



Technology Master Plan

2008 – 2011

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Executive Overview

Purpose

South Florida Community College (SFCC) believes in the worth of each of its students and, through all of its educational programs and services, the College seek to develop human potential and create brighter futures. The purpose of this plan is to provide the framework from a technology-based perspective for meeting the College mission “to provide a learning-centered environment through excellent programs, training, and services.”

Summary

This is the Technology Master Plan (TMP) for SFCC. This three-year plan provides a common direction and purpose for technology at all College facilities. Technology is not only operationally necessary due to limited resources, but has become a strategically valuable asset supporting and enabling College goals. The importance of technology planning has, therefore, never been as acute as it is today.

The TMP examines an institution’s goals and aligns technology directions to support and enable those goals. The result of the process is a TMP that serves to guide the institution into the future by giving direction to the people and organizations, who operate tactically with technology, proposing, prioritizing, funding and executing specific technology projects.

Information technology (IT) has become an integral part of College processes and culture. To varying degrees, SFCC depends on technology to provide services, access to information, and many conveniences that span the academic and business enterprises. Technology has traditionally been used to support the operational requirements of the institution and is increasingly being deployed with strategic importance.

Both internal and external forces influence SFCC’s technology priorities and funding sources, as the demand for technology on campus, particularly information technology, continues to increase while state appropriations for higher education continue to be reduced. IT services providers, technology users, and all levels of academic and business administration need to work in concert with clearly defined directions. Given the need to be judicious in the expenditure of technology appropriations coupled with the opportunities that College planning provides, the importance of long-range strategic planning for technology has never been more evident nor more appropriate for the College.

The planning process has provided the College with the opportunity to leverage technology to support the goals of the College. The alignment of the TMP with the College’s mission and goals will be critical for the success of IT deployment and impacts the extent to which we can leverage technology.

This TMP, guided by the Technology Committee, is the outcome of a technology planning process that has encouraged input from the College constituency with an emphasis on broad-based campus input and insight. The goal of this process is to directly align the College’s technology initiatives with our institutional mission and goals to affect outcomes that are owned and promulgated by all technology users.

The TMP is a three-year plan that maps out the technology direction for SFCC. It is anticipated that this plan will be reviewed annually and will help guide annual Unit Action Planning (UAP) by unit managers. The TMP provides a status report on technology goals defined for the past and current years and a roadmap of future technology goals including linkages to College planning themes and goals, definitions of necessary resources (costs, facility, personnel), and statements of how successful achievements of goals will be measured.

The strategic technology goals have been placed under the following categories for clarity and do not imply a priority order.

- I. College-wide Technology Support
- II. Teaching and Learning
- III. Student Support Services
- IV. Community Services

The next step is to apply the TMP within the unit action planning process. There are always more demands for technology resources than actually exist. The tactical implementation of the TMP outlines the process of prioritizing and approving College technology projects, then allocating resources. The creation of a yearly tactical plan includes gathering major and minor project recommendations, prioritizing them, determining mandatory and operational requirements, then allocating resources according to available skill sets to enable the institution to meet its mission.

Technology Issues and Trends

An important aspect of technology planning is an understanding of the technology issues and trends that may impact the College. These issues and trends were identified in the Educause 2007 Current Issues Survey which included responses from over 600 educational institutions (www.educause.edu/ir/library/pdf/ERM0730.pdf). Understanding these issues and trends provides a base of knowledge from which more effective technology planning may occur and additionally provides a benchmark from which technology implementations at SFCC may be measured. The top ten current technology issues and trends identified in this Educause survey:

1. Funding Information Technology (IT)
2. Security
3. Administrative / ERP / Information Systems
4. Identity/Access Management
5. Disaster Recovery / Business Continuity
6. Faculty Development, Support and Training
7. Infrastructure
- 8. IT Strategic Planning**
9. Course/Learning Management Systems
10. Governance, Organization and Leadership

Technology planning has been on the top ten strategic technology issues in higher education for the past four years along with many of the other important challenges for the College. SFCC has made progress on many of the issues and trends identified in the Educause 2007 Current Issues Survey as reflected within and by this TMP. However, the College must remain diligent in its

efforts to focus, maintain and improve our responses as these issues and trends form the core of the technology operations and systems supporting our institution.

1999/2000 - 2006/2007 Technology Overview

There have been many changes in the technological needs of the College since the 1999 - 2002 Technology Plan was completed. The College has addressed those needs by upgrading existing technology and implementing new types of technology which helped improve learning and the operations of the College.

In 2000/01 the Internet connection was upgraded to an optical circuit (OC3) partial line increasing the bandwidth to 9 Megabit (Mb) and the Nortel Meridian voice messaging system was upgraded. The Cisco local area network (LAN)/wide area network (WAN) was installed in 2002/03 as well as T-Carrier (T1) lines to the DeSoto and Hardee campuses and the Lake Placid Center. Internet Protocol (IP) phones were added in 2002 and wireless access in 2003. During 2003/04 the heating, ventilating and air conditioning (HVAC) was placed on the network with fiber.

