### 2009-2010 Technology Committee Members

<table>
<thead>
<tr>
<th>Ann Maliszewski</th>
<th>Doug Highland</th>
<th>Michele McAustin</th>
</tr>
</thead>
<tbody>
<tr>
<td>Armando Teran</td>
<td>Janice House</td>
<td>Michele Vanderlinde</td>
</tr>
<tr>
<td>Betsy Dunn</td>
<td>Jay Chalfant</td>
<td>Pamela Ralston</td>
</tr>
<tr>
<td>Catherine Machado</td>
<td>Mark Stengel</td>
<td>Patrick Schwab</td>
</tr>
<tr>
<td>Debra Stakes (Chair)</td>
<td>Mark Turner</td>
<td>Toni Sommer</td>
</tr>
</tbody>
</table>

### Computer Services Staff

<table>
<thead>
<tr>
<th>Armando Teran</th>
<th>Jim Haney</th>
<th>Paul Borza</th>
</tr>
</thead>
<tbody>
<tr>
<td>Catherine Hillman</td>
<td>Kathy Thorp-Silva</td>
<td>Paul Sullivan</td>
</tr>
<tr>
<td>Eric McDonald</td>
<td>Linda Donnelly</td>
<td>Robert Rosa</td>
</tr>
<tr>
<td>Grant Chesy</td>
<td>Lori McLain</td>
<td>Sean Landers</td>
</tr>
<tr>
<td>Janice House</td>
<td>Mark Hunter</td>
<td>Steve Budke</td>
</tr>
<tr>
<td>Jay Chalfant</td>
<td>Mitch Browne</td>
<td>Steven Boothe</td>
</tr>
<tr>
<td>Jesse Dabill</td>
<td>Nick Kartsiouskas</td>
<td></td>
</tr>
</tbody>
</table>
Preface

Cuesta is making changes to fully integrate many planning documents into a cohesive, college-wide planning process. The Annual Technology Plan and Review is part of that process.

Cuesta’s Technology Plan was first written in 2001 as a report that outlined the critical areas of deficiency. The lack of response to the subsequent annual reporting and updating of critical information has resulted in a crisis status today. The lack of a comprehensive process for planning and allocation of fund for technology has added challenges to a shrinking state budget.

However, steps taken over the last year have brought the crisis into clear focus and efforts to construct a comprehensive planning process have provided clarity and direction for responding to the crisis. Cuesta is committed to integrated planning for technology and has developed a comprehensive process for centralized planning and budgeting that will address many of the issues that have led to the challenges surrounding technology.

Because of all this, this document is evolving. It is now titled Annual Technology Plan and Review to indicate the first step in the evolution. As the other campus processes change, so will this document. This year sections listing the projects that fall in four areas are documented. The areas are Assessed, Completed, Current and Committed. These follow the flow of the chart that follows. Once all the new planning processes are in place, the items on the Current list will result from the Institutional Program Planning and Review (IPPR) documents.

Additionally, technology is a component of Cuesta College’s Strategic Plan. The Technology Master Plan is an essential action within Strategic Direction two, specifically Strategic Goal 2D. The master planning document will be developed over the course of 2010-2012, and it will provide strategic technology directions for the college.

The conceptual framework of the centralized planning and resource allocation process, Technology Project Lifecycle flowchart shown below, was approved by the Planning and Budget Committee and the Cabinet in May 2010. This was a major milestone in the move to a centralized planning and budgeting process for technology. Additional efforts beginning fiscal year 2010-2011 include making changes to the accounting system in order to track technology expenditures college-wide. This data will be used in subsequent years as Cuesta moves to centralized funding of technology.

The Annual Technology Plan and Review also includes a systemic, annual assessment process that informs the planning and assessment cycle for technology.
The cost assessment process can begin at any time. The goal of this process is to have a realistic total cost of the project developed early in the project lifecycle. There have been numerous instances of a project getting funded, only to find out that some costly pieces had not been considered. Depending on the project, the cost may include items beyond technology such as facilities, labor and furniture.

Typically when the IPPR or grant funding is due, Computer Services is asked for quick response to this. In many cases this is not feasible. Departments are encouraged to work with Computer Services outside the normal planning deadlines on cost estimates for projects.

**IPPR**

Early in Spring departments and programs prioritize their needs for technology and include it in their IPPR ("Worksheet T: Technology Requests"). In larger divisions and clusters, additional prioritization may occur. *All technology requests, irrespective of possible funding sources, must be included in this document.*
Technology Committee
After the prioritization process is completed at the Cluster or VP level, the prioritized technology requests are reviewed by the Technology Committee. The Technology Committee will prioritize all the Cluster and VP technology items based on a Technology Funding Priority Matrix and technology goals determined by the Technology Master Plan (to be completed by December 2011) and the previous year’s documented technology goals.

Planning and Budget Committee
The resulting priority list will be forwarded to the Planning and Budget committee for use in their funding allocation process.

Implementation
The list of projects that are funded will be worked on in the immediately following year. The completion and assessment of a project can happen in any of the subsequent years, depending on numerous factors.

Annual Technology Plan and Review
This document lists the current status of the projects at a specific point in time. It will also describe the technology strategic goals for the coming year. These goals will be used in the Technology Committee’s prioritization process.
# Table of Contents

**Executive Summary**  
- Current Challenges:  
- Technology Goals  
- This Document

**Project Lifecycle**  
- Completed and Assessed  
- Completed  
- Current  
- Committed  
- Projects Completed and Assessed

**Overview and Status of Technology**  
- Staffing  
- Administrative Software  
- Desktop Computers  
- Infrastructure  
- Classroom Technology  
- Distance Education  
- Web Site  
- Video Conferencing  
- Mobile Device Applications

**Appendix A**  
- Changes Made to Planning and Assessment at Cuesta, 2008-to present

**Appendix B**  
- Cluster IPPR Priority Technology Items

**Appendix C**  
- Partial list of Computer Services Projects from work order system
Executive Summary
Throughout Cuesta College, students and employees’ reliance on technology continues to grow. Current technologies improve student learning, classroom instruction, distance education, outreach, institutional business processes, and relations with our communities. Effective analysis, planning and allocation of resources for technology can improve the experience for all across the College.

However, Cuesta’s current computer inventory and network infrastructure are in a crisis state; decisive action needs to take place to rectify the situation. Demands for new technology are laid atop an ongoing requirement of sustaining current inventory and infrastructure.

In addition to the strides in workplace and instructional technology over the last decade, the current technology marketplace is in a continual state of flux with fierce competition with the convergence of new technologies such as smart phones, tablet devices and e-books readers. These changes fuel the expectations of our students and employees which places additional pressure on our limited dollar and people resources. These changes may, with planning, provide more affordable, flexible solutions for the College as it responds to improving technology available to meet student learning outcomes and institutional effectiveness outcomes.

Given the current fiscal reality, most of Cuesta’s recently implemented or currently planned technology projects are funded by one time funds, either grants or building funds. This is both a blessing and a curse. It solves immediate problems of improving the technology available at Cuesta, but it doesn’t address the need for sustainable funding.

Therefore, Cuesta must take steps to bring the annual renewal costs into alignment with sustainable funding sources, whether it is State or private funds. It is imperative that all projects are closely reviewed to determine not only initial costs, but identify all required annual costs and staffing resources that need to be allocated to support the project in the future.

Cuesta has made some recent improvements that will help it respond to this technology crisis. They include:

- Improved integration of technology and institutional planning.
• Revised role, composition and involvement of the college-wide Technology committee that works to address technology planning and prioritization for the College
• Increased collaboration between Computer Services and the departments that it serves.

Current Challenges:
• Aging, excessive computer inventory
• Aging, inadequate network infrastructure
• Insufficient budget to maintain current inventory at appropriate standards
• Increasing demand for technology in the classroom
• Increasing demand for technical support staff

Technology Goals
These goals were approved by the Technology Committee August 27, 2010.

• Keep classroom technology current in order to ensure that students will be prepared to enter the workforce.
• Properly integrate new technologies into the teaching and learning environment.
• Ensure all employees are properly trained and programs are developed to assist them in making the transition to new technology.
• Implement appropriate technology in support of Academic Affairs, Student Services, and Administrative Services
• Provide necessary support staff to maintain technology services and applications
• Provide reliable and secure infrastructure

Strategic goal 2D in the 2010-2013 Strategic outlines the development of a Technology Master Plan: Cuesta College will develop a Technology Master Plan setting forth major technology priorities, which will be aligned with the college’s mission, vision, values, Educational Master Plan, and institutional goals. The Technology Master Plan will be developed by the Technology Committee and involve a college wide dialogue to assess and prioritize current and projected technology needs, including technology support, training, hardware, software, licensure, policy issues, and technological infrastructure. The Master plan is scheduled to be approved by the Board by December 2011. This document and the currently defined goals may change as a result of the Technology Master Plan.

This Document
This document has two sections;
• Project Lifecycle, and Overview
• Status of Technology
The Project Lifecycle section takes technology projects from the Current project state through implementation and finally to the assessment phase. The goal of this section is to document the complete lifecycle of Cuesta’s technology projects.

- Project assessment comes after the results of a project have been in use for an appropriate period of time. The actual outcomes should be copied from the department’s planning document. The assessment can come any time after the project is completed.
- Completed projects are those where the implementation was accomplished in the past year, but it is too early to do the assessment of the expected outcomes.
- Current projects are those to be worked on during the current school year. Projects will be reviewed each year and either moved to the completed list or a status update will be added.
- Committed projects are those that are planned at an institutional level and task and timelines defined by others.

The Overview and Status of Technology section shares key information about specific categories of Cuesta’s technology. The categories listed will change as needed. Each category has action plan to address issues that have been identified. In some cases projects have been initiated to support an action plan and it will be duplicated in the previous section of the document, in other cases the action plan does not translate into a project.

The appendices include the following:

- Timeline of recent changes that have been made to planning and assessment as it pertains to technology
- Technology items from 2009-2010 Cluster Plans
- Raw data of some technology projects from Computer Services work order tracking system
Project Lifecycle
The following sections document all projects at a specific point in time of the project’s lifecycle. The sections begin with the last phase of the project, Completed and Assessed. Each project includes the following information:

- Initiator
- Description
- Goals
- Immediate Results
- Assessed Results

Completed and Assessed
The timing of a project listed in this section will vary based on the time required to fully assess the results. The assessment of the project, simply stated, assesses whether or not the improvement accomplishes what it was intended to accomplish. If not, why not. Immediate results are available once a project is implemented, namely whether or not a project was completed on budget and within the time frame scheduled. Later assessments are included as they become available, and those will be brought forward as a result of Initiators completing an assessment cycle following an IPPR cycle.

Completed
Again the timing of a project listed in this section will vary based on the when the project was completed, it may span over more multiple years. Projects are listed here once the implementation is complete. At this point immediate result such as timeline and budget items can be documented.

