

Medgar Evers College Performance Goals and Targets
2011-2012 Academic Year

Goals	Objectives	2011-2012 University Targets	Representative Indicators
<p>Raise Academic Quality</p>	<p>1. Strengthen CUNY flagship and college priority programs, and continuously update curricula and program mix</p>	<p>1.1 Colleges and programs will be recognized as excellent by all external accrediting agencies</p>	<p>1.1 Documented results of all accreditation reviews</p> <p>College Target 1.1a The College will engage administrators, faculty, staff and students in Strategic Planning Process based upon the outline developed at the Executive Planning Retreat. College will also submit 2012 Periodic Review in June.</p> <p>College Target 1.1b The Social Work Program based upon outcome of decision of the Commission on Accreditation, October 2011, will prepare and complete a full self-study as part of the next phase of the in-candidacy process toward full accreditation for the Council on Social Work Education.</p> <p>College Target 1.1c The School of Business will develop internal assessment measures; revise Outcomes Assessment Plan and implement the Peregrine Core Professional Competency Academic Services for External Assessment.</p> <p>College Target 1.1d The Education Department will complete its Institutional Report in preparation for the NCATE Accreditation Site Visit scheduled for Spring 2012.</p> <p>College Target 1.1e The Department of Nursing (AAS/PN and BSN Programs) will work toward addressing the recommendations of both the NLNAC and State Education Department, as it utilizes data to inform programmatic changes and formalizes an articulation process between programs.</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>1.2 Recognition/validation from various external sources</p> <p>College Target 1.2a Program reviews for the Departments of English, Biology, Physical, Environmental Science and Computer Science and Mathematics will be completed.</p> <p>College Target 1.2b The College will explore accreditation for the Computer Science program through Accreditation Board for Engineering and Technology (ABET), and the Environmental Science degree program through the National Environmental Health Science & Protection Accreditation Council (EHAC).</p> <p>College Target 1.2c The College will conduct program reviews in the departments of Mass Communication, Creative & Performing Arts and Speech; Foreign Languages; and Philosophy and Religion.</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>1.3 Evidence of making academic decisions informed by data, including shifting resources to University flagship and college priority programs</p> <p>College Target 1.3a As part of the Institutional Strategic Planning process, the College will conduct a comprehensive review of programmatic, student and operational data inform institutional and academic decisions and allocation of resources.</p> <p>College Target 1.3b The College will institute the development and publication of a comprehensive annual report to document institutional operations, academic and student affairs, performance and provide evidence of the use of data to inform changes.</p> <p>College Target 1.3c The College will conduct a comprehensive analysis of student FTE and faculty instructional data to inform the development of School-based hiring plans.</p> <p>College Target 1.3d The College will use admission, enrollment and student demographic data to inform enrollment planning and course scheduling.</p> <p>College Target 1.3e Programs that participated in Program Reviews in 2010-2011 will develop and implement action plans to address areas in need of improvement.</p> <p>College Target 1.3f The Library will participate in Program Review and Self-Study activities.</p> <p>College Target 1.3g Baseline data on library collections will be collected.</p>
		<p>1.4 Use of technology to enrich courses and teaching will improve</p>	<p>1.4 Reports of courses with a significant technology component and self-reports by colleges</p> <p>College Target 1.4a The percentage of instructional FTEs offered partially or totally online will increase from 2.6 to 2.9.</p> <p>College Target 1.4b The College will establish baseline data and collect outcomes data on the use of technology in its nursing programs including simulation and electronic health records.</p> <p>College Target 1.4c The College will increase the number of electronic databases available to students in the area of Humanities, Social Sciences, Science, Business, Economics and Health from 173 to 200.</p> <p>College Target 1.4d The College will increase the number of online courses offered (partially and totally online) from 33 to 48.</p> <p>College Target 1.4e The College will implement ePortfolio in 75% of Education Department introductory courses to support NCATE accreditation efforts.</p> <p>College Target 1.4f The College will increase the number of departments that implement ePortfolio from 6 to 9; and the number of students that create e-Portfolios from 500 to 800.</p>