During 2001/02 the College implemented the SunGard SCT Banner Collegiate Administrative suite, the Cisco Private Internet Exchange (PIX) firewall, and the upgrade of the backup system to a tape jukebox. In 2002, Banner Self-Service was added as well as a backup database server. Another significant change was the move from Novell to Microsoft Windows Server in 2002/03. A storage area network (SAN)/blade server was installed in 2005.

Since 1999 a wide array of learning technologies has been implemented to enhance and support the learning at the College. In 1998, two-way interactive TV was introduced into the learning environment. This technology was upgraded in 2002. In 1999 the video cassette recorders (VCRs) were upgraded to digital video disks (DVDs) and, in 2000, additional video projectors were added to replace television (TV) monitors. In 2001 liquid crystal display (LCD) projectors were purchase to provide larger display of the computer images.

In 2002 all the instructional technology was placed on carts for greater mobility. Fourteen (14) fully loaded media carts were purchased and distributed among the campuses. This also allowed the College to institute video streaming. In 2003, rooms G101 and G102 on the Highlands Campus were outfitted with state-of-the-art equipment. The 2002/03 addition of T1 lines at the Hardee and DeSoto campuses and Lake Placid Center provided the capacity to support the upgrade to streaming audio and video on demand at single or multiple bitrates, using Windows Media Player. Also in November 2003, the Educational Technology Center (ETC) was formed to provide technology training and education for faculty, staff and students. One of the ETC's major responsibilities has been the implementation and support of the Desire 2 Learn (D2L) system. In 2005, instructional television fixed service (ITFS) signal was installed at the Teacherage, and four classrooms were transformed into "smart" classrooms. In 2006 an additional 14 "smart" classrooms were added.

The 2006/07 fiscal year was the first year for the computer refresh program which is designed to replace computer technology after a specified period of time. Approximately 270 computers have been refreshed thus far. In May 2006 the College broke ground for the new Health and Science Education Center. The two-story, 51,000-square-foot building is the home of the

College's science, nursing, and radiological technician programs. The available technology identified to be available: 13 "smart" classrooms; eight labs with media capabilities; wireless connectivity; and state-of-the-art nursing and radiological equipment.

In January 2007 Media Services was reorganized and divided into Media Services to support the development of learning materials and Media Systems to provide technical support of classroom audio visual equipment. The former Educational Technology Center became e-Learning and has incorporated the Media Services component. The department will provide support for the expansion of electronic learning offerings, which includes online course offerings, telecourses, the use of two-way television and hybrid courses that straddle both traditional classroom and Internet-based delivery.

Also in January 2007 the new position of chief information officer was created to provide guidance in the planning, deployment and upgrade endeavors within the College; Media Systems became part of Information Technology; and new director positions were created for application software development and network systems.

In April 2007 a Webmaster was hired to provide a dedicated focus in the development of the external Web presence. The Webmaster reports to the director of community relations and marketing and is responsible for the redesign the SFCC Web site to provide an external focus with easier navigation and usability. The Web site and its links will be particularly important as the College approaches the reaffirmation of its accreditation in 2012 through the Southern Association of Colleges and Schools (SACS).

Detailed charts identifying the status of planned technology goals in 2006/07 and 2007/08 are contained as part of the TMP. Many of these goals have already been achieved including the approval of a four-year technology refresh program; some wireless connectivity; an increased number of workstations in registration; installation of a SAN unit; an upgraded Online Technology Group (OTG) Application Extender system; a new anti-spam appliance; and addition of an Institutional Research (IR) internal Web server.

Some goals, including the integration of peripheral software systems with Banner, maintaining version currency of administrative software products, increasing the number of workstations in registration, and the purchase of the Unity voice mail system for IP phone are in progress with no anticipated issues that would prevent successful completion.

Introduction

Overview

The TMP represents the formalization of a process for comprehensive and inclusive technology planning and defines the process by which this technology planning integrates with institutional strategic planning.

Appendix A includes a chart and process description representing how strategic planning done at the senior administrative level will flow into both facility and technology strategic planning and how both facility and technology strategic planning will flow into strategic planning done at the senior administrative level.

Appendix B identifies the College Mission and strategic goals.

Appendix C is a glossary of technical terms used in this document.

Appendix D provides a recap of the progress made toward completion of strategic technology goals by fiscal year.

Plan Duration and Development

A three-year time period was selected for the TMP. While planning for technology implementations with certainty for three years will be difficult, we should be able to capture major areas of technology for which we are virtually certain that new implementations, upgrades or replacements will be necessary based on experiences and previous history.

The TMP has been developed by the Technology Committee with input from the campus community.

Technology Committee

The Technology Committee reports to a College vice president, as assigned by the president, and is chaired by the chief information officer.

The committee will promote and support those new practices and activities employing new and highly productive technologies whenever they can be proven to benefit the College's students or staff.

The committee members will accomplish this by encouraging the College community to identify the pedagogical endeavor to be accomplished and with the help of the committee determine the appropriate technology.

The committee is responsible for collecting and analyzing data to first study critically and then report on the efficiency and utility of these new technologies.