Current
Projects in this section have been through the planning, prioritization and resource allocation process and are in progress for the current year. There is the possiblity that unplanned or emergency projects may be added to this list, but they must be added via approval of Cabinet.

Committed
Some large institutional projects are planned outside the IPPR process. Some current examples are the new Learning Resource Center at North County campus and a possible facility in South County. In most cases these are planned in advance. This section allow for visibility of these large institutional projects.

In the Appendices are some items of data that are sources for some these lists. The items include information for Cluster IPPRs and data from Computer Services work order tracking system. As this process evolves, these sources will become more robust and relevant.
Projects Completed and Assessed
These projects have completed the last phase of their lifecycle. These projects will no longer appear in this annual document.

Desktop Computing

INITIATOR: Library
DESCRIPTION: Renew Open Lab, SLO Campus room 3400; Reduce total number of computers
GOAL(s):
- Computers can run the instructional software necessary for coursework
- Remove aged computer from inventory and reduce total number of computers
- Complete project on time and within planned budget
IMMEDIATE RESULTS:
- Reduced inventory by 6 computers
- Computers replaced with current technology
- Timeline and budget met
ASSESSED RESULTS:
- Software upgrades to current edition of 14 packages used in a variety of courses
- Ability to load 22 new software programs that had not been available in the lab because of the age of the computers
- All 72 workstations are now in use between 9 AM and 2 PM, with occasional lines of waiting students.
- Students are now able to use software for virtually all Cuesta classes in the Open Lab, which is available to them at times when the instructional labs are closed

Classroom Systems

INITIATOR: Biology and Physical Science
DESCRIPTION: Install multi-media instruction stations in Science Forums SLO campus; Biology Forum Fall 2009; Physical Science Forum Spring 2010
GOAL(s):
- Improve ease of use and minimize learning curve by all faculty
- Provide students with current technology multi-media lecture experience
- Meet all budget and time constraints for implementation
IMMEDIATE RESULTS:
- Timeline met on both projects, over budget by less than 10% on Biology forum and under budget by 5% on the Science forum
ASSESSED RESULTS:
- Dual projectors allow for greater flexibility in lecture presentations.
- Standard control panel makes it easier to access multiple media sources during lectures.
- Instructors have been able to quickly learn how the system operates.
- Instructors are enthusiastic about using the system and trying new technology.
- Students appreciate the large, bright display.
- Properly lit periodic table can be viewed by any student regardless of seat location
Completed Projects
Projects that were completed in the previous year are listed here. Completed results are listed and all assessed results are pending.

Staffing

INITIATOR: Computer Services
DESCRIPTION: Hire additional permanent staff in AV support; increase staffing from 1 FTE to 2 FTE in order to meet current demand
PROJECT GOAL(s):
• Provide required coverage for after hours activities and staff vacation and illness
• Provide requested services by the college
• Improve ability to support work on classroom multi-media projects
IMMEDIATE RESULTS:
• New staff member hired April 2010

Administrative Software

INITIATOR: Computer Services
DESCRIPTION: Banner Upgrades; implement numerous vendor driven upgrades to Banner and ancillary systems throughout the year
PROJECT GOALS(s)
• Upgrades are applied on time based on various time driven parameters
• New functionality available to the users.
• Users test software before install for minimal interruption to production
IMMEDIATE RESULTS:
• Numerous upgrades were applied; a spreadsheet is available with all the details
• Users are getting better at testing
• Additional functionality implemented

INITIATOR: Mandatory Advising Taskforce
DESCRIPTION: Implement mandatory advising based on assessment scores in order to help students select appropriate courses
PROJECT GOALS(s):
• Improved success rate of student who received low assessment scores
IMMEDIATE RESULTS:
• Project was implemented to meet the agreed upon timeline

INITIATOR: Research and Athletics
DESCRIPTION: Add data to student application, both paper and CCCApply in order to gather data for SSS Grant and Title IX
PROJECT GOALS(s):
• Gather data that will allow Cuesta to apply for financial need based grants in the future
• Allow for better Title IX compliance
**Immediate Results:**
- Project was implemented to meet the agreed upon timeline

**Initiator:** Computer Services  
**Description:** myCuesta Upgrade to version 4, June 2010 in order to meet vendor requirements, have a more stable technical platform, and provide new functionality  
**Project Goals(s):**
- Version 4 installed
- Minimal disruption to users
- Migrate data to Linux platform for better stability

**Immediate Results:**
- Upgrade installed early June as planned
- Initial issues with some ISPs and browser cache
- Single sign on to Gmail not working; requires 2nd login

---

**Desktop Computing**

**Initiator:** Computer Services, Faculty Liaisons  
**Description:** Implement MITT college wide; in order to increase support efficiency and communication between Computer Services and the faculty  
**Project Goals(s):**
- All lecture computers are assigned to a MITT (Managed Instructional Technology Template)
- Software for department specific MITTs are identified and liaisons assigned
- Support of lecture machines by Computer Services is lessened and communication with the faculty is improved

**Immediate Results:**
- 73 lecture computers organized into 7 groups by fall 2009

---

**Initiator:** Academic Affairs  
**Description:** Lessen the number of student computers; labs consolidated and decommissioned for a net reduction of 22 computers from inventory  
**Project Goals(s):**
- English and Lang & Comm consolidated 2 labs into 1 reducing inventory by 18
- Library decommissioned a lab reducing inventory by 24

**Immediate Results:**
- Engineering added 20 computer lab with current technology computers using CTEA funding
- Net reduction in computer inventory of 22
- Replaced computers with failing components with migrated computers from SLO County
Infrastructure

**INITIATOR:** Anthony Guiterrez / ASCC  
**DESCRIPTION:** Provide wireless Internet access to students in 5000 complex on SLO campus  
**PROJECT GOALS(s):**  
- Provide wireless access in the 5000 complex which includes Cafeteria, Associated Students’ Auditorium and the courtyard  
- Meet budget constraints and timeline  
**IMMEDIATE RESULTS:**  
- Met budget constraints, timeline was delayed

**INITIATOR:** Walt Rehm / PE  
**DESCRIPTION:** Provide access to the campus LAN in the Weight Room on SLO campus  
**PROJECT GOALS(s):**  
- Provide wired and wireless network access in weight room  
- Ability for students to log into a computer in order to track their time in the lab  
- Provide wireless access to the Internet  
- Meet budget constraints and timeline  
**IMMEDIATE RESULTS:**  
- Met budget and timeline constraints

**INITIATOR:** Computer Services  
**DESCRIPTION:** Add Storage; disk space added to college LAN in order to stay ahead of demand  
**PROJECT GOALS(s):**  
- Additional storage capacity to accommodate user needs and backup processes installed in Fall 2009  
**IMMEDIATE RESULTS:**  
- Added the planned storage capacity in January 2010

**INITIATOR:** Computer Services  
**DESCRIPTION:** Implement technology in new CPAC building on SLO campus in order to support instruction  
**PROJECT GOALS(s):**  
- Provide desktop and mobile computers, classroom technology, and networked communications to all areas and functions of the building.  
**IMMEDIATE RESULTS:**  
- Met goals

**INITIATOR:** Computer Services  
**DESCRIPTION:** Support Blackberry “over the air” synchronization in order to support expected access to employee email from Blackberry devices  
**PROJECT GOALS(s):**  
- Provide improved security and features for BlackBerry users
**Immediate Results:**
- Met goals

**Initiator:** Computer Services and Physical Plant  
**Description:** Protect network disk storage equipment from power outage in room 3118  
**Goal(s):**
- Minimize potential damage to network disk storage equipment due to issues as a result of unplanned power outages  
- Implementation is cost effective given the room has a planned end of life  
**Immediate Results:**
- Generator installed on UPS devices that support disk storage equipment in room 3118

**Distance Education**

**Initiator:** Distance Education Committee  
**Description:** Evaluate Learning Management System for contract renewal of July 1020 in order to provide college-standard Learning Management System (LMS) for DE and Hybrid courses  
**Project Goals(s):**
- Evaluate current options for a college-standard LMS  
- If decision to change vendors, determine the necessary steps and timeline for instructors to convert their existing content and determine training and support plan  
**Immediate Results:**
- Remain with current vendor, Blackboard, for next contract period

**Web**

**Initiator:** Outreach Committee  
**Description:** myCuesta available to potential students in order to provide necessary information to this population in the technology that is used by current students  
**Project Goals(s):**
- Create necessary channels in myCuesta pertinent to potential students  
- Potential students and their parents get the necessary information in the environment that the student will eventually use as a Cuesta student  
- Existing information and channels are re-used  
**Immediate Results:**
- Computer Services presented information to the Outreach Committee  
- No further action is planned until Outreach Committee makes some decisions
Current Projects (FY10-11)

Via the IPPR process projects are identified. Projects are then prioritized based on available resources, funding and any other pertinent criteria. This list indicates the projects for the coming year. Due to timing of this document, some projects may be completed and the immediate results are listed. All assessed results are pending. If projects outside this list are identified as priority, then appropriate discussions and changes need to occur.

Staffing

**INITIATOR:** Computer Services

**DESCRIPTION:** Hire new staff in Network Support and Programming staff in order to meet current demand

**PROJECT GOALS(s):**
- New employee hired in both areas of Computer Services
- After necessary training, new staff lessens the need for current staff to use OT and Comp time
- Some workload is shifted from current staff to new staff

Administrative Software

**INITIATOR:** Computer Services and affected departments

**DESCRIPTION:** Upgrade to Banner 8.x in October 2010 in order to meet the vendor imposed timeline and provide new functionality to Cuesta departments and students

**PROJECT GOALS(s):**
- Upgrade is implemented in production October 2010
- New functionality available to the users.
- Users test software before install for minimal interruption to production

**INITIATOR:** Academic Affairs

**DESCRIPTION:** Implement Curricunet in Spring 2011 in order to provide web-based curriculum development tools to employees

**PROJECT GOALS(s):**
- Implementation Spring 2011
- Provides for web based curriculum development by employees via myCuesta
- Provides student access to course outlines via the web
- Ability to store SLOs with course outlines
- Appropriate data is loaded from Curricunet into Banner so that no duplicate data entry is required
- Significantly reduce paper used for the curriculum development, revision and approval process

**INITIATOR:** Computer Services

**DESCRIPTION:** Move remaining legacy data from HP3000 to AIX/Oracle by Summer 2011 so that legacy hardware can be decommissioned
PROJECT GOALS(s):
• HP3000 can be turned off
• All required data resides in Oracle database
• Users have appropriate access to migrated data either through reports or query screens

INITIATOR: General Services and Fiscal Services
DESCRIPTION: Implement on-line credit card accounting by December 2010 in order to streamline monthly processing
PROJECT GOALS(s):
• Begin implementation Fall 2010
• Reduce paperwork processing time
• Reduce manual entry time for Accounts Payable
• Increase account number accuracy when coding purchases
• Increase account security and access to others’ accounts
• Provide ability to process expenses weekly (instead of monthly) for more efficient and real time cash flow accounting