	<p>2. Attract and nurture a strong faculty that is recognized for excellent teaching, scholarship and creative activity</p>	<p>2.1 Colleges will continuously upgrade the quality of their full- and part-time faculty, as scholars and as teachers</p>	<p>2.1 College self-reports on efforts to build faculty teaching and research quality through hiring, tenure processes, and investments in faculty development for full-time and part-time faculty</p> <p>College Target 2.1a An Executive Director for the Center for Teaching and Learning will be hired to provide leadership in the area of teaching, assessment, curriculum development.</p> <p>College Target 2.1b An Instructional Technology Specialist will be hired to support faculty development in the area of instructional technology and online course development.</p> <p>College Target 2.1c The College will staff the Office of Research and Sponsored Programs with additional personnel who will support faculty research efforts and grant writing.</p> <p>College Target 2.1d The College will develop a proposal for revising the promotion and tenure process to include external reviewers for consideration/approval through the governance structure.</p> <p>College Target 2.1e The College will hire a chief librarian.</p> <p>College Target 2.1f The College will offer onsite professional development opportunities to full-time and adjunct faculty to build faculty quality and establish baseline data of faculty participation to be used in 2012-2013 PMP Targets.</p>
<p>Improve Student Success</p>		<p>2.2 Increase faculty research/scholarship</p>	<p>2.2 Faculty scholarship and creative work</p> <p>College Target 2.2a Faculty research, scholarship and creative work will increase over 2010 levels.</p>
		<p>2.3 Instruction by full-time faculty will increase incrementally</p>	<p>2.3 % of instructional FTEs delivered by full-time faculty, mean hours taught by full-time new and veteran faculty</p> <p>College Target 2.3a The percentage of instructional FTEs delivered by full-time faculty will increase from 45.9 to 47.8.</p> <p>College Target 2.3b The percentage of instructional FTEs in undergraduate courses delivered by full-time faculty will increase from 45.9 to 47.8.</p> <p>College Target 2.3c The mean teaching hours of veteran full-time faculty will increase from 8.7 to 9.0.</p> <p>College Target 2.3d The mean teaching hours of full-time faculty eligible for contractual release time will increase from 7.9 to 8.3.</p>
		<p>2.4 Colleges will recruit and retain a diverse faculty and staff</p>	<p>2.4 Faculty and staff diversity and affirmative action reports</p> <p>College Target 2.4a The College will maintain its high level of faculty and staff diversity and advertise for new faculty and staff in broadly circulated media.</p>

	<p>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>3.1 Documented evidence of a cohesive and coherent general education</p> <p>College Target 3.1a The Medgar Evers College General Education Program curriculum proposal, consisting of the mission based philosophy, the purpose, four Essential Learning Outcomes, course framework descriptions and credit distributions, and the courses, which was received and approved by College Council in May 2011 for Curriculum Committee review, will be approved by governance in by Spring 2012 for implementation in Fall 2012.</p> <p>College Target 3.1b The essential learning outcomes identified in the MEC GEP Curriculum and possible the course-based assessment evidence obtained from the new and revised course submission process over the last two years provide the essential elements of an assessment plan. The General Education Committee will use elements and other activities to produce the assessment plan for the MEC GEP by Spring 2012.</p> <p>College Target 3.1c The General Education Committee, a standing committee, will review the MEC GEP curriculum in light of the general education mandate from CUNY and make revisions as required in the academic year 2011-2012.</p>
		<p>3.2 Colleges will improve basic skills and ESL outcomes</p>	<p>3.2 Basic skills test performance and related data.</p> <p>College Target 3.2a The percentage of entering first-time freshmen who increased their writing (essay) basic skills score over the summer will increase from 70.7 to 72..</p> <p>College Target 3.2b The percentage of entering first-time freshmen who increased their reading basic skills test score over the summer will be maintained at 92.3.</p> <p>College Target 3.2c The College will maintain the high percentage of entering first-time freshmen who increased their mathematics COMPASS 1 (arithmetic) basic skills test score over the summer at 96.1.</p> <p>College Target 3.2d The percentage of entering first-time freshmen who increased their mathematics COMPASS 2 (algebra) basic skills test score over the summer will be maintained at 98.6.</p> <p>College Target 3.2e The College will increase the percentage of associate degree students not fully skills proficient upon initial testing who have met basic skills proficiency in reading, writing and mathematics by the 30th credit from 69.3 to 71.3.</p> <p>College Target 3.2f The College will maintain the percentage of non-ESL SEEK students who pass all basic skills tests within one year at above 90.</p> <p>College Target 3.2g The College will increase the pass rate in reading on exit from remediation from 59.6 to 61.1.</p> <p>College Target 3.2h The College will increase the pass rate in writing on exit from remediation from 44.9 to 46.2.</p> <p>College Target 3.2i The College will increase the pass rate in mathematics on exit from remediation from 50.4 to 52.</p>