The membership of the Technology Committee is as follows:

Chair Chief Information Officer
Vice President, as assigned by the College President
Dean of Arts and Sciences
Dean of Applied Sciences and Technologies
Representative from the Banner Project Team (Chair)
Representative from the e-Learning Committee (Chair)
Representative from the Web Advisory Committee (Webmaster)
Director of Application Software Development
Director of Computer Networks
Director of Media Systems
Director of Institutional Research and Program Development
Director of e-Learning
Representative from the Library
One non-Highlands campus representative from the Hardee, DeSoto, or Lake
Placid locations

Additional members are chosen from available faculty, staff and administrators who have key roles within the other technology committees at SFCC or for their roles as technology leaders at the College.

Previous Year Plan Goals (2006/07)

Overview

The major technology goals for 2006/07 are linked to the College's strategic goal that would be positively affected by achievement of that goal. These major goals do not represent an inclusive list of all technology goals established for the year. The description section provides information relative to the elements of each major technology goal.

The major impacts of planned technology goals for 2006/07 have been in the pursuit of excellence in educational programs and services (Theme I, Goals B and D); facilitating a positive environment in which to learn and work (Theme III, Goal B); the use of technology to support student learning and services (Theme IV, Goals A and B); and integrate planning and assessment for institutional effectiveness (Theme V, Goal B)

The pursuit of excellence in educational programs has been enhanced by the addition of the General Education Development course as a supplemental program for the Division of Adult and Community Education with the weekly schedule placed in the local newspaper and on the College Panther Network Web site; and the upgrade of the existing position of media aide to a classroom technology specialist.

Facilitation of a positive environment in which to learn and work has been improved with the provision for media services personnel to attend regular training and workshops to provide professional growth.

The use of technology to support student learning and services is being improved with the ongoing upgrade of classrooms with 11 rooms upgraded in 06/07 to "smart" classrooms that are permanently equipped with a podium, LCD projector, document camera, DVD/VCR player, a desktop computer, IP phone, two speakers mounted on the classroom walls, and a laptop connection on the podium; use of the Desire to Learn (D2L) course management system (CMS) to provide student access to telecourse programs via the Internet; implementation of a four-year computer refresh program with approximately 270 computers refreshed thus far; wireless connectivity in the Learning Resource Center (LRC) to allow students and employees to access the Network/Internet through a wireless LAN; the use of the server farm and disk storage to provide additional storage and removal of size limitations on Microsoft Exchange mailboxes; and enhancement to the OTG system with a new server and upgraded software connected to the SAN for storage of images; and the purchase of an anti-spam appliance to reduce spam e-mail.

The goal to integrate planning and assessment for institutional effectiveness has been improved with the addition of an internal server for institutional research to provide Web access to research documents.

The following 2006/07 goals have been delayed, are in progress, or continue to be ongoing.

Wireless infrastructure for Registration – Design of wireless infrastructure for Registration Department has been completed and the project is on hold until sufficient funding is identified.

Creation of faculty load sheet reporting application; implementation of 2+2 articulation; and the ongoing version currency of administrative software products are in progress.

The rewrite of SCT created state reporting that will run in native Banner (JOBSUB), repurposing of existing Unix Banner database server for disaster recovery; upgrade of the Panther Network head-end broadcast equipment; and purchase of the Unity voicemail system for the IP phones have been delayed.

Description

The TMP (2006/07) chart below describes the elements of the major technology goals for this year.

Technology Goal 2006/07	College Planning Themes and Goals	Target Date	Support from other Depts.	Fiscal Requirements	Achievement Measure	Outcome: Completed; Progress; Delayed; No Completed; Terminate
College-wide Support						
1. To have media personnel attend workshops and seminars	III, B	06/2007	SPD	\$5,000.00	Four workshops were attended by media personnel during the 06/07 fiscal year	Completed - 06/2007
2. To supply employees with computers that are no more than four years old	IV, A	06/2007 for first refresh	None	\$275,000	Four- year refresh program with oldest computers replaced	In Progress – ongoing project annual funding
3. To eliminate the majority of spam emails received by the College	IV, B	06/2007	None	\$4,000	Installation and operation of anti-spam appliance	Completed – 12/2006
4. To integrate peripheral software systems with Banner	IV, B	06/2007	None	\$3,000	Integration with Banner of Facts 2+2, IVIS ID Card System, Facts Mgmt E-Cashier	In Progress – Target 08/2007
5. To use the SFCC server farm and disk storage effectively	IV, B	06/2007	None	\$100,000	Installation and operation of SAN, backup system, and blade servers	Completed – 12/2006
6. To continue to supply voice mail to all employees	IV, B	06/2007	None	\$80,000	Installation and operation of Unity voice mail system for IP phones	In Progress – Target 06/2007
7. To rewrite SCT created state reporting programs that will run in native Banner (JOBSUB) and will provide more efficient and accurate reporting	IV, B	06/2007	None	None additional	Implemented reporting.	Delayed – until 08/2007
8. To repurpose existing Unix Banner Database server for disaster recovery	IV, B	06/2007	None	None Additional	Installation and operation of DR Server	Terminated – 05/2007