INITIATOR: VP Student Services
DESCRIPTION: Implement Medi-Cal Administrative Activity program (MAA) in order to create an on-going revenue stream to Cuesta
PROJECT GOALS(s):
• Implement Fall 2010
• Meet regulatory requirement of program by providing necessary data at the required deadlines.
• Provide income stream to Cuesta

INITIATOR: VP Administrative Services
DESCRIPTION: Implement Web Time Entry in order to streamline monthly processing
PROJECT GOALS(s):
• Determine project task/timeline by December 2010
• Project will significantly reduce paper used and will reduce employee time spent on monthly processes

INITIATOR: Computer Services
DESCRIPTION: Banner Upgrades; implement numerous vendor driven upgrades to Banner and ancillary systems throughout the year
PROJECT GOALS(s):
• Upgrades are applied on time based on need.
• New functionality available to the users.
• Users test software before install for minimal interruption to production

INITIATOR: Fiscal Services
DESCRIPTION: Implement COTOP for 2011 processing in order to recover unpaid student debts via State Franchise Tax Board tax refunds

PROJECT GOALS(s):
- 10% of total amount of unpaid debt processing is received by Cuesta either from the letter sent or form COTOP processing
- All processing and timeline requirements are met

INITIATOR: Fiscal Services

DESCRIPTION: Implement Nelnet payment plan services for Fall 2011 registration in order to decrease student unpaid debt on enrollment fees

PROJECT GOALS(s):
- 10% of student enroll in the program, of that 10%, 98% of enrollment fees are received by Cuesta
- File transfer process to and from the vendor will be automated and not require manual intervention

Desktop Computing

INITIATOR: Sandee McLaughlin

DESCRIPTION: Renew N2411 and migrate computer to N5004 in order to remove 25, eight year old computers from inventory; reduce computer count in N2411 by 13

PROJECT GOALS(s):
- Computers in N2411 support the required curriculum software and computers in N5005 support the required curriculum software
- Obsolete computers from N5004 are removed from inventory and total computer inventory is reduced by 13
- Computers in N2411 replaced with current technology
- Implementation complete by August 16, 2010
- Budget constrained by allocated funding

IMMEDIATE RESULTS:
- Timeline and budget constraints met

INITIATOR: Computer Services

DESCRIPTION: Upgrade all Cuesta Windows computers to Office 2007 and Mac computers to Office 2008 in order to retire end of life software

PROJECT GOALS(s):
- All Cuesta computers have the necessary OS patches installed and running Office 2007 or 2008
- Implementation complete by December 2010
- Training on new software is available to all employees

INITIATOR: Dave Fernandez/Engineering and Computer Services
DESCRIPTION: Renew CAD lab computers and migrate computer to appropriate labs in order to support necessary curriculum software and remove old computers from inventory

PROJECT GOALS(s):
- Computers in the CAD labs support the required curriculum software
- Implementation complete by August 16, 2010
- Budget constrained by allocated CTEA funding
- Identify recipient of previous CAD computers via the Technology Committee

IMMEDIATE RESULTS:
- Timeline and budget constraints met

INITIATOR: Computer Services

DESCRIPTION: Plan required computers for NC LRC

PROJECT GOALS(s):
- Technology Group II items will be identified to meet the required deadlines
- All group II items will be within budget allocated by the State

INITIATOR: John Arno/Language and Communications

DESCRIPTION: Bring Broadcasting Lab computers onto the Cuesta LAN and into Computer Services support processes

GOAL(s):
- Computers in Broadcasting lab (6101) are fully supported by Computer Services staff

IMMEDIATE RESULTS:
- Completed by September 2010

Infrastructure

INITIATOR: Computer Services

DESCRIPTION: Upgrade Citrix user interface and back-end systems in order to provide stable remote access to appropriate applications via myCuesta and retire end of life software

GOALS(s):
- User interface upgraded May 2010; back-end systems upgraded by September 2010
- Stable environment from network support point of view and reduced user support compared to previous version
- Retire end of life software

INITIATOR: Israel Dominguez/BEC

DESCRIPTION: Support relocation of Business and Entrepreneurship Center on SLO campus to 2900 building

GOAL(s):
- Provide the necessary network infrastructure to support the needs of BEC in the new location.
- Meet the required timelines

IMMEDIATE RESULTS:
- Met the required timelines.
- New network switch installed to support the facility
- Wireless access point installed and functioning

**INITIATOR:** Computer Services  
**DESCRIPTION:** Upgrade MS SQL software to current version in order to continue to support approximately 10 applications used in numerous departments and college wide.  
**GOAL(s):**  
- Retire end of life software  
**IMMEDIATE RESULTS:**  
- Met timeline  
- Software now supported by the vendor

**INITIATOR:** Computer Services  
**DESCRIPTION:** Replace firewall hardware with current technology. A firewall provides network security between Cuesta and the Internet.  
**GOAL(s):**  
- Retire end of life hardware  
- New functionality available in order to defend against network security breaches  
**IMMEDIATE RESULTS:**  
- Met timeline  
- Hardware now supported by the vendor

**INITIATOR:** Computer Services  
**DESCRIPTION:** Add additional virtual machine (VM) server capacity. VM technology allows a single physical server to act as numerous virtual servers, thus providing flexibility, redundancy and power savings.  
**GOAL(s):**  
- Provide server capacity to support additional applications on the campus network  
**IMMEDIATE RESULTS:**  
- Met timeline

**INITIATOR:** Computer Services and Cabinet  
**DESCRIPTION:** Develop solution to aging network infrastructure in order to move this critical project forward  
**PROJECT GOALS(s):**  
- Identify possible funding sources for $1 – 1.5mil project  
- Identify necessary technical resources (either internal or external)  
- Develop phased project plan to accommodate funding and technical resources

**INITIATOR:** Computer Services  
**DESCRIPTION:** Plan required data center and building infrastructure components for NC LRC in order to support campus needs  
**PROJECT GOALS(s):**
Technology Group II items will be identified to meet the required deadlines
All group II items will be within budget allocated by the State

**INITIATOR:** Computer Services  
**DESCRIPTION:** Provide Outlook Web Access to employee email in order to provide a less robust, but quicker access to employee email from off-site  
**PROJECT GOALS(s):**
- Employees can access email via OWA interface through myCuesta
- Implementation provides the necessary security to stop, or at least hinder, spammers from using OWA for their purposes such that Cuesta is not black-listed due to OWA

**INITIATOR:** Computer Services and Physical Plant  
**DESCRIPTION:** Develop plan for SLO data center in 4109 in order to have a data center with the necessary space, reliable cooling and power  
**PROJECT GOALS(s):**
- Tasks, timeline and costs developed.
- Data center has appropriate cooling and power.
- Provides for generator power backup.

**INITIATOR:** Marcia Scott / Nursing  
**DESCRIPTION:** Install wireless access in Nursing building SLO 2300 and 2500 in order to provide students and faculty wireless access via myCuesta  
**PROJECT GOALS(s):**
- Provide student wireless access points
- Implement August 16, 2010 within budget constrained by grant funds

**INITIATOR:** Marketing  
**DESCRIPTION:** Support new electronic sign board at SLO North entrance in order to provide appropriate information to those entering either entrance of the SLO campus  
**PROJECT GOALS(s):**
- Provide effective messaging at both entrances of the SLO campus
- Implemented by December 2010

**Classroom Systems**

**INITIATOR:** Marcia Scott / Nursing  
**DESCRIPTION:** Install classroom media stations in 3 Nursing classrooms in order to provide faculty with easy to use and current technology instructional multi-media equipment  
**PROJECT GOALS(s):**
- Install campus standard instruction media stations in rooms N2407, N2409 and 2502
- Implement August 16, 2010 within budget constrained by grant funds
- Ease of use by faculty

**IMMEDIATE RESULTS:**
Timeline and budget constraints met

**INITIATOR:** Jane Morgan / Social Sciences  
**DESCRIPTION:** Upgrade classroom media stations in Humanities building, 5 classrooms in 6300, in order to improve ease of use by faculty  
**PROJECT GOALS(s):**  
- Provide standardized hardware and integrated controls to improve operability of existing AV systems  
- Implement August 16, 2010 within budget constrained by grant funds  
- Ease of use by faculty  
**IMMEDIATE RESULTS:**  
- Timeline and budget constraints met

**INITIATOR:** Don Norton / Human Development  
**DESCRIPTION:** Install classroom video system in ECE classrooms in order to increase access to Children’s Center without overwhelming the children’s classrooms with observing students  
**PROJECT GOALS(s):**  
- Implement August 16, 2010 within budget constrained by grant funds  
- A higher quality learning experience for children and student-teachers by decreasing the number of observing students in the lab classrooms,  
- Improved instruction in all Early Childhood Education courses taught in Room 4028 by allowing access to the children’s learning environments/classrooms any time of the day.  
- Improved instruction for all Early Childhood Education classes on all campuses by allowing faculty to record environments, curriculum activities, and social interactions: teacher-parent, teacher-teacher, child-teacher, child-child. Recording, editing, and production ability on camera system will allow faculty to develop video vignettes supporting the instructional topic of the day.  
- Improved ability to assess “Student and Program Learning Outcomes” for capstone courses in the Early Childhood Education Program.  
- Assisting students in developing a competency based Multi-Media E-Portfolio  
**IMMEDIATE RESULTS:**  
- Timeline and budget constraints met

**INITIATOR:** Academic Deans  
**DESCRIPTION:** Support audio/video development by faculty via Podcasting project in order to provide enhanced instruction for their students  
**PROJECT GOALS(s):**  
- Implement Fall 2010  
- Faculty have support resources to develop audio and video files for their curriculum  
- Faculty can support student developed audio and video files for their classes

**INITIATOR:** Marian Galczenski / Fine Arts
DESCRIPTION: Install classroom media stations in Fine Arts classroom to allow faculty to display digital art to students
GOAL(s):
- Provide standardized multimedia station in order for digital art to be displayed to students
- Implement August 16, 2010 within budget constrained by grant funds.
- Ease of use by faculty
IMMEDIATE RESULTS:
- Implemented on time, but over budget
- As of this writing, some issue with the results in room 7106 still need to be resolved

INITIATOR: George Stone / Performing Arts

DESCRIPTION: Install classroom media stations in recording studio to allow faculty to display digital recording software to students
GOAL(s):
- Provide standardized multimedia station to support instruction
- Implement within budget constrained by grant funds.
- Ease of use by faculty
IMMEDIATE RESULTS:
- Implemented within budget, delayed from original timeline

INITIATOR: Don Norton and Sandee McLaughlin

DESCRIPTION: Install classroom media stations in two ECE classrooms at North County, N5002 and N5003
GOAL(s):
- Provide standardized hardware and integrated controls to improve operability of existing AV systems
- Implement August 16, 2010 within budget constrained by grant funds
- Ease of use by faculty
IMMEDIATE RESULTS:
- Timeline and budget constraints met

Web Site

INITIATOR: Stephan Gunsaulus / Marketing and Computers Services
DESCRIPTION: Implement Content Management software (CMS) on Cuesta’s web site in order to change the focus of the site to a Marketing site and provide a consistent look and feel across the entire web site.
PROJECT GOALS(s):
- New design of Cuesta web site; consistent look, feel and navigation across the entire web site; easy navigation by our target audiences
- Content is managed using CMS tool OmniUpdate
- New site launched March 2011
- Content updated on a regular basis by users
INITIATOR: Computer Services
DESCRIPTION: Implement consistent web-based work order system in appropriate departments in order to improve workflow and customer service

PROJECT GOALS(s):
- Ease of use by campus users; easy to find in consistent myCuesta channel
- Departments can track work requests and gather necessary data on workload
- Improve communication and work flow within the departments.