		<p>3.3 Colleges will improve student academic performance, particularly in the first 60 credits of study</p>	<p>3.3 % of students passing gateway courses with a C or better</p> <p>College Target 3.3a The College will increase the percentage of students passing freshman composition with C or better from 73.2 to 75.4.</p> <p>College Target 3.3b The College will increase the percentage of students passing gateway mathematics courses with C or better from 66 to 68.3.</p>
		<p>3.4 Colleges will reduce performance gaps among students from underrepresented groups and/or gender</p>	<p>3.4 1-yr. retention rates by underrepresented group status and gender; for all students, % of credit hours attempted that are earned by underrepresented group status and gender (Fall semester)</p> <p>College Target 3.4a The College will increase the one-year retention rate of first-time (URM) freshmen enrolled in associate programs (full time entrants) from 55.8 to 57.5.</p> <p>College Target 3.4b The College will reduce the gap between first-time (URM) male and female freshmen enrolled in associate programs (full time entrants) from -8.2 to -3.6.</p> <p>College Target 3.4c The College will increase the one-year retention rate of first-time (URM) freshmen enrolled in baccalaureate programs (full-time entrants) from 63.9 to 65.8.</p> <p>College Target 3.4d The College will increase the one-year retention rate of first-time male (URM) freshmen enrolled in baccalaureate programs (full-time entrants) from 65.7 to 67.7.</p> <p>College Target 3.4e The College will increase the one-year retention rate of first-time female (URM) freshmen enrolled in baccalaureate programs (full-time entrants) from 62.7 to 64.6.</p>
		<p>3.5 Colleges will show progress on implementing faculty-driven assessment of student learning</p>	<p>3.5 Evidence that faculty are assessing student learning, using results to make improvements, and documenting the process</p> <p>College Target 3.5a The College will facilitate student learning assessment workshops and meetings with faculty. The formal structure and process for documenting evidence of student learning assessment will be developed as part of the Academic Strategic Plan.</p> <p>College Target 3.5b The Strategic Plan will be completed in Spring 2012 and implemented in the Fall 2011.</p>

<p>4. Increase retention and graduation rates and ensure students make timely progress toward degree completion</p>	<p>4.1 Colleges will facilitate students' timely progress toward degree completion</p>	<p>4.1 % of freshmen and transfers taking a course the summer after entry; ratio of undergrad FTEs to headcount; % of students with major declared by the 70th credit; average # credits earned in first 12 months</p> <p>College Target 4.1a The College will maintain the high percentage of baccalaureate students who have declared a major by the 70th credit</p> <p>College Target 4.1b The College will increase the percentage of instructional FTEs in lower division courses delivered by full-time faculty from 45.9 to 47.8.</p> <p>College Target 4.1c The College will increase the percentage of freshmen and transfer students taking one or more courses the summer after entry from 24.2 to 27.0.</p> <p>College Target 4.1d The College will increase the ratio of FTEs to headcount in baccalaureate programs from 0.771 to 0.794.</p> <p>College Target 4.1e The College will increase the ratio of FTEs to headcount in associate programs from 0.0807 to 0.830.</p> <p>College Target 4.1f The College will increase the average number of credits earned by full-time first-time freshmen in baccalaureate programs in the first 12 months (fall, winter, spring, summer) from 19.5 to 20.0.</p>
	<p>4.2 Retention rates will increase progressively</p>	<p>4.2 1-yr. and 2-yr. retention rates</p> <p>College Target 4.2a The College will increase the percentage of full-time first-time freshmen in baccalaureate programs still enrolled in the college of entry later 63.9 to 65.8.</p> <p>College Target 4.2b The College will increase the percentage of full-time first-time freshmen in baccalaureate programs still enrolled in the college of entry two years later to from 45.7 to 47.1.</p> <p>College Target 4.2c The College will increase the percentage of full-time first-time transfers into baccalaureate programs still enrolled in the college of entry one year later (or earned degree pursued) from 72.4 to 74.7.</p> <p>College Target 4.2d The College will increase the percentage of full-time transfers into baccalaureate programs still enrolled in the college of transfer entry two years later (or earned degree pursued) from 46.4 to 47.8.</p> <p>College Target 4.2e The College will increase the percentage of first-time full time freshmen in associate programs still enrolled in the college one year later from 55.7 to 57.4.</p>