Technology Goal 2006/07	College Planning Themes and Goals	Target Date	Support from other Depts.	Fiscal Requirements	Achievement Measure	Outcome: Completed; Progress; Delayed; No Completed; Terminate
College-wide Support (continued)						
9. To maintain version currency of administrative software products	IV, B	06/2007	None	\$11,400	Upgrade of All OS and Banner to most current versions	In Progress – ongoing project
10. To build browser accessible access for Institutional Research data	V, B	06/2007	Institutional Research	None Additional	Installation and operation of internal server	Completed – 09/2006
Teaching and Learning						
11. To allow students to access telecourse programs via the Internet	IV, A	06/2007	E-Learning	\$20,000	Used D2L CMS. Measure will be how many students access D2L	Completed – 04/2007
12. To install permanent instructional equipment in dedicated classrooms and replace outdated and obsolete equipment in classrooms	IV, A	06/2007	None	\$9,000 per classroom	Installation and operation of smart technology configuration by faculty	In Progress – until all classrooms have been converted
13. To upgrade the Panther Network head-end broadcast equipment	IV, A	06/2007	None	\$40,000	Installation and operation of equipment.	Terminated – 03/2007
14. To provide wireless LAN/ WAN access in LRC	IV, A	06/2007	None	\$30,000	Installation and operation of wireless network	Completed – 12/2006
Student Support Services						
15. To enable College to continue to scan and manage documents in OTG system	IV, B	06/2007	None	\$100,000	Installation and operation of new server and software	Completed – 12/2006
16. To increase the number of student workstations in registration	IV, A	06/2007	None	\$2,000.00	Implementation and operation of wireless infrastructure in Building B first floor	Delayed – until funding is available
17. Create faculty load sheet reporting application	IV, B	06/2007	None	None Additional	Implemented application	Not Completed – not started
Community Services						

Current Year Plan Goals (2007/08)

Overview

The major technology goals for 2007/08 are linked to the College planning theme goal that would be positively affected by achievement of that goal. These major goals do not represent an inclusive list of all technology goals established for the year. The description section provides information relative to the elements of each major technology goal.

The major impacts of planned technology goals for 2007/08 have been, or will be, the facilitation of a positive environment in which to learn and work (Theme III, Goal A); the use of technology to support student learning and services (Theme IV, Goals A and B); and establish partnerships with business, education, government, and community organizations (Theme VII, Goal C).

The facilitation of a positive environment in which to learn and work is being improved with the implementation of an IP based emergency notification system.

The use of technology to support student learning and services is being improved with the ongoing upgrade of classrooms to “smart” classrooms that are permanently equipped with a podium, LCD projector, document camera, DVD/VCR player, a desktop computer, IP phone, two speakers mounted on the classroom walls, and a laptop connection on the podium; the identification of the SunGard Luminis portal product to provide connectivity among Desire2Learn (D2L) course management system (CMS), Banner, third party systems, external Web site and internal portal; redesign of the College’s external Web site; upgrade of the two-way interactive video conferencing equipment at the Highlands Campus and other SFCC sites; 13 “smart” classrooms and eight media available labs in new Health and Science Education Center; continuation of the four-year computer refresh program; the implementation of the prospects and admissions self service through PAWS; ongoing upgrades to maintain version currency of administrative software products; ongoing implementation of wireless access points; provide business continuity in the event of a disaster or catastrophic event – Phase I; ongoing transition to IP phones and move to unity voice mail system; ongoing server upgrades to blade servers; implement online course catalog and interactive class schedule; the identification and implementation of an intrusion detection/intrusion prevention system (IDS/IPS); upgrade Language Lab from analog to digital; support the electronic learning offerings which provide faculty and students opportunities in a variety of electronic learning technologies; and increase the College’s Internet bandwidth.

The establishment of partnerships with business, education, government and community organizations would be enhanced with a partnership with the Highlands County School District to setup a two-way teleconferencing system. This project has been discontinued by the School District until a future date.

Description

The TMP (2007/08) chart below describes the elements of the major technology goals for this year.

Technology Goal 2007/08	College Planning Themes and Goals	Target Date	Support from Other Depts.	Fiscal Requirements	Achievement Measure	Outcome: Completed; In Progress; Delayed; Not Completed; Terminated
College-wide Support						
1. To provide wireless LAN/ WAN access at all campuses	IV, A	07/2008	None	\$50,000	Installation and operation of wireless network	Phase I completed – ongoing project
2. To allow students, employees and public to access targeted information through the Luminis portal	IV, B	07/2008	All Depts.	\$375,000	Installation and operation of a portal with connectivity among D2L CMS, Banner, third party systems, external Web site and internal portal	Not Completed – not started
3. To provide business continuity in the event of a disaster or catastrophic event – Phase I	IV, B	07/2008	All Depts.	\$160,000	Create and approve a viable, secure and cost effective plan. Implement first phase servers for mission critical operations	Phase I completed - Fiscal year Funding reduced to \$50,000 - Banner backup systems located at Hardee Campus
4. To maintain version currency of administrative software products	IV, B	07/2008	None	None additional	Upgrade of All OS and Banner to most current versions	In Progress – ongoing project
5. To provide secure data level security between peripheral software system and Banner	IV, B	07/2008	None	\$35,000	Scheduled data import into Accutrack for student access; data transfer between Nebraska Books and Banner	Not Completed – Not started
6. To supply employees with workstations that are no more than four years old	IV, A	06/2008	None	\$275,000	Four-year refresh program with oldest computers replaced	In Progress – ongoing project that will need funding every year
7. To rewrite SCT state reporting programs that will run in native Banner (JOBSUB) and provide more efficient and accurate reporting	IV, B	07/2008	None	None additional	Implemented reporting.	In Progress – Target 07/2008
8. To replace old servers with new blade servers that can be placed on maintenance contract	IV, B	07/2008	None	\$22,000	Implementation and operation of four new blade servers	In Progress – Target 07/2008
9. To provide quality and stability on the College network and Internet access	IV, B	07/2008	None	\$30,000	Purchase Intrusion Detection/Intrusion Prevention system (IDS/IPS)	In Progress – Target 07/2008
10. To replace obsolete Meridian system with Voice over IP (VOIP)	IV, B	6/2008	None	\$120,000	Implementation and use of IP phones and Unity voice mail system	In Progress – Target 02/2008
11. To increase Internet bandwidth	IV, B	06/2008	None	Based upon percentage of increase	Increase, shape and use of additional bandwidth capability	In Progress – Target 03/2008