IMMEDIATE RESULTS:
- Implemented for Maintenance, Operations and Grounds Fall 2009
- Implemented for Computer Services Fall 2010

District

INITIATOR: Sandee McLaughlin
DESCRIPTION: Participate in feasibility study of South County site in order to determine requirements for the site to provide the required technology

PROJECT GOALS(s):
- If a space is identified, a valid estimate of the technology that will be available and the initial and ongoing costs are made.

Anually Recurrent Projects, Defined by Grant Requests and Funding

DESCRIPTION: Unknown: projects funded by Foundation Grant process
Foundation Grants are awarded in the fall for implementation by the end of the fiscal year. If the planning process is working correctly, then all items funded by these grants are on a department / Cluster IPPR. However, Computer Services cannot plan for this work given the timing of the process.

As of this writing, the following projects may be submitted for Foundation Grant funds:
- Classroom instructional station upgrade for PE, room 1100
- Classroom instructional station upgrade for Library, room 3129
- Access to video system from room 4028, ECE
- Classroom instructional station upgrade for Fine Arts, room 7102
- Access to media station in Admin Conference room 8008
- Classroom instructional station upgrade for Construction, room 4603

DESCRIPTION: Technology projects funded by CTEA. The Deans are working on information about these projects. As of this writing, no additional information has been received.
Committed Projects (2011-12)
This section highlights projects that fall outside the IPPR process. They come about by institutional plans that are far reaching and aren’t captured in the department/program IPPR. The example here is a new building at North County. The timeline and work required are prescribed. These projects will be moved to the Current Project section in the next writing.

Infrastructure
**INITIATOR:** Computer Services
**DESCRIPTION:** Data center and infrastructure in NC LRC
**PROJECT GOALS(s):**
- Permanent data center at NC campus is fully functional to support the required technology at the campus
- Data center is functional by January 2012

Desktop Computing
**INITIATOR:** Computer Services
**DESCRIPTION:** Technology is available in the classroom and offices of the NC LRC to meet the required timelines
**PROJECT GOALS(s):**
- Classroom, Library and office computers and other technology is available to meet the required timelines.
Overview and Status of Technology
This section communicates key information about selected categories of Cuesta’s technology. The action plans at the end of the sections may or may not result in projects that will be duplicated in the previous section of this document in subsequent writings.

Staffing

Administrative Software Support
In 2006, Cuesta began the large project of implementation of an ERP (Enterprise Resource Planning) software system. The system is called Banner. It was known at that time that additional support staff would be needed for this large, complex system. In 2009-10 Computer Services was approved to use conversion dollars to hire a new permanent programmer position. The reality is that this is not adding to the programming resources, just changing the configuration.

PC and AV Support
The past practice at Cuesta has been to use temporary employees to compensate for the lack of permanent classified employees. The recent budget cuts brought to light the inappropriate use of such employees and resulted in essentially eliminating them from our PC Support ranks. There are currently 4 permanent classified PC Support positions for approximately 1800 computers. In the recent past, 3-4 FTE PC Support staff has been filled using temporary employees (both hourly and student employees). Historically the support staff to computer ratio has been as low as 1:250. With current permanent staffing the ratio is 1:430. Since the change in temporary staffing in this area, the affects are being felt by the customers. Note, the TCO model from the Chancellor’s offices indicates a 1:100 staff to computer ratio. Computer Services feels that the 1:250 ratio is appropriate for Cuesta College.

In 2008 Cuesta’s A/V support organization was combined with Computer Services in order to more efficiently support classroom technology. This organization has been combined with the operations of Computer Services and the PC Support staff.

Network Support
The expectation of technology available at Cuesta continues to rise. The changes in the market place in addition to the changes made at Cuesta such as the ERP systems continue to add not only to the workload of the network support staff but also to the complexity of their responsibilities. The network staff supports the infrastructure of the campus network, the equivalent of a building’s foundation. In most cases it is hidden, but it is critical to the stability of the systems.

Since the first writing of Cuesta’s Technology Plan, the lack of adequate infrastructure funding and staffing has been listed as a critical need. At this point in time the work required to make the necessary critical upgrades to our network will require significant increases to the support staff. The work required will take numerous years to complete.
Action Plan

- Computer Services: pursue additional staffing through the college process in order to provide appropriate level of support to current and proposed applications, equipment, and infrastructure.

Administrative Software

Cuesta is still in the early stages of being “live” on the ERP system, Banner. When the system was initially purchased in 2006 some additional systems beyond the baseline system were purchased. To date, only a few of these additional systems have been implemented. In addition to the initial purchase price, Cuesta pays annual maintenance contracts on these systems. The lack of appropriate support staff has hindered any progress in not only these additional systems, but also the implementation of some functionality that is part of the baseline system.

Monthly, the three Vice Presidents meet with the Director of Computer Services to review the requested projects, review the current projects and make decisions on project priorities. Currently there are 70+ projects requested. In addition to the projects requested by campus departments and staff, there are numerous projects that are necessary to meet regulatory requirements that take precedence.

The technology used in the ERP system is changing. In order to keep up with customer expectations the vendor is evolving their systems to new technology. This change will occur over the next few years. This will require additional training for the exiting support staff.

Desktop Computers

Cuesta has over 1800 computers, over 1000 that are used for instruction. Cuesta has never had a systematic process for replacing computers as they age. Computers are purchased with one time funds with no plan for the inevitable replacement costs. The goal is to develop a replacement cycle so the maximum age of computers in services is 4-5 years old.

Employee Computers

A one-time investment of $220,000 will be required to bring our inventory to a maximum of 4-5 year old computers and an annual budget of $150,000 annually to keep our inventory at our desired standard.

The availability of computers for part-time faculty is a shortcoming at Cuesta. In many cases a department has 2-3 computers shared by 15-20 faculty members. In most cases these are the oldest computers still in service.

Student Computers
The majority of Cuesta’s student computer labs are in the instructional area. Some reside in Student Services such as Transfer Center, Assessment, and Student Services Lobby. Cuesta has 69 student labs with a total of 1100 computers, 200% over the TCO model for student use computers.

A one-time payment of $455,000 will be required to bring our inventory to a maximum of 4-5 year old computers and an annual budget of $215,000 annually to keep our inventory at our desired standard.

**Lab Planning**
Planning for student lab computers is a partnership between Academic Affairs and Computer Services, each with distinct roles and responsibilities.

Academic Affairs responsibility:
- Determine total cost of the instructional program, both initial and on-going
- Evaluate sharing computer lab resources within and between departments

Computer Services responsibility
- Evaluation of current technology inventory
- Recommendation of replacement cycle based on the curriculum software requirements

Student lab computers not only include traditional classroom lab computers, but also include lecture computers and labs in the Student Services area. This past year instructor lecture machines have been organized into groups of “like kind” to increase the efficiency in support and streamline the communication between the instructors and Computer Services support staff. The term that is used for these grouping is call MITT (Managed Instructor Technology Template). Some examples of student computers in the Student Services area include Career Transfer Center, Assessment, and Student Services lobby.

Based on the age and the software that needs to run on the systems, the following is Computer Services list of labs that need attention in the coming year (not in priority order).

<table>
<thead>
<tr>
<th>Room</th>
<th>Primary Department</th>
<th>When Purchased</th>
<th>Qty</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>7108</td>
<td>Art</td>
<td>August 2002</td>
<td>5</td>
<td>Needs to be replaced to support the necessary software</td>
</tr>
<tr>
<td>6101</td>
<td>Broadcasting</td>
<td>Various ages</td>
<td>4</td>
<td>Broadcasting lab need to be equipped with campus standard computers so they can be fully supported by Computer Services staff</td>
</tr>
<tr>
<td>N3024</td>
<td>DSPS</td>
<td>May 2005</td>
<td>2</td>
<td>Software demands better hardware</td>
</tr>
<tr>
<td>3305</td>
<td>DSPS/ ATC</td>
<td>August 2002</td>
<td>23</td>
<td>Needs to be replaced to support the necessary software</td>
</tr>
<tr>
<td>4740</td>
<td>IPD/Community Programs</td>
<td>January 2001</td>
<td>25</td>
<td>Needs to be replaced to support the necessary software</td>
</tr>
<tr>
<td>NA</td>
<td>Lecture machines</td>
<td>Computers 5-9 years old</td>
<td>53</td>
<td></td>
</tr>
<tr>
<td>----</td>
<td>------------------</td>
<td>-------------------------</td>
<td>----</td>
<td></td>
</tr>
</tbody>
</table>

Lecture machines are now organized via MITT. They need to be upgraded as a group. This will upgrade computers 5 + years old.

**New Planned Labs**
The Learning Resource Center at the North County has been funded and construction has begun. The following new computer labs are scheduled to be in this building:

- Open lab in the Library
- Writing lab
- DSPS Learning Skills lab
- Employee training lab

**Shared computers**
A few departments have indicated a need for computers at times during the course of the semester. Cuesta currently doesn’t have a non-scheduled student computer lab space that could be used for this. The Open Lab doesn’t work because an instructional environment is needed. In the spirit of sharing technology, here are some possible solutions to this:

- Develop a classroom space that is not scheduled for a specific course but could be scheduled by instructors on as-needed bases.
- A classroom set of laptop computers exist that could be checked out by the faculty for their class. Some sort of wheeled cart would be used to transport them

**Action Plan**
- Work with Academic Affairs to develop a list of student labs that need renewal in the coming year.
- Support the proposal from the Technology Committee to change how technology is funded and prioritized.
- Computer Services and Technology Committee develop a proposal to address the need for classroom computers that are available for use by any class on an as-needed basis.

**Infrastructure**
The campus computing and server infrastructure is the foundation of Cuesta’s computing environment. It is critical to the running of the end-user applications even though it isn’t visible to the users.