	<p>4.3 Graduation rates will increase progressively in associate, baccalaureate, and masters programs</p>	<p>4.3 6-yr. AA/AS/AAS, BA/BS graduation rates; 4-yr. BA/BS graduation rates; 4-yr. MA/MS graduation rates</p> <p>College Target 4.3a The College will increase the percentage of full time first time freshmen in baccalaureate programs who graduated from the college of entry within four years to 11.</p> <p>College Target 4.3b The College will increase the percentage of full-time first time freshmen in baccalaureate programs who graduated from the college of entry within six years from 23.3 to 24.0.</p> <p>College Target 4.3c The College will increase the percentage of full-time transfers into baccalaureate programs who graduated from the college of transfer entry within four years from 18.3 to 22.5.</p> <p>College Target 4.3d The College will increase the percentage of full time transfer into baccalaureate programs who graduated from college of transfer entry within six years from 39.7 to 40.9.</p> <p>College Target 4.3e The College will increase the percentage of full time first time freshmen in associate programs who graduated from the college of entry within six years from 16.9 to 18.0</p>
<p>5. Improve post-graduate outcomes</p>	<p>5.1 Professional preparation programs will improve or maintain the quality of successful graduates</p>	<p>5.1 Pass rates and # of students passing licensure/certification exams</p> <p>College Target 5.1a The 100% pass rate on the LAST for teacher certification will be maintained.</p> <p>College Target 5.1b The 100% pass rate on the ATS-W for teacher certification will be maintained.</p> <p>College Target 5.1c The pass rate on the CST will increase from 64 to 80.</p> <p>College Target 5.1d The pass rate on the NCLEX will increase from 82.9 to 85.0</p> <p>College Target 5.1e The percentage of test takers without an advanced degree passing at least one segment of the Uniform CPA exam will increase from 11.5 to 11.9.</p>
	<p>5.2 Job and education rates for graduates will increase</p>	<p>5.2 College self-reports and surveys of graduates' job placement rates; % of graduates continuing their education</p> <p>College Target 5.2a The College will increase the six-month job placement rate in career and technical education programs from 72.3 to 74.5.</p> <p>College Target 5.2b The College will establish baseline job placement and continuing education data for recent graduates from externally accredited programs (Nursing, Education, Social Work, and programs within the School of Business).</p>

<p>6. Improve quality of student and academic support services</p>	<p>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</p>	<p>6.1 Student experience survey results and other evidence of improved quality and satisfaction with student, academic, and technological support services</p> <p>College Target 6.1a Student satisfaction with academic support services will increase from 2.78 to 2.93</p> <p>College Target 6.1b Student satisfaction with student services will increase from 2.85 to 2.94.</p> <p>College Target 6.1c Student satisfaction with access to computer technology will increase to 2.78.</p> <p>College Target 6.1d The College will administer targeted surveys and conduct target assessments of service areas across the college to collect detailed information on strengths and areas in need of improvement. Data from these assessments will be used to inform the development of academic support services, student services and technology strategic plans.</p> <p>College Target 6.1e The College will implement a comprehensive battery of training and professional development sessions as part of its college-wide Customer Service Initiative.</p>
--	---	--