Technology Goal 2007/08	College Planning Themes and Goals	Target Date	Support from Other Depts.	Fiscal Requirements	Achievement Measure	Outcome: Completed; In Progress; Delayed; Not Completed; Terminated
College-wide Support (continued)						
12. To implement an IP based emergency notification system	III, A	07/2008	None	\$75,000 from Grant	Installation and utilization of IPCelerate audio component	Completed – 01/2008
Teaching and Learning						
13. To set up two-way interactive teleconferencing with Highlands School District	VII, C	07/2008	Highlands School District	\$200,000	Installation and operation of two-way TV between SFCC and District schools	Terminated – 04/2007
14. To upgrade existing two-way interactive teleconferencing at all campuses	IV, A	01/2008	Academic VP Faculty	\$200,000	Installation and operation of two-way interactive classes among campuses	In Progress – Target 03/2008
15. To install 21 media setups in new HSC including 13 classroom podiums and eight labs with media capabilities	IV, A	08/2007	None		Installation and operation of podiums and associated technology	Completed - 08/2007
16. To install permanent instructional equipment in dedicated classrooms and replace outdated and obsolete equipment in classrooms	IV, A	06/2008	None	\$9,000 per classroom	Installation of smart technology configuration and use by faculty	In Progress – until all classrooms have been converted
17. To support the College's Electronic Learning offerings which provide faculty and students opportunities in a variety of electronic learning technologies.	IV, A	06/2008	Academic VP e-Learning Faculty		Maintenance/upgrade of technology needed to offer and use electronic learning offerings providing quality services	In Progress – Ongoing Project
18. Upgrade Language lab from analog to digital	IV, A	06/2008	Academic VP, Faculty	\$30,000	Installation and operation of digital lab	In Progress – Target 06/2008
Student Support Services						
19. To allow prospective students to enter contact information via the Web	IV, B	07/2008	Enrollment Mgmt.	None Additional	Implementation and operation of Prospect Self Service through PAWS	Not Completed – Target 07/2008
20. To implement Banner self serve Web for applicants	IV, A and B	06/2008	Enrollment Mgmt.	\$50,000	Implementation and operation of self service Web for applicants	Not Completed – Not started
Community Services						
21. To redesign the College's external Web site.	IV, A and B	01/2008	All Depts	None	Implementation Web site that provides an external focus with easier navigation and usability.	In Progress – initial design completed – ongoing project
22. To implement an online course catalog and interactive class schedule thus reducing related mailing costs.	IV, A	06/2008	Academic VP, Enrollment Services	Reallocated savings from mailing cost	Implementation and use of online catalog and interactive schedule	Not Completed – currently in the evaluation phase

Future Year Plan Goals (2008/09)

Overview

The major technology goals for 2008/09 are linked to the College planning theme goal that would be positively affected by achievement of that goal. These major goals do not represent an inclusive list of all technology goals established for the year. The description section provides information relative to the elements of each major technology goal.

The major impacts of planned technology goals for 2008/09 will be to facilitate a positive environment in which to learn and work (Theme III, Goal A); and to use technology to support student learning and services (Theme IV, Goals A and B.

The facilitation of a positive environment in which to learn and work would be improved with the implementation of additional response capabilities IP based emergency notification system.

The use of technology to support student learning and services will be improved with the implementation of II of the business continuity plan; replacement of the Meridian voice messaging system; implementation of automated workflows for multiple business processes; continued technological support of the Library to enhance student learning; installation or replacement of technologies to accommodate students with special needs; maintaining version currency of administrative software products; planning and deployment of newest versions of site licensed software; digital signage network; provide interactive systems (clickers) in all classrooms; the ongoing upgrade of classrooms to “smart” classrooms that are permanently equipped with a podium, LCD projector, document camera, DVD/VCR player, a desktop computer, IP phone, two speakers mounted on the classroom walls, and a laptop connection on the podium; continuation of the four-year computer refresh program; laptop computers and wireless connectivity to support corporate and continuing education program; online computer testing center; additional library computers and tutorial lab at the DeSoto Campus; second computer lab and podium in room 202, Hardee campus; two library computers for Lake Placid Center; “smart” classrooms in Building 100, rooms 124 and 171, Lake Placid Center; additional wireless access Building 100, second floor and building 500, Lake Placid Center; addition of an online speech class as the last component of an online A.A. degree; electronic assessment of student readiness for online learning; online tutoring for students; use of Luminis content management system for external Web site data; software refresh for employee computers; software funding for computer equipped classrooms and labs; increase Internet bandwidth as appropriate; increase the storage capacity of the OTG system as the need is identified; and support the electronic learning offerings which provide faculty and students opportunities in a variety of electronic learning technologies.