Cuesta College’s computing infrastructure consists of:

- **Servers**: We have over 80 physical and virtual servers that provide applications or supporting facilities on the network.
- **Storage**: We have over 150 hard drives packaged in several arrays connected by a fiber optic network that store many terabytes of data.
• **Network:** We have over 100 switches that provide basic network connectivity to almost 2000 connected devices. To maintain security and control, we have one firewall, 3 routers, and several other edge devices – shaper, gatekeeper, etc. The wireless network has approximately 130 wireless access points. All of this equipment runs 24 x 7 to provide continuous data communications capability.

• **Physical:** All of the systems described above occupy space in rooms across both campuses that must provide electrical power, thermal stability, and physical security.

• **Security:** Security is an essential attribute for all the above mentioned areas. Implementation of security affects all aspects of systems from operational processes to systems architecture.

All these components of the infrastructure are interconnected. They all must be working for the end user to be able to access the applications they use to perform their required tasks.

**Sustainable Funding**
Cuesta has not yet evaluated our entire network infrastructure to determine the complete package of one time funds needed to bring our technology up to appropriate standards and what is required annually after that.

We have, however, determined that a key portion of our campus network, the switches that reside in each building, will take approx $1mil - $1.5mil to replace. Cuesta’s original network on the San Luis Obispo campus was installed in 1998. The equipment is not only obsolete from the technology point of view, but has reached end of life by the vendor. As remodeling of campus building has occurred, some equipment has been replaced, but the vast majority of the equipment is from the original installation in 1998.

The Chancellor’s office has determined a metric for colleges to use to determine annual funding for infrastructure. Given Cuesta’s metrics, the annual budget should be over $600,000. The current annual budget is less than $80,000.

**Information Technology Growth**
Over the last several decades, and the last ten years in particular, the power of IT capabilities has increased dramatically. It appears that the market is in the early stages of another large growth spurt. IT is now pervades every facet of the institution’s operations and delivers greater value to the users – in terms of speed, efficiency, and knowledge – than ever before, with significant changes on the horizon.

What is sometimes less clear is that the increase in the power of IT has a corresponding increase in cost. As information systems become more sophisticated, they also become more complex to maintain which sets higher standards for both quantity and quality of support staff. The historical lack of appropriate level of funding and staffing coupled with the current state of the economy has created a crisis situation.
As a result, Computer Services has been forced to defer maintenance for existing systems as well as the implementation of new network management systems that would improve monitoring and allow for proactive intervention to prevent predictable failures. Moreover, Cuesta has not maintained support for the physical environment in which the ever increasing numbers of systems are installed. Below is a list of the critical unmet needs:

- Replace obsolete and aged network equipment. Many users are connected to the network at 1/100th of the current industry standard network speeds. Over half of our network switches are no longer supported by the manufacturer.
- Develop a single room data center on the SLO campus with the necessary protected cooling and power required to support the equipment. The LRC at North County will house the permanent data center for that campus. Once that is on-line we can move towards appropriate backup and redundancy to support disaster recovery.
- Implement security and performance monitoring for the network. Network staff has almost zero visibility to pending network problems including performance issues and viruses.
- Replace obsolete and aged servers and storage. With our current inventory of physical servers, we should be replacing approximately 8-12 every year. We typically can afford to replace two to four.
- Improve fault monitoring for storage and servers. Hard drives and power supplies fail on a regular basis. Our current monitoring does not provide advanced notification or reliable real-time notification on failed systems.

Computer Services must provide a modern, productive, and secure computing environment for the students, faculty, staff, and associates of Cuesta College. However, the quality of that environment and the value that it brings to its customers will be guaranteed over the long run only if the underlying infrastructure is well maintained. Over the last several years, Computer Services has maintained a very good record for reliability of service. However, because of a significant shortage of staffing, many projects that would strengthen the underlying infrastructure have been deferred.

**Action Plans**

- Work with Director of Maintenance, Operations and Grounds to get generator backup power for the new consolidated data center.
- Computer Services, pursue additional staffing through the college process in order to provide appropriate level of support for current and proposed infrastructure
- Computer Services and Technology Committee advocate for appropriate funding to support the required technology infrastructure

**Classroom Technology**

**Instructor Media Presentation Stations**
Since absorbing the Audio Visual support department (formerly known as Instructional Technology Services), Computer Services has had a primary goal to standardize and streamline operation of instructional media presentation systems in classrooms in order to make them more reliable and easier to use by faculty. In the last 18 months Computer Services has installed or upgraded 20 classrooms, or about 15% of the ~130 classroom systems.

Originally, Computer Services expected to install a single standard system to aid the ease of use and training across all faculty and departments. This turned out to be impractical due to the broad variety of classroom formats, styles of instruction, desired media support, and available budget. To accommodate this Computer Services has installed a range of systems to date:

- **Basic** – simple AV control with single speaker or limited number of input devices provided at a very low cost (5 rooms)
- **Standard** – simple AV control with multiple speakers and multiple input devices at a modest cost (11 rooms)
- **Custom** – unique and customized controls for specialized installations, typically installed in larger rooms when substantial budget is available (4 rooms)

The technical experience and user feedback gained in installing these systems confirms two things. First, to realize the goal of streamlined operation and improved usability for faculty, it is important to provide a single, integrated control for all devices in a classroom. Second, as noted above, there is substantial variation across projects according to classroom need and available budget. Moreover, as the underlying technology continues to evolve so does the best fit solution for each new project. During summer 2010 Computer Services completed an inventory of existing classrooms which now comprises the baseline data from which we will plan further classroom media system improvements. Going forward Computer Services will work with Academic Affairs to develop a prioritized list for future funding and implementation.

**Data Projectors**

There are approximately 125 data projectors installed in classrooms and meeting rooms. This, like all other technology is funded by each department. In addition, the funding of replacement bulbs is the responsibility of each department. The Technology Committee has approved a proposal to centralize the purchase the replacement bulbs. The centralized funding and management of replacement bulbs by Computer Services will be implemented Fall 2010.

**Interactive White Boards**

Several departments rely on “interactive whiteboards” as an essential part of instruction delivery. The current standard at Cuesta College for interactive whiteboards is “SMART Board” made by SMART Technologies. SMART has been an industry leader for many years and delivers a product very well regarded by faculty at many institutions, including Cuesta College. However, the price point for SMART products is towards the upper end of the market. Moreover, newer
technologies are being developed which deliver the same or similar “interactive, real-time annotation and presentation” features as provided by SMART.

This year, Computer Services in partnership with Nursing faculty evaluated an alternative product from Hitachi but found it wanting compared to SMART for two reasons. First, the software feature set was not as rich as SMART. Second, faculty have developed content for SMART products using SMART file formats. This file format is not portable and the work required to recreate the content in another vendor’s format is substantial. Currently, the potential cost savings of the new vendor doesn’t warrant the work required by faculty to convert their files to the new vendor’s format. However, the technology for these products is changing with the emphasis moving to a solution based more in software and less in hardware. Cuesta will continue to monitor changes in these solutions.

**Podcasting**
Dean Deborah Wulff secured funding for a pilot project using Apple products to produce audio and video content for instruction. A group of instructors will be identified to participate in the pilot using the tools purchased. Computer Services will be involved to determine how the equipment will be made available, what level of training can be provided, etc.

**Action Plan**
- During summer 2010, Computer Services will take an inventory of existing classrooms and develop a prioritized list for future funding and implementation of instructional media presentation stations.
- Work with instructors to develop processes for supporting Podcasting equipment.

**Distance Education**
Distance Education is a multi-faceted topic. The topics include pedagogy, student readiness, instructor readiness, student support services and the learning management system (LMS). Previously Cuesta had a Distance Education Taskforce which was charged with all of these topics. Between the Technology Committee and the Distance Education Taskforce, the responsibilities are being divided. The Technology Committee will be responsible for the technology (aka the LMS) and the DE Committee will take responsibility for the other topics.

The Distance Education Committee is in the process of developing a DE Plan that will outline the current short-coming at Cuesta in supporting a robust group of DE offerings.

Currently Blackboard is Cuesta’s campus standard LMS for DE courses. Our current contract expires in June 2012. In the last two years there have been significant changes in the vendor landscape for LMS so it is imperative that Cuesta make a thorough evaluation of their options before the next renewal of Blackboard. Whatever LMS is chosen, Cuesta needs to improve the training and support provided to its faculty and students.
For information on the other DE topics, please read the DE Plan (contact Mark Stengel for more information).

**Action Plan**
- Evaluate current LMS for consideration as Cuesta campus standard before June 2012

**Web Site**
Cuesta’s public web site is going through a large project to re-align the content, and look and feel with its new marketing focus. Previous to 2007, when myCuesta was introduced, the web site served both as a marketing tool to people outside of Cuesta’s community and as an intranet for the college community. When myCuesta was introduced, it gave Cuesta a place to provide the necessary functionality and share appropriate information with its community; employees and students. Re-vamping the public web site is the last step in this process. The public web site will become a marketing tool for those who are not yet part of Cuesta’s community.

The Marketing department is leading this effort. They have engaged an outside firm to gather data from our customers to determine the navigation and content of the new marketing focused web site.

**New Technology**
The web site will be developed and managed using a Content Management System (CMS). The CMS system chosen by Cuesta is OmniUpdate. A CMS allows for the different departments to create the content of the web site updated without worry about the look, feel, and navigation or how the information will be displayed to the end user. The CMS system takes the different ‘buckets’ of information and presents it to the user in a format appropriate for them. The new tool also allows for outdated content to be automatically removed from the site. This has been an issue with our current site and system.

OmniUpdate also allows the content of the web site to be re-formatted for mobile devices. The technology for mobile devices to access web sites is still changing. By using a 3rd party system, they will make the necessary changes as the ‘industry standard’ evolves.

**Video Conferencing**
There are three applications for video conferencing that have been used at Cuesta; instruction, administrative and most recently student services.

**Instruction:** There have been a few attempts to use the technology for teaching. For numerous reasons this application currently isn’t being used and there are no immediate plans to do so.

**Administrative:** This is currently the area of highest use. This technology is now an expectation of the campus community. Meetings held with participants on both the San Luis Obispo and
North County campus, connected with video conferencing equipment happens numerous times per week. In addition, our Human Resources consortium depends on this technology and the CENIC network to provide employee training at multiple campuses simultaneously.

**Student Services:** Financial Aid recently installed this technology to allow staff on the SLO campus to help students at the NC campus. This allows the necessary help for students at the NC campus with the limited departmental staffing.

The critical issue is that Cuesta is now dependant on this technology and there *never has been* a conscious college decision to depend on this technology and to fund the expansion and renewal of this equipment.

