

- **5.1.03 - Pass rate of students taking the NCLEX-RN**
  - Year-End Value: 95.1
  - College target: 92.0%

#### 5.2 Job and education rates for graduates will increase

- **5.2.01 - Colleges will report on post-graduate satisfaction rate of graduates one year after graduation (job and education, bacc.)**
  - Year-End Value: 94.4
  - College target: 90.0%

#### Objective 6: Improve the quality of campus life and student and academic support services

**6.1 Colleges will improve the quality of student life and campus climate.**

- **6.1.01 - Colleges will present evidence of improved quality of life and campus climate**
  - Year-End Value: 4.34 (1.19)
  - College target: off year

- **6.1.02 - Campus Climate (Noel-Levitz scale)**
  - Expected Activities: Community building efforts of Student Life and Development, including mentoring, will continue.
2013-14 College Goals and Targets Report:

Goal 2: Improve Student Success

Objective 6: Improve the quality of campus life and student and academic support services

- 6.1.03 - Responsiveness to Diverse Populations (Noel-Levitz scale)
  Year-End Value: 4.68 (1.40)

  College target: off year

  Expected Activities: College will host theme weeks and months including Latino History Month and Black History Month and will continue to support student clubs that share their culture with the larger City Tech Community, e.g., Bangladeshi Club, Women in Islam Club, and Chinese Cultural Club.

- 6.1.04 - Safety and Security (Noel-Levitz scale)
  Year-End Value: 4.06 (1.33)

  College target: off year

- 6.1.05 - Student Centeredness (Noel-Levitz scale)
  Year-End Value: 4.31 (1.31)

  College target: off year

  Expected Activities: Focus groups and survey will be used to target programs at students and to improve the student centeredness of current programs.

- 6.1.06 - Campus Life (Noel-Levitz scale)
  Year-End Value: 4.23 (1.21)

  College target: off year

  Expected Activities: Will continue to provide strong support of student clubs and student government association. We will focus resources on existing programs like annual club fair, welcome back bash and apple festival that provide opportunities for participating in campus life. Significant investment in leadership development, as demonstrated by leadership retreats and related activities.

6.2 Colleges will improve the quality of student and academic support services, including academic advising and use of technology.

- 6.2.01 - Colleges will present evidence of improved quality and satisfaction with student, academic, and technological support services

- 6.2.02 - Academic Advising Effectiveness (Noel-Levitz scale)
  Year-End Value: 4.54 (1.42)

  College target: off year

- 6.2.03 - Campus Support Services (Noel-Levitz scale)
  Year-End Value: 4.72 (1.22)

  College target: off year

  Expected Activities: All of our services are accessible to students with disabilities.

- 6.2.04 - Concern for the Individual (Noel-Levitz scale)
  Year-End Value: 4.25 (1.27)

  College target: off year

- 6.2.05 - Academic Services (Noel-Levitz scale)
  Year-End Value: 4.59 (1.21)

  College target: off year

- 6.2.06 - Percentage of degree students using DegreeWorks for degree audit

  > Increase accuracy of DegreeWorks through re-scribing

  > Create new set of customer-service based communications to address difficulties in CUNYfirst and financial aid regulations

Goal 3: Enhance Financial and Management Effectiveness
## 2013-14 College Goals and Targets Report:

### 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 and not exceed established enrollment caps for degree programs; mean SATs/CAAs of baccalaureate entrants will rise

- 7.1.01 - Percentage difference between target and actual FTEs
  - Year-End Value: 0.6

- 7.1.02 - FTE enrollment
  - Year-End Value: 12,142
  - College target: 12,250

- 7.1.03 - Total headcount
  - Year-End Value: 16,207
  - College target: 16,400

- 7.1.06 - Mean SAT score of first-time freshmen (bacc.)
  - Year-End Value: 943
  - College target: 945

- 7.1.07 - Mean CAA of first-time freshmen (bacc.)
  - Year-End Value: 80.4
  - College target: 81.0

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

- 7.2.01 - Colleges will report on outcomes related to efforts to establish, update or grow joint degree programs

- 7.2.02 - Colleges will report on outcomes related to articulation agreements (transfer under existing agreements, establishment of new agreements)
  
  Expected Activities: The college will review existing articulation agreements to see where joint associate/bachelor’s programs might be feasible. Outreach to Kingsborough and BMCC has been initiated. All existing associate/bachelor's articulation agreements will be reviewed and updated as needed to reflect the new CUNY Gen Ed core curriculum. Information on transfers under these agreements will be requested from our Office of Assessment and Institutional Research.

7.3 Colleges will meet 95% of enrollment targets for College Now and will enroll adult and continuing education students so as to promote the college’s mission

- 7.3.01 - Percentage of College Now enrollment targets achieved
  - Year-End Value: 85
  - College target: 95%

  Expected Activities: New staff are in place and earlier difficulties have been resolved.