Description

The TMP (2008/09) charts below describe the elements of the major technology goals for this year.

Technology Goal (08/09)	Rationale
College-wide Support	
1. To implement Phase II of Business Continuity Plan	Phase I of the plan has been completed. With technology services now critical to the functioning of the College there is a need to greatly expand and more fully develop this plan.
2. To maintain version currency of administrative software products	All OS and Banner must be kept at the most current versions to provide optimal data integrity.
3. To build a digital signage network	The digital signage will enhance communications and as part of the campus preparedness for emergency notification throughout all the campuses.
4. To implement automated workflows for multiple business processes	Automate routine workflows and avoid errors and inefficiencies of manual processes in all areas of forms processing and communication
5. To supply employees with computers that are no more than four years old	Technology used by the College employees to support the institutional academic and administrative processes needs to be maintained and upgraded to provide quality services
6. To provide updated software when employee computers are replaced	Software packages used by the College employees to support the institutional academic and administrative processes should be maintained and upgraded in order to provide quality services
7. Increase Internet bandwidth as need can be identified	Additional bandwidth will be required as the College moves to more bandwidth dependent technology.
8. Planning and deployment of newest versions of site licensed software	Deployment of the newest versions of site licensed software requires planning for equipment and training of employees.
9. Add additional response capabilities IP based emergency notification system	Additional notification capabilities will allow the College to better utilize IPCelerate.
Teaching and Learning	
10. Implement electronic assessment of student readiness for online learning	Use READI to increase the level of retention in online degree programs. Using integrated reporting and communication tools, SFCC can provide information about College specific resources for remediation and support.
11. To support the needs of the Library's mission to provide access to information, instruction and services to enhance student learning.	Technology in the Library needs to be maintained with upgraded hardware and software to provide access to information, instruction and services to enhance student learning.
12. To support the College's Electronic Learning offerings which provide faculty and students opportunities in a variety of electronic learning technologies.	Technology needed to offer and use electronic learning offerings needs to be maintained and upgraded to provide quality services.
13. To provide additional computers in DeSoto Campus library	Additional computers are needed to accommodate the increasing number of students doing research in library.
14. To develop and equip a tutorial lab at DeSoto Campus	To assist students and workforce clients who need immediate remediation in reading, math and sentence skills.
15. To implement a second computer lab with podium in Hardee Campus, Room 202	Need additional computer lab to accommodate prep classes that require computer aided instruction; all developmental classes will have lab access; lab can be used by workforce or community education needs.
16. To provide all classrooms with interactive systems (clickers) to provide immediate student feedback in classes.	The availability of an interactive clicker system in all classrooms will assist in the immediate student feedback. They can also facilitate classroom-, department- and division-wide assessment as mandated by SACS.

Technology Goal (08/09)	Rationale
Teaching and Learning (continued)	
17. To install permanent instructional equipment in dedicated classrooms and replace outdated and obsolete equipment in classrooms	Support student learning and services with the ongoing upgrade of classrooms to “smart” classrooms equipped with a podium, LCD projector, document camera, DVD/VCR player, computer, and IP phone; two speakers mounted on the classroom walls and a laptop connection on the podium
18. To develop area in Building T with laptop computers and wireless capability to accommodate employers and support the corporate and continuing education program	As the corporate and continuing education programs grow, so does the need for accessible technology to the public when they use SFCC facilities.
19. Implement an online speech class as the last component of an online A.A. degree.	This is the last online class needed to complete the offering of an online AA degree.
20. Increase number of computer equipped classrooms and labs as need can be identified.	Greatly increase the number of computer classrooms and labs as need can be identified.
21. To provide updates software for computer equipped classrooms as needed	Provide funding for academic software for computer equipped classrooms. This would include upgrades to latest version and new software offerings.
22. Implement online computer testing center	Provide a Web-enabled computer testing center to allow online student testing.
23. To provide two additional computers in Lake Placid Center library	Additional computers are needed to accommodate the increasing number of students doing research in library.
24. To install permanent instructional equipment in Building 100, rooms 124 and 171, Lake Placid Center	Support student learning and services with upgrade of two classrooms to “smart” classrooms equipped with a podium, LCD projector, document camera, DVD/VCR player, computer, and IP phone; two speakers mounted on the classroom walls and a laptop connection on the podium
25. Provide additional wireless access Building 100, second floor and building 500, Lake Placid Center	Additional wireless access provides mobile connectivity to the internet which will enhance the learning experience for students
Student Support Services	
26. To install or replace technologies to accommodate students with special needs	The expansion or replacement of special needs technologies will maintain and improve access to technology for our students with special needs.
27. Implement online tutoring for students	Purchase online tutoring program for use College-wide to supplement face-to-face contact.
28. Increase storage capacity of OTG as need is identified	This will provide additional electronic storage capacity for the College’s OTG system for scanning and managing documents.
Community Services	
29. Enhance external/internal Web site using Luminis	Use the content management system component of Luminis to enhance the external and internal data sharing/security access.