Enhance Financial And Management Effectiveness	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	<p>7.1 Enrollment in degree and adult and continuing education programs; SATs/CAAs</p> <p>College Target 7.1a In accordance with CUNY’s enrollment cap for the fall 2011 semester, the College will increase enrollment no more than 2% to 7,128.</p> <p>College Target 7.1b Full time equivalencies will increase to 5,388.</p> <p>College Target 7.1c First time freshmen entrants will constitute (1258) 17.6 of the enrollment.</p> <p>College Target 7.1d Transfer entrants will constitute a maximum of (548) 7.7% of the enrollment.</p> <p>College Target 7.1e The College will increase the number of male students enrolled from 1755 to 1,790.</p> <p>College Target 7.1f The College will increase the mean SAT score of regularly-admitted first-time freshmen enrolled in baccalaureate programs from 852 to 878.</p> <p>College Target 7.1g The College will increase the mean College Admissions Average (CAA) of regularly admitted first-time freshmen enrolled in baccalaureate programs from 77.1 to 79.4</p> <p>College Target 7.1h The number of seats filled in Adult and Continuing Education will increase to 2700.</p>
		7.2 Colleges will achieve and maintain high levels of program cooperation with other CUNY colleges	<p>7.2 Pipeline programs, transfer credit acceptance, e-permit, and joint programs, etc.</p> <p>College Target 7.2a The College will maintain the high percentage of course evaluations completed in TIPPS (excluding special courses, electives and non-credit courses) at 100.</p>
		7.3 Colleges will meet 95% of enrollment 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	<p>7.3 # of College Now participants; College Now course completion and pass rates, # participants re-enrolled</p> <p>College Target 7.3a The College will increase College Now enrollment (high school and college credit courses) through increased recruitment efforts and establishment of new High School partnerships from 490 to 510.</p> <p>College Target 7.3b The College will increase the percentage of College Now participants who earn an A, B, or C in College Now high school and college credit courses from 85 to 88.</p> <p>College Target 7.3c The College will increase the percentage of College Now participants with previous enrollment in College Now high school and college credit courses from 30 to 32.</p> <p>College Target 7.3d The College will increase College Now course completion rates from 60.6 to 62.0.</p> <p>College Target 7.3e The College will decrease the percentage of W, WF and WU grades from 22.9 to 21.9.</p>
	8. Increase revenues and decrease expenses	8.1 Alumni-corporate fundraising will increase 10%	<p>8.1 Alumni/corporate fundraising (CAE-VSE report)</p> <p>College Target 8.1a The College will increase alumni, individual, corporate and foundation-giving will increase 10% from 600,000 to \$660,000.</p>

		<p>8.2 Each college will achieve its revenue targets including those for Adult and Continuing Education</p>	<p>8.2 Revenue</p> <p>College Target 8.2a The College will exceed its 2011-12 tuition revenue target, which is established by the university by \$1,000,000 (Based on 2010-11 revenue target).</p> <p>College Target 8.2b Adult and Continuing Education (ACE) will meet the revenue target of \$390,000 for tuition and the revenue target of \$390,000 for the amount of grants and contracts.</p>
		<p>8.3 Colleges improve or maintain sound financial management and controls</p>	<p>8.3 % of budget spent on administrative services;-responsiveness to accounting and external/internal audit findings</p> <p>College Target 8.3a The College will experience a slight decline from 2010-11 in the percentage of the budget spent on administrative services. This is primarily due to the stabilization of the new senior administration, reduction of severance payouts and annual leave costs.</p> <p>College Target 8.3b The College will ensure timely deposits with the university comptroller.</p> <p>College Target 8.3c The Operational Risk Management/ Internal Control team will undertake a MEC -wide review to prioritize those areas which will best benefit from their assistance to improve controls and operating efficiency. Initial emphasis will be the reduction of operational losses due to theft and non compliance with sound purchasing and employment-related practices. Efforts undertaken to assist will be evidenced by reports or other deliverable as appropriate to each assignment.</p> <p>College Target 8.3d The results of self assessments and all audit reports will be part of Operational Risk Management/ Internal Control team’s ongoing review of, and development of corrective action plans.</p>
		<p>8.4 Colleges will implement financial plans with balanced budgets that align their expenditures with their academic priorities</p>	<p>8.4 Financial health and evidence of a solid financial plan; end fiscal year with 1%-3% of allocated budget as reserve</p> <p>College Target 8.4a The college will to develop financial plans that are consistent with university allocations and produce a year-end balanced budget. In preparation for lean budget years, the college will implement selective expenditure controls. Seeking to achieve similar surplus as FY 2011 for 2012 by installing additional financial controls, engaging in a transparent budget process, and creating budget flexibility where feasible.</p>
		<p>8.5 Contract/grant awards will increase</p>	<p>8.5 Contract/grant awards (RF Report + CUNY projects) including for research</p> <p>College Target 8.5a Grants and contracts will increase 6.17% from \$10,538,518 to \$11,188,711.</p>
		<p>8.6 Indirect cost recovery ratios will improve</p>	<p>8.6 Indirect cost recovery as ratio of overall grant/contract activity</p> <p>College Target 8.6a The indirect cost recovery as a percentage of overall activity will increase from 7.24% to 7.5%.</p>