- 7.3.02 - Colleges will provide data to demonstrate how ACE programs are aligned with institutional priorities

### Objective 8: Increase revenues and decrease expenses

8.1 Colleges will increase revenues

- 8.1.01 - Alumni-corporate fundraising (voluntary support) 3-yr weighted rolling average
  - Year-End Value: $1,232,275
  - College target: $15,000,000

  Expected Activities: Hire Major Gifts Officer; Major Gifts Campaign has begun around new construction; identify and recruit co-chairs of campaign

- 8.1.02 - Tuition and fee collection rate 3-yr weighted rolling average
  - College target: 94%

  Expected Activities: College will continue to implement procedures to meet collection targets. Based upon College calculations we estimate a 94% collection rate.

- 8.1.03 - Grants and contracts 3-yr weighted rolling average
  - Year-End Value: $6,944,247
  - College target: $7,000,000

- 8.1.04 - Alternative revenue sources 3-yr weighted rolling average
### 2013-14 College Goals and Targets Report:

**Goal 3: Enhance Financial and Management Effectiveness**

**Objective 8: Increase revenues and decrease expenses**

> Secure at least two named labs in new building

#### 8.1.05 - Number of named labs in new building

<table>
<thead>
<tr>
<th>Objective</th>
<th>College target</th>
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<tbody>
<tr>
<td>8.1.05</td>
<td>2</td>
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</table>

**8.2 Colleges will prioritize spending for student academic and support services**

#### 8.2.01 - Spending of technology fee as a percentage of technology fee revenue

<table>
<thead>
<tr>
<th>Objective</th>
<th>Year-End Value</th>
<th>College target</th>
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</thead>
<tbody>
<tr>
<td>8.2.01</td>
<td>100.2</td>
<td>100</td>
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#### 8.2.02 - Spending on student services as a percentage of tax-levy budget

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<tr>
<th>Objective</th>
<th>Year-End Value</th>
<th>College target</th>
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</thead>
<tbody>
<tr>
<td>8.2.02</td>
<td>8</td>
<td>8.5</td>
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</tbody>
</table>

#### 8.2.03 - Spending on instruction and departmental research as a percentage of tax-levy budget

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<thead>
<tr>
<th>Objective</th>
<th>Year-End Value</th>
<th>College target</th>
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<tbody>
<tr>
<td>8.2.03</td>
<td>67.2</td>
<td>68.0</td>
</tr>
</tbody>
</table>

**Objective 9: Improve administrative services**

**9.1 Colleges will improve the delivery of administrative services to students**

#### 9.1.01 - Colleges will present evidence of improved student satisfaction with nonacademic administrative support services

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<tr>
<th>Objective</th>
<th>Year-End Value</th>
<th>College target</th>
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<tbody>
<tr>
<td>9.1.01</td>
<td>4.43 (1.28)</td>
<td>off year</td>
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</table>

Expected Activities: Project to modernize Namm elevators will be completed. Additional T3 lines will be added to handle increasing computing demands. Construction work to modernize Namm bathrooms will begin.

#### 9.1.02 - Admissions and Financial Aid Effectiveness (Noel-Levitz scale)

<table>
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<th>Objective</th>
<th>Year-End Value</th>
<th>College target</th>
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<tbody>
<tr>
<td>9.1.02</td>
<td>4.40 (1.30)</td>
<td>off year</td>
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Expected Activities: Work will be initiated on a virtual orientation for new students and other interactive tools.

#### 9.1.03 - Registration Effectiveness (Noel-Levitz scale)

<table>
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<tr>
<th>Objective</th>
<th>Year-End Value</th>
<th>College target</th>
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</thead>
<tbody>
<tr>
<td>9.1.03</td>
<td>4.53 (1.17)</td>
<td>off year</td>
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Expected Activities: Website for Registrar will be modernized and interactive forms substituted for static forms wherever possible.

#### 9.1.04 - Service Excellence (Noel-Levitz scale)

<table>
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<th>Objective</th>
<th>Year-End Value</th>
<th>College target</th>
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<tr>
<td>9.1.04</td>
<td>4.53 (1.17)</td>
<td>off year</td>
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**9.2 Colleges will improve space utilization with space prioritized for degree and degree-related programs**

#### 9.2.01 - Percentage of FTEs offered on Fridays, evenings or weekends

<table>
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<tr>
<th>Objective</th>
<th>Year-End Value</th>
<th>College target</th>
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<tbody>
<tr>
<td>9.2.01</td>
<td>42.7</td>
<td>42.7</td>
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</tbody>
</table>

#### 9.2.02 - Colleges will present additional evidence of space prioritized for degree programs

**9.3 All colleges will make progress on the goals and initiatives identified in their multi-year sustainability plan.**

#### 9.3.01 - Energy use intensity metric

<table>
<thead>
<tr>
<th>Objective</th>
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<th>College target</th>
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<tbody>
<tr>
<td>9.3.01</td>
<td>15.2</td>
<td>16.0</td>
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#### 9.3.02 - Ratio of recycling to regular waste, total waste per FTE