**Current Inventory**

<table>
<thead>
<tr>
<th>Location</th>
<th>Description</th>
<th>Comments</th>
</tr>
</thead>
</table>
| SLO | Mobile station in 5400 complex | • Supports people + content  
• Purchased with Library Expansion funds  
• Purchased new in 2007 (?) for ~$20k |
| SLO | Mobile station in 3100 building | • Sometimes used in 5300 by ASCC  
• Purchased with one-time funds  
• Was deployed as permanent install in 3411 and moved when instructional use failed to get regular support  
• Purchased??– almost dead |
| SLO – ECE | Permanent installation | • Initially purchased with ECE building funds  
• Broke since then and replaced with one-time funds |
| NC | Mobile station located in N1013 | • On cart, but doesn’t move very often  
• Supports people + content  
• Purchased in Feb 2008 for $6300 |
| NC | Mobile station located in N1015 | • On cart, but doesn’t move very often  
• Supports people + content  
• Purchased with Library Expansion funds  
• Purchased new in 2007 (?) for ~$15k |
| NC / SLO | Personal station- NC  
• Sandee McLaughlin  
• Financial Aid  
• Computer Services  
Personal station - SLO  
• Kathy Peter | • Attached to a single computer  
• Computer monitor is viewing station  
• Financial Aid using to meet with and help students at NC with SLO staff. |
A one-time payment of $20,000 will be required to bring our replace recently failed systems and an annual budget of $10,000 – 15,000 to keep our inventory at an appropriate standard.

**Action Plan**
- Cabinet determine long term goals for video conferencing equipment at Cuesta.
  - As a result of this decision, the following will need to be determined:
    - Anticipated usage: Academic, Administrative, Student Services
    - Installation: Permanent, Mobile, Personal
    - Target inventory levels / types
    - Support staff requirements
    - Initial and on-going funding

**Mobile Device Applications**
Developing applications for mobile devices is in its infancy for Higher Education and especially for Community Colleges. However all the data shows that this is a growing market for our current and future students. As with any new technology, it takes time for an “industry standard” to emerge.

Cuesta’s Marketing department contracted with a mobile device developer to create an application for both the iPhone/iPad and the Droid platforms during the Summer of 2010, which launched in Fall 2010. CTEA funds were used for this project. The goal of the application is to use mapping technology to show the user where buildings, offices and student resources are on all of our campus/sites.

At this point there are no plans to do additional mobile applications. This is considered a test application to see how responsive our students are to the technology. During the development of the Technology Master Plan in 2010-2012 there will be discussion and decisions on the strategic direction Cuesta wants to take as it pertains to applications for mobile devices.

**Action Plan**
- During the development of the Technology Master Plan, have a discussion and decisions of the strategic direction of applications for mobile devices for Cuesta.
Appendix A

Changes Made to Planning and Assessment at Cuesta, 2008-to present

Improved Planning

- May 2009 and annually thereafter, Technology Committee Assessed and Reorganized (April 2010)
- May 2010, Technology Project Lifecycle Flowchart, delineating process for proposing, approving and acquiring new technology, approved by Planning and Budget committee; Technology Committee creates criteria for annual college technology prioritization, submitted to Planning and Budget, Fall 2010
- June 2010, General Services, Fiscal Services, and Computer Services developed codes for tracking and predicting technology replacement, maintenance, and necessary equipment and supplies at the beginning of the current Fiscal Year
- Fall 2010, Technology Plan Assessed and Revised from report to Annual Plan and Review
- Fall 2010, Strategic Plan directs college to develop a Technology Master Plan that moves beyond inventory, using assessment
- Fall 2010, Implementing reorganization, Technology Committee is to report to Planning and Budget Committee

Integration with Other College Planning, Assessment, Resource Allocation

- Fall 2009-present Computer Services reviews technology requests in order to evaluate and oversee integration and effectiveness of technology acquisition
- Spring 2010 Technology Committee’s first annual Faculty Survey assesses faculty use of current instructional technology
- Fall 2010 APPW/CPPR connects division use and needs for instructional technology to SLOs, planning and assessment of implementation of instructional technology
- Fall 2010, proposed changes to APPW/CPPR to SLO assessment to justify technology requests in the development of Worksheet T.

Transition to Centralized Budgeting Processes for Technology

- May 2010, Pilot process for centralized budget item: data projector bulbs moved from individual division budgets to central budget line
- July 2010, Activity coding developed for technology as the first stage of tracking all technology expenditures and movement of funds to these accounts
- Summer 2010, Centralized cellular technology process clarifies cell phone compensation per IRS regulation and systematizes policy and procedures
- Summer 2010, As part of centralizing capital and technology planning, North County LRC determined to use centralized printing via networked, leased copiers, reducing costs and office-based printing
Use of Programs to Integrate Processes

- R25, scheduling software, allows for centralized scheduling of college courses and events
- Continued planning process for effective Banner implementation and upgrades
- Implementation of Banner has allowed for electronic dissemination of payroll documents, saving $12,000.00 annually in pay stub printing costs
- Implementation of “position control” in Banner has allowed for more accurate salary increase estimation year over year.
- HR implementation of online employment application system has systematized recruitment and selection processes
- CPAC technology reconfigured from original plans, anticipating technological changes and avoiding later upgrades; cost-benefit analysis confirmed decision
Appendix B

Cluster IPPR Priority Technology Items

This is the list of technology priority items from the 2010 Cluster IPPR documents. In reviewing the IPPR it became obvious that a change had to be made so that all technology items are listed together. The IPPR has been modified for the 2010-2011 version to have a separate tab in the spreadsheet for all technology.

<table>
<thead>
<tr>
<th>Category</th>
<th>Department</th>
<th>Description</th>
<th>Estimated Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative</td>
<td>Administrative Services-Police Department-Public</td>
<td>Citation Issuance Equipment (Six hand-held units, support</td>
<td>$10,000</td>
</tr>
<tr>
<td></td>
<td>Safety</td>
<td>hardware &amp; software)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Non-Instr Supp</td>
<td>(3) Computers &amp; Monitors</td>
<td>$3,000</td>
</tr>
<tr>
<td></td>
<td>Bookstore</td>
<td>6 Cash Registers for SLO store</td>
<td>25-30,000</td>
</tr>
<tr>
<td></td>
<td>Non Instr Eq</td>
<td>6 new Computers Rotate out old Computers</td>
<td>$7,000</td>
</tr>
<tr>
<td></td>
<td>Non Instr Tech</td>
<td>Replace 2 old POS Servers</td>
<td>$12,000</td>
</tr>
<tr>
<td></td>
<td>Non Instr Tech</td>
<td>4 Barcode Printers</td>
<td>$10,000</td>
</tr>
<tr>
<td>Technology</td>
<td>GS Purch</td>
<td>Smartboard Purchasing Department</td>
<td>$6,000</td>
</tr>
<tr>
<td>non-inst equip</td>
<td>Computer Services</td>
<td>Replace staff computers on a regular basis - need annually</td>
<td>$7,000</td>
</tr>
<tr>
<td>Instruct Tech</td>
<td>District Technology</td>
<td>Network Overhall - Replace all network switches</td>
<td>$1 - 1.5 Mil</td>
</tr>
<tr>
<td>Instruct Tech</td>
<td>District Technology</td>
<td>Replace a percentage of servers to keep technology current</td>
<td>$100k</td>
</tr>
<tr>
<td>Instruct Tech</td>
<td>District Technology</td>
<td>Tool to allow Web email to be functional for employees</td>
<td>$25,000</td>
</tr>
<tr>
<td>Instruct Tech</td>
<td>District Technology</td>
<td>Data traffic - packet shaping. Our current hardware is no longer supported by the vendor</td>
<td>4109 as a data center with reliable power and cooling</td>
</tr>
<tr>
<td>Instruct Tech</td>
<td>District Technology</td>
<td>Bring our computer inventory to current 4-5 age</td>
<td>$675,000</td>
</tr>
<tr>
<td>Instruct Tech</td>
<td>District Technology</td>
<td>Intrusion Detection System</td>
<td>$50,000</td>
</tr>
<tr>
<td>Instruct Tech</td>
<td>District Technology</td>
<td>Professional Services to perform a security audit on our network and services</td>
<td>??</td>
</tr>
<tr>
<td>non-Instruct Tech</td>
<td>District Technology</td>
<td>replace polycom station</td>
<td>$10,000</td>
</tr>
<tr>
<td>Instruct Tech</td>
<td>District Technology</td>
<td>Data Projector Lamp Inventory</td>
<td>$20,000</td>
</tr>
</tbody>
</table>

### WED Cluster

<p>| Non Instr Tech | CWE | Computer, 2 monitors, scanner, software | $1,500 |
| Non Instr Tech | WED&amp;CP | upgrade computers for staff- some grant-funded, some migration computers |
| Non Instr Supp | WED&amp;CP | Division Website | $2,000 |
| Inst. Equipment | ID | Ceiling Visualizer | $5,000 |
| Technology | FDM | TUKA TECH License | $5,000 |
| Technology | FDM | (15) Student Computer Workstations/Wireless Access | $48,000 |
| Inst. Equipment | CUL | ELMO and AV Cart for NC Culinary Arts Academy | $400 |
| Technology | ALL in HD | HD Department Web Pages | $6,000 |
| Instructional | ALL in HD | Instructional Technology &amp; Supply Money | $5,000 |
| Instructional Technology | CAOA | Adobe Software Upgrade | $18,000 |</p>
<table>
<thead>
<tr>
<th>Instructional Technology</th>
<th>Paralegal</th>
<th>Legal Solutions Software</th>
<th>$</th>
</tr>
</thead>
<tbody>
<tr>
<td>$600</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Instructional Technology</th>
<th>Paralegal</th>
<th>Lexis/Nexis Software</th>
<th>$</th>
</tr>
</thead>
<tbody>
<tr>
<td>$2,100</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Humanities Cluster**