9. Improve administrative services	9.1 Colleges will make progress within a declared capital campaign	<p>9.1 Evidence of declared capital campaign</p> <p>College Target 9.1a The College will declare a capital campaign and raise \$1 million during FY 12.</p> <p>College Target 9.1b A Campaign Team comprised of volunteers, faculty, deans and administrators will be assembled and participate in CASE training and work closely with the President in active prospect solicitation.</p> <p>College Target 9.1c The College will complete its campaign vision/case statement; and identify a Campaign Chairperson and Steering Committee members with the assistance of the MEC Educational Foundation Board.</p> <p>College Target 9.1c The College will complete its Needs Analysis and use data to inform the development and implementation of a leadership enlistment plan.</p> <p>College Target 9.1d A Senior Communications Officer will be hired to provide leadership of the College’s branding initiative and campaign.</p>
	9.2 Student satisfaction with administrative services will rise or remain high at all CUNY colleges	<p>9.2 Surveys of student satisfaction with nonacademic administrative support services</p> <p>College Target 9.2a Student satisfaction with administrative services will increase from 2.93 to 3.03.</p>
	9.3 Colleges will improve space utilization	<p>9.3 % of instruction delivered on Fridays, nights, weekends; space prioritized for degree and degree-related programs</p> <p>College Target 9.3a The College will increase the percentage of FTEs offered on Fridays, evenings or weekends from 51.8 to 53.3.</p>
	9.4 All colleges will improve compliance with Board policies, Risk Management, collective bargaining agreements, and applicable laws	<p>9.4 Evidence of compliance, including, but not limited to, affirmative action, re/appointments, academic integrity, IRB, conflicts of interest, environmental health and safety, and campus Risk Management plans</p> <p>College Target 9.4a The College will identify an IRB Chairperson and an IRB manager and re-establish the campus-based IRB.</p> <p>College Target 9.4b The College will provide professional development workshops on academic integrity for instructional staff and students.</p> <p>College Target 9.4c The College will incorporate the new risks identified by all units/areas campus wide into the Risk Management Plan.</p>
	9.5 All colleges will make progress on CUNYfirst implementation	<p>9.5 Evidence of timely progress organizing a CUNYfirst team, training employees, communicating effectively, and implementing CUNYfirst</p> <p>College Target 9.5a The College will be actively involved in CUNYfirst campus and University wide meetings and comply with required mandates, participate in training session and volunteer for testing efforts.</p> <p>College Target 9.5b The College will meet Wave III schedule requirements.</p>

		<p>9.6 Each campus should have a functioning sustainability council with broad representation from the campus community, and have a recognized, multi-year sustainability plan</p>	<p>9.6 Evidence of progress implementing multi-year</p> <p>College Target 9.6a The College will expand the recycling program to include ‘white paper only’ desk side containers in the new School of Science Health and Technology building, and increase the number of recycling stations in high traffic areas of the campus.</p> <p>College Target 9.6b The new food service vendor will be required to engage in sustainable dining practices outlined in the Campus Plan.</p> <p>College Targets 9.6c The College will provide nutrition workshops to the college community.</p> <p>College Target 9.6d The College will conduct an inventory of all water fixtures and change to water saving fixtures where necessary.</p>
--	--	--	--