Technology Goal 2008/09	College Planning Themes and Goals	Target Date	Support from Other Depts.	Fiscal Requirements	Achievement Measure	Outcome: Completed; In Progress; Delayed Not Completed; Terminated
College-wide Support						
1. To provide business continuity in the event of a disaster or catastrophic event – complete Phase II	IV, A & B	06/2009	All Depts.	\$100,000	Continue with plan developed in 07/08. Second phase implementation of servers for mission critical operations	
2. To maintain version currency of administrative software products	IV, B	06/2009	None	None Additional	Upgrade of all OS and Banner to most current versions	
3. To build a digital signage network	IV, B	06/2009	All Depts.		Implementation and use of informational signage throughout the campuses	

Technology Goal 2008/09	College Planning Themes and Goals	Target Date	Support from Other Depts.	Fiscal Requirements	Achievement Measure	Outcome: Completed; In Progress; Delayed; Not Completed; Terminated
College-wide Support (continued)						
4. To implement automated workflows for multiple business processes	IV, B	06/2009	All Depts.	Part of Luminis Implementation	Implementation and use of automated workflows in all areas	
5. To supply employees with computers that are no more than four years old	IV, B	06/2009	None	\$275,000	Four-year refresh program with oldest computers replaced	
6. To provide updated software when employee computers are replaced	IV, B	06/2009	None		Replace software at same time as four-year refresh program	
7. Increase Internet bandwidth as need can be identified	IV, B	06/2009	None	Contingent upon percentage of increase	Increase, shape and use of additional bandwidth capability	
8. Planning and deployment of newest versions of site licensed software	IV, B	06/2009	IT, e-Learning		Plan, deploy, and train employees on newest version of site licensed software	
9. Add additional response capabilities IP based emergency notification system	III, A	06/2009	None	\$15,000	Implementation and use of additional IPCelerate notification capabilities	
Teaching and Learning						
10. Implement electronic assessment of student readiness for online learning	IV, A	06/2009	e-Learning	\$2,000	Implementation and usage of READI assessment resources	
11. To support the needs of the Library's mission to provide access to information, instruction and services to enhance student learning	II, A	06/2009	Library		Installation and use of information access technology to enhance student learning.	
12. To support the College's Electronic Learning offerings which provide faculty and students opportunities in a variety of electronic learning technologies.	IV, A	06/2009	Academic VP e-Learning Faculty		Maintenance/upgrade of technology needed to offer and use electronic learning offerings providing quality services	
13. To provide additional computers in DeSoto Campus library	IV, A	06/2009	None		Addition of additional computers and use by students	
14. To develop and equip a tutorial lab in DeSoto Campus	IV, A	06/2009	None		Implementation, staffing and use of tutorial lab	
15. To implement a second computer lab with podium in Hardee Campus, Room 202	IV, A	06/2009	None		Implementation and use of computer lab with podium	
16. To provide all classrooms with interactive systems (clickers) to provide immediate student feedback in classes.	IV, A	08/2009	All Academic Departments, IT	\$10,000	Implementation and use of interactive systems by students in all classrooms on campus	

Technology Goal 2008/09	College Planning Themes and Goals	Target Date	Support from Other Depts.	Fiscal Requirements	Achievement Measure	Outcome: Completed; In Progress; Delayed Not Completed; Terminated
Teaching and Learning (continued)						
17. To install permanent instructional equipment in dedicated classrooms and replace outdated and obsolete equipment in classrooms	IV, A	06/2009	None	\$11,000 per classroom	Installation and operation of smart technology configuration by faculty	
18. Develop area in Building T with laptop computers and wireless capability to accommodate employers and support the corporate and continuing education program	IV, A	06/2009	None	\$20,000	Implementation and use of laptop computers and wireless capability by those using the corporate and continuing education programs	
19. Implement an online speech class as the last component of an online A.A. degree.	IV, A	06/2009	E-Learning Acad. Depts.		Availability and use of online speech class.	
20. Increase number of computer equipped classrooms and labs as need is identified	IV, A	06/2009	All academic departments	\$30,000 per classroom	Installation and use of computer equipped classrooms on all campuses.	
21. To provide updates software for computer equipped classrooms as needed	IV, A	06/2009	All academic departments		Software funds available for computer equipped classrooms.	
22. Implement online computer testing center	IV, A	06/2009	Academic depts..	\$50,000	Implement a Web enabled computer testing center to allow online student testing.	
23. To provide two additional computers in Lake Placid Center library	IV, A	06/2009	None		Addition of additional computers and use by students	
24. To install permanent instructional equipment in Building 100, rooms 124 and 171, Lake Placid Center	IV, A	06/2009	None	\$11,000 per classroom	Installation and operation of smart technology configuration by faculty	
25. Provide additional wireless access Building 100, second floor and building 500, Lake Placid Center	IV, A	06/2009	None	Part of college-wide wireless initiative	Installation of wireless capability and use by faculty and students	
Student Support Services						
26. To install or replace technologies to accommodate students with special needs	IV, A	06/2009	All Depts.	\$10,000	Implementation and use of technologies by students with special needs	