<table>
<thead>
<tr>
<th>Instruct. Tech</th>
<th>Music</th>
<th>Computer in Music Lab, replace stolen, one time</th>
<th>1300</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instruct. Tech</td>
<td>Art Hist&amp;Prof Practices/Art Studio/Graphics</td>
<td>Replacement data projector bulbs 7@approx. $400 - ongoing</td>
<td>2800</td>
</tr>
<tr>
<td>Instruct. Tech</td>
<td>Art Hist&amp;Prof Practices/Art Studio/Graphics</td>
<td>Apple Software license &amp; maint. renewals (36mos.) - ongoing</td>
<td>9100</td>
</tr>
<tr>
<td>Instruct. Tech</td>
<td>Art Studio</td>
<td>Replace Xerox printer in 7175 -one-time</td>
<td>4098</td>
</tr>
<tr>
<td>Instruct. Tech</td>
<td>Langcom</td>
<td>Elmo for classrooms for Division (4)</td>
<td>&lt;15,000.</td>
</tr>
<tr>
<td>Instruct. Tech</td>
<td>JOUR</td>
<td>Digital Camera</td>
<td>3500</td>
</tr>
<tr>
<td>Instruct. Tech</td>
<td>Campus-Wide</td>
<td>WiFi in 3300, 3400, 6200, 6100, 1700 Bldgs.</td>
<td>$ ?</td>
</tr>
<tr>
<td>Instruct. Tech</td>
<td>English</td>
<td>30 Windows Standard-duty Laptops on Cart for Classroom Use</td>
<td>21500</td>
</tr>
<tr>
<td>Instruct. Tech</td>
<td>SSCI Division Wide</td>
<td>Upgrade Classroom Computers</td>
<td>4800</td>
</tr>
<tr>
<td>Instruct. Tech</td>
<td>SSCI Division Wide</td>
<td>Upgrade Classroom Monitors</td>
<td>1500</td>
</tr>
<tr>
<td>Non-Instruct. Tech</td>
<td>SSCI Division Wide</td>
<td>Upgrade Faculty Computers</td>
<td>4800</td>
</tr>
<tr>
<td>Technology</td>
<td>SSCI Division Wide</td>
<td>Major Renovation of Humanities Forum 6304</td>
<td>$40-50K</td>
</tr>
<tr>
<td>Student Services</td>
<td>Technology</td>
<td>Equipment</td>
<td>Operations</td>
</tr>
<tr>
<td>--------------------------------------</td>
<td>-------------</td>
<td>-------------</td>
<td>------------</td>
</tr>
<tr>
<td>Replace workstations &amp; Monitors -</td>
<td>AS</td>
<td>A&amp;R</td>
<td></td>
</tr>
<tr>
<td>some are 10 years old</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$ 13,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$ 5,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Replace data projectors -- 3306 &amp;</td>
<td>AS</td>
<td>A&amp;R</td>
<td>Counseling</td>
</tr>
<tr>
<td>3307</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$ 2,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CCCApply Online Admission Application (English &amp; Spanish) - Need Line-item in Budget</td>
<td>A&amp;R</td>
<td>Counseling</td>
<td></td>
</tr>
<tr>
<td>$ 15,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dual Monitors for 6 staff members</td>
<td>A&amp;R</td>
<td></td>
<td></td>
</tr>
<tr>
<td>$ 1,273</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2- Desktop Scanners</td>
<td>A&amp;R</td>
<td></td>
<td></td>
</tr>
<tr>
<td>$ 400</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SARS Planner</td>
<td>Counseling</td>
<td></td>
<td></td>
</tr>
<tr>
<td>$ 6,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SARS Early Alert</td>
<td>Counseling</td>
<td></td>
<td></td>
</tr>
<tr>
<td>$ 11,950</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Printers Two Replacement SLO/NC</td>
<td>Counseling</td>
<td></td>
<td></td>
</tr>
<tr>
<td>$ 4,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Desktop Computers Four Replacement</td>
<td>Counseling</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SLO/NC</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$ 6,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Replace 3305 Lab Computers</td>
<td>DSPS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>$ 30,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Office Computer Replacements (SLO,</td>
<td>DSPS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>NCC)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$ 9,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Digital Recorders</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$ 800</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Scholarship Tracking System- Needed</td>
<td>Financial Aid</td>
<td></td>
<td></td>
</tr>
<tr>
<td>to maintain a scholarship database</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$ 18,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Document Imaging: This would assist</td>
<td>Financial Aid</td>
<td></td>
<td></td>
</tr>
<tr>
<td>with the reduction of paper,</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>misplaced files, and filing.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$ 8,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The FA Office will need to continue</td>
<td>Financial Aid</td>
<td></td>
<td></td>
</tr>
<tr>
<td>to receive Banner consultation and</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>training for updates/setup.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$ 8,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>LCD to show Powerpoints/videos that</td>
<td>Financial Aid</td>
<td></td>
<td></td>
</tr>
<tr>
<td>will provide students with important</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>financial aid information.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$ 6,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Equipment</td>
<td>Student Life and Leadership</td>
<td>Instructional, mounted data projector; one-time</td>
<td>$</td>
</tr>
<tr>
<td>-----------------</td>
<td>-----------------------------</td>
<td>-----------------------------------------------</td>
<td>------</td>
</tr>
<tr>
<td>Equipment</td>
<td>Student Life and Leadership</td>
<td>Instructional, portable data projector; one-time</td>
<td>$</td>
</tr>
<tr>
<td>Equipment</td>
<td>Student Life and Leadership</td>
<td>Instructional, projector cart; one-time</td>
<td>$</td>
</tr>
<tr>
<td>Equipment</td>
<td>Student Life and Leadership</td>
<td>Non-instructional, personal color printer; one-time</td>
<td>$</td>
</tr>
<tr>
<td>Non-Inst Tech</td>
<td>VPSS</td>
<td>Document Scanner HP Scanjet N8460</td>
<td>$</td>
</tr>
<tr>
<td>Non-Inst Tech</td>
<td>VPSS</td>
<td>Computer w/dual monitors for Student Resolution Specialist</td>
<td>$</td>
</tr>
<tr>
<td>Non-Inst Tech</td>
<td></td>
<td>Two Laser Printers</td>
<td>$</td>
</tr>
</tbody>
</table>

**President's Cluster**

<table>
<thead>
<tr>
<th>Technology</th>
<th>Advancement</th>
<th>Computer (1 MAC)</th>
<th>$</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technology</td>
<td>Advancement</td>
<td>HP Wide Format Printer 45&quot;</td>
<td>$</td>
</tr>
<tr>
<td>Technology</td>
<td>Advancement</td>
<td>Digital Asset Management Software System</td>
<td>$30,000-50,000</td>
</tr>
<tr>
<td>Non-Instructional</td>
<td>Human Resources</td>
<td>Computer</td>
<td>$</td>
</tr>
<tr>
<td>Non-Instructional</td>
<td>Human Resources</td>
<td>Computer</td>
<td>$</td>
</tr>
<tr>
<td>Non-Instructional</td>
<td>Human Resources</td>
<td>Printer</td>
<td>$</td>
</tr>
<tr>
<td>Non-Instructional</td>
<td>Human Resources</td>
<td>Printer</td>
<td>$</td>
</tr>
<tr>
<td>Non-Instructional</td>
<td>Human Resources</td>
<td>People Admin-Position Description and Performance Management module</td>
<td>$</td>
</tr>
<tr>
<td>Non-Instructional</td>
<td>Human Resources</td>
<td>Laptop</td>
<td>$</td>
</tr>
<tr>
<td>Technology</td>
<td>SCC</td>
<td>2 Computers lap tops</td>
<td>$</td>
</tr>
<tr>
<td>Equipment</td>
<td>Biology</td>
<td>Digital link between a microscope and data projectors in classrooms.</td>
<td>$500</td>
</tr>
<tr>
<td>-----------------</td>
<td>-------------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------</td>
<td>------</td>
</tr>
<tr>
<td>Equipment</td>
<td>Biology</td>
<td>Replace all microscopes in room 2204 &amp; compound microscopes in 2200 &amp; 2202.</td>
<td>$60,000</td>
</tr>
<tr>
<td>Equipment</td>
<td>All Programs</td>
<td>Data projector (N2401)</td>
<td>$5,000</td>
</tr>
<tr>
<td>Equipment</td>
<td>Geo.Ocea/GIS</td>
<td>Replace 2108 laptops</td>
<td>$11,500</td>
</tr>
<tr>
<td>Technology</td>
<td>Biology</td>
<td>Update computers in 3 full time instructor offices. They are currently operating on systems that are 5-7 years old.</td>
<td>$3,500</td>
</tr>
<tr>
<td>Technology</td>
<td>Biology</td>
<td>Replace computers (30) in 2201, A-T Lab.</td>
<td>$35,000</td>
</tr>
<tr>
<td>Technology</td>
<td>Biology</td>
<td>Purchase 15 laptops for use in Bio 221 and bio 201B student use.</td>
<td>$15,000</td>
</tr>
<tr>
<td>Non-Instructional Technology</td>
<td>All North County (LVN, CNA, EMS MAST)</td>
<td>Copy Machine for North County Campus--durable; reliable and can handle high volume; this is an immediate need</td>
<td>$7,000</td>
</tr>
<tr>
<td>Instructional Technology</td>
<td>All Programs</td>
<td>Augmentation of Communication budget for polycom, teleconferencing capabilities, cell phone stipends and/or beepers--we have had this consistently on our unit plan since we increased the RN program and brought on LVN and Paramedic Program. We have added more faculty who live all over the county. We need to be able to discuss student performance issues as they relate to patient care and the clinical setting. Email is not adequate for this discussion.</td>
<td></td>
</tr>
</tbody>
</table>
Media station X 2 in 2502 with smart boards---with the growth of our program, we installed a removable wall to create 2 classrooms. As a result, one of these classroom has not teaching media station and the other classroom is antiquated.

### Academic Affairs

<table>
<thead>
<tr>
<th>Non-Instructional Technology</th>
<th>Institutional Research</th>
<th>Upgraded Research Computer</th>
<th>$</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-Instructional Technology</td>
<td>Assessment</td>
<td>Upgrade assessment lab computers</td>
<td>$25,000</td>
</tr>
<tr>
<td>Instructional Supplies</td>
<td>Library</td>
<td>Ongoing funding for Learning Management System</td>
<td>$55,000 (annually)</td>
</tr>
<tr>
<td>Instructional Supplies</td>
<td>Library</td>
<td>Ongoing funding for Library online databases</td>
<td>$60,000</td>
</tr>
<tr>
<td>Instructional Supplies</td>
<td>Library</td>
<td>EZProxy software (to improve universal remote access to online resources)</td>
<td>$500 (annually)</td>
</tr>
<tr>
<td>Instructional Supplies</td>
<td>Library</td>
<td>Software and hardware to support interactive virtual meetings</td>
<td>$10,000</td>
</tr>
<tr>
<td>Instructional Supplies</td>
<td>Library</td>
<td>Professional development</td>
<td>$5,000</td>
</tr>
<tr>
<td>Instructional Supplies</td>
<td>Library</td>
<td>Travel for internship coordinator</td>
<td>$5,000</td>
</tr>
<tr>
<td>Instructional Supplies</td>
<td>Library</td>
<td>Laptop</td>
<td>$1,200</td>
</tr>
</tbody>
</table>
# Appendix C

## Partial list of Computer Services Projects from work order system

<table>
<thead>
<tr>
<th>Reporting</th>
<th>Category</th>
<th>Subject</th>
<th>Primary Stakeholder</th>
<th>Department</th>
<th>Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Complete</td>
<td>Classroom Technology</td>
<td>Classroom Video Monitoring</td>
<td>Don Norton</td>
<td>ECE</td>
<td>From ECE IPPR document</td>
</tr>
<tr>
<td>Complete</td>
<td>Classroom Technology</td>
<td>Broadcasting Lab</td>
<td>John Arno</td>
<td>Broadcasting</td>
<td>Bring Broadcasting Lab computers onto the Cuesta LAN and into Computer Services support protocol</td>
</tr>
<tr>
<td>Complete</td>
<td>Classroom Technology</td>
<td>Computer Lab Combined and Renewed, 6103/6105 Languages Lab</td>
<td>Pamela Ralston</td>
<td>English and Lang Comm</td>
<td>Condense two underutilized labs into single lab with newer computers</td>
</tr>
<tr>
<td>Complete</td>
<td>Classroom Technology</td>
<td>Classroom AV Upgrade 7106</td>
<td>Marian Galzcenski</td>
<td>Fine Arts</td>
<td>Install high resolution, large screen projection system to allow faculty to display digital art to students.</td>
</tr>
<tr>
<td>Complete</td>
<td>Classroom Technology</td>
<td>Classroom MITT</td>
<td>Technology Committee</td>
<td>Institution</td>
<td>Provide common configuration in like classrooms to improve usability and support</td>
</tr>
<tr>
<td>Complete</td>
<td>Classroom Technology</td>
<td>Classroom AV Upgrade 2401</td>
<td>Ron Ruppert</td>
<td>Biological Sciences</td>
<td>Provide dual, large screen AV system with integrated controls</td>
</tr>
<tr>
<td>Complete</td>
<td>Classroom Technology</td>
<td>Classroom AV Upgrade 2402</td>
<td>Kathy Jimison (Brett Clark)</td>
<td>Physical Sciences</td>
<td>Provide dual, large screen AV system with integrated controls</td>
</tr>
<tr>
<td>Complete</td>
<td>Classroom Technology</td>
<td>Classroom AV Upgrade 2508</td>
<td>Marcia Scott</td>
<td>Nursing</td>
<td>Provide media display and demonstration facilities to support simulation mannequin</td>
</tr>
<tr>
<td>Complete</td>
<td>Classroom Technology</td>
<td>Classroom AV Upgrade 6300 (five rooms)</td>
<td>Jane Morgan</td>
<td>Social Sciences</td>
<td>Provide standardized hardware and integrated controls to improve operability of existing AV systems</td>
</tr>
<tr>
<td>Reporting</td>
<td>Category</td>
<td>Subject</td>
<td>Primary Stakeholder</td>
<td>Department</td>
<td>Goals</td>
</tr>
<tr>
<td>-----------</td>
<td>----------</td>
<td>---------</td>
<td>---------------------</td>
<td>------------</td>
<td>-------</td>
</tr>
<tr>
<td>Complete</td>
<td>Classroom Technology</td>
<td>Classroom AV Upgrade N2407, N2409</td>
<td>Marcia Scott</td>
<td>Nursing</td>
<td>Provide two dual screen AV system with integrated controls</td>
</tr>
<tr>
<td>Complete</td>
<td>Classroom Technology</td>
<td>Classroom AV Upgrade 2502</td>
<td>Marcia Scott</td>
<td>Nursing</td>
<td>Provide two dual screen AV systems with integrated controls in split-room environment</td>
</tr>
<tr>
<td>Complete</td>
<td>Classroom Technology</td>
<td>Classroom AV Upgrade N5002, N5003</td>
<td>Don Norton, Sandee McLaughlin</td>
<td>ECE</td>
<td>Provide two single screen AV system with integrated controls</td>
</tr>
<tr>
<td>Complete</td>
<td>Classroom Technology</td>
<td>Centralized Data Projector Lamps</td>
<td>Technology Committee</td>
<td>Institution</td>
<td>Relieve budget and logistics issues for procuring data projector lamps</td>
</tr>
<tr>
<td>Complete</td>
<td>Classroom Technology</td>
<td>Computer Lab Renewal 3406 Engineering Lab</td>
<td>David Fernandez</td>
<td>Engineering</td>
<td>Migrate aged computers in high-performance computing lab</td>
</tr>
<tr>
<td>Complete</td>
<td>Classroom Technology</td>
<td>Computer Lab Renewal N2411 Business Lab</td>
<td>Virginia Findley, Sandee McLaughlin</td>
<td>Business Education</td>
<td>Retire aged computers in NCC Business computing lab</td>
</tr>
<tr>
<td>Complete</td>
<td>Classroom Technology</td>
<td>Computer Lab Renewal 3400 Open Lab</td>
<td>Mark Stengel</td>
<td>Library</td>
<td>Retire aged computers in SLO campus Open Computing Lab</td>
</tr>
<tr>
<td>Complete</td>
<td>Desktop Computers</td>
<td>Desktop Patch Windows XP SP3</td>
<td>Computer Services</td>
<td>Institution</td>
<td>Retire end of life software</td>
</tr>
<tr>
<td>Complete</td>
<td>Infrastructure</td>
<td>BlackBerry Enterprise Server</td>
<td>Computer Services</td>
<td>Institution</td>
<td>Provide improved security and features for BlackBerry users</td>
</tr>
<tr>
<td>Complete</td>
<td>Infrastructure</td>
<td>Business and Entrepreneurship Center Relocation</td>
<td>Israel Dominguez</td>
<td>Business Center</td>
<td>Support relocation of Business and Entrepreneurship Center</td>
</tr>
<tr>
<td>Complete</td>
<td>Infrastructure</td>
<td>Cultural and Performing Arts Center</td>
<td>Institutional</td>
<td>Performing Arts</td>
<td>Provide desktop and mobile computers, classroom technology, and networked communications to all areas and functions of the building.</td>
</tr>
<tr>
<td>Complete</td>
<td>Infrastructure</td>
<td>New MS SQL Server 2008</td>
<td>Computer Services</td>
<td>Institution</td>
<td>Retire end of life software</td>
</tr>
<tr>
<td>Reporting</td>
<td>Category</td>
<td>Subject</td>
<td>Primary Stakeholder</td>
<td>Department</td>
<td>Goals</td>
</tr>
<tr>
<td>-----------</td>
<td>----------------</td>
<td>---------------------------------</td>
<td>---------------------</td>
<td>--------------------</td>
<td>------------------------------------------------</td>
</tr>
<tr>
<td>Complete</td>
<td>Infrastructure</td>
<td>New Firewall</td>
<td>Computer Services</td>
<td>Institution</td>
<td>Retire end of life hardware</td>
</tr>
<tr>
<td>Complete</td>
<td>Infrastructure</td>
<td>New VMWare ESX Servers</td>
<td>Computer Services</td>
<td>Institution</td>
<td>Expand capacity for virtual servers</td>
</tr>
<tr>
<td>Complete</td>
<td>Infrastructure</td>
<td>Partial generator and UPS for 3318</td>
<td>Computer Services</td>
<td>Institution</td>
<td>Protect storage assets during power outages</td>
</tr>
<tr>
<td>Complete</td>
<td>Infrastructure</td>
<td>RT for MOG</td>
<td>Terry Reece</td>
<td>MOG</td>
<td>Allow electronic filing of trouble tickets for MOG</td>
</tr>
<tr>
<td>In progress</td>
<td>Infrastructure</td>
<td>Upgrade Citrix</td>
<td>Computer Services</td>
<td>Institution</td>
<td>Retire end of life software</td>
</tr>
<tr>
<td>Complete</td>
<td>Infrastructure</td>
<td>Upgrade PC Charge Credit Card Processing</td>
<td>Matthew Green</td>
<td>Community Programs</td>
<td>Retire end of life software</td>
</tr>
<tr>
<td>Complete</td>
<td>Infrastructure</td>
<td>Upgrade Storage</td>
<td>Computer Services</td>
<td>Institution</td>
<td>Expand capacity of network shares, backups</td>
</tr>
<tr>
<td>Complete</td>
<td>Infrastructure</td>
<td>Wireless and Wired Network for Weight Room</td>
<td>Walt Rehm</td>
<td>Physical Education</td>
<td>Allow electronic FTES login, provide wireless network access</td>
</tr>
<tr>
<td>Complete</td>
<td>Infrastructure</td>
<td>Wireless Network for 2300, 2500</td>
<td>Marcia Scott</td>
<td>Nursing</td>
<td>Provide wireless access to students and faculty 2300 and 2500</td>
</tr>
<tr>
<td>Complete</td>
<td>Infrastructure</td>
<td>Wireless Network for 5000</td>
<td>Anthony Guttierez</td>
<td>ASCC</td>
<td>Provide wireless access to students in cafeteria, courtyard, and 5400.</td>
</tr>
<tr>
<td>In progress</td>
<td>Classroom Technology</td>
<td>Classroom AV Inventory</td>
<td>Technology Committee</td>
<td>Institution</td>
<td>Assess condition of all installed AV assets to help budget planning</td>
</tr>
<tr>
<td>In progress</td>
<td>Classroom Technology</td>
<td>Video Podcasting System</td>
<td>Deb Wulff</td>
<td>Institution</td>
<td>Faculty can create audio and video content for their courses</td>
</tr>
<tr>
<td>In progress</td>
<td>Desktop Computers</td>
<td>Migrate to Office 2007</td>
<td>Computer Services</td>
<td>Institution</td>
<td>Retire end of life software</td>
</tr>
<tr>
<td>Planned</td>
<td>Classroom Technology</td>
<td>AV Upgrade Room 1100</td>
<td>Walt Rehm</td>
<td>Physical Education</td>
<td>Address deficiencies that make room difficult to use for regular instruction</td>
</tr>
<tr>
<td>Planned</td>
<td>Classroom Technology</td>
<td>AV Upgrade Room 3129</td>
<td>Mark Stengel</td>
<td>Library</td>
<td>Address deficiencies that make room difficult to use for regular instruction</td>
</tr>
<tr>
<td>Reporting</td>
<td>Category</td>
<td>Subject</td>
<td>Primary Stakeholder</td>
<td>Department</td>
<td>Goals</td>
</tr>
<tr>
<td>-----------</td>
<td>----------</td>
<td>---------</td>
<td>---------------------</td>
<td>------------</td>
<td>-------</td>
</tr>
<tr>
<td>Planned</td>
<td>Classroom Technology</td>
<td>AV Upgrade Room 4028</td>
<td>Don Norton</td>
<td>ECE</td>
<td>Provide access to new video monitoring system for students in classroom setting</td>
</tr>
<tr>
<td>Planned</td>
<td>Classroom Technology</td>
<td>AV Upgrade Room 7102</td>
<td>Marian Galzcenski</td>
<td>Fine Arts</td>
<td>Address deficiencies that make room difficult to use for regular instruction</td>
</tr>
<tr>
<td>Planned</td>
<td>Classroom Technology</td>
<td>AV Upgrade Room 8008</td>
<td>Todd Frederick</td>
<td>Administration, HR</td>
<td>Provide access to electronic media for administration and HR meetings</td>
</tr>
<tr>
<td>Planned</td>
<td>Classroom Technology</td>
<td>AV Upgrade Room 4603</td>
<td>Bradley Stevenson</td>
<td>Construction</td>
<td>Address deficiencies that make room difficult to use for regular instruction</td>
</tr>
</tbody>
</table>