Technology Goal 2008/09	College Planning Themes and Goals	Target Date	Support from Other Depts.	Fiscal Requirements	Achievement Measure	Outcome: Completed; In Progress; Delayed; Not Completed; Terminated
Student Support Services (continued)						
27. Implement online tutoring for students	IV, A	06/2009	E-Learning	\$30,000	Implementation and use of online tutoring program	
28. Increase storage capacity of OTG as need is identified	IV, A	06/2009	None		Installation and use of additional capacity	
Community Services						
29. Enhance external/internal Web site using Luminis	IV, B	06/2009	All Depts.	Part of Luminis	Implementation and use of content management system of Luminis	

Future Year Plan Goals (2009/10)

Overview

The major technology goals for 2009/10 are linked to the College planning theme goal that would be positively affected by achievement of that goal. These major goals do not represent an inclusive list of all technology goals established for the year. The description section provides information relative to the elements of each major technology goal.

The major impacts of planned technology goals for 2009/10 will be the facilitation of a positive environment in which to learn and work (Theme III, Goal A); the use of technology to support student learning and service (Theme IV, Goals A and B); the integration of planning and assessment for institutional effectiveness (Theme V, Goals A, B, and C).

The facilitation of a positive environment in which to learn and work would be improved with the incorporation of Web-based video surveillance equipment in selected areas of the College's campuses and center which lack security patrol.

The use of technology to support student learning and services will be improved with the implementation of Phase III of the Business Continuity Plan; continued technological support of the Library to enhance student learning; installation or replacement of technologies to accommodate students with special needs; maintaining version currency of administrative software products; the ongoing upgrade of classrooms to "smart" classrooms that are permanently equipped with a podium, LCD projector, document camera, DVD/VCR player, a desktop computer, IP phone, two speakers mounted on the classroom walls, and a laptop connection on the podium; continuation of the four-year computer refresh program; continuation of software refresh; continuation of software funding for computer-equipped classrooms; wireless capability in all classrooms in Building A on DeSoto Campus; Computer on Wheels (COW) systems; computer access in Health and Science Education Center student study room; keeping the "smart" classroom media and podiums up-to-date through a media refresh program; electronic assessment of student readiness for online learning; update of the Panther Network Broadcast equipment; online tutoring for students; continuous update of external Web site; increase Internet bandwidth as need is identified; increase the storage capacity of the OTG system as the need is identified; planning and deployment of newest versions of site licensed software; and support the electronic learning offerings which provide faculty and students opportunities in a variety of electronic learning technologies. The test network will provide the mechanism to minimize/eliminate downtime related to equipment upgrades.

The integration of planning and assessment for institutional effectiveness will be improved with the implementation of SCT operational data store (ODS) for improved access to and analysis of institutional data.

Description

The TMP (2009/10) charts below describe the elements of the major technology goals for this year.

Technology Goal (09/10)	Rationale
College-wide Support	
1. To install Banner operational data store (ODS) for improved access to and analysis of institutional data.	The implementation of the operational data store provides a stable view of cleansed and formatted operational data. It ensures higher accuracy and consistency in reporting by adhering to common business concepts across the College.
2. To maintain version currency of administrative software products	All OS and Banner must be kept at their most current versions to provide optimal data integrity.
3. To develop a full functioning test environment	A test network is needed to test software upgrades to equipment and servers to identify any issues/problems that will impact the infrastructure before implementation into the live environment.
4. To supply employees with computers that are no more than four years old	Technology used by the College employees to support the institutional academic and administrative processes needs to be maintained and upgraded to provide quality services
5. To provide updated software when employee computers are replaced	Software packages used by the College employees to support the institutional academic and administrative processes should be maintained and upgraded to provide quality services
6. To incorporate Web-based video surveillance equipment in selected areas of the Highlands Campus and the other College sites that lack security patrol	Additional awareness of surveillance will deter vandalism (e.g. area around vending machines). At all other College sites, staff can quickly check parking areas, student lounge/study areas and entry doors with just a quick view of a computer screen. Also, in the event of a crisis, video cameras will provide strategic viewing points.
7. Increase Internet bandwidth as need can be identified	Additional bandwidth will be required as the College moves to more bandwidth dependent technology.
8. To implement Phase III of Business Continuity Plan	Continue with Phase III of the plan. With technology services now critical to the functioning of the College there is a need to greatly expand and more fully develop this plan.
9. Planning and deployment of newest versions of site licensed software	Deployment of the newest versions of site licensed software requires planning for equipment and training of employees.
Teaching and Learning	
10. To support the needs of the Library's mission to provide access to information, instruction and services to enhance student learning.	Technology in the Library needs to be maintained with upgraded hardware and software to provide access to information, instruction and services to enhance student learning.
11. To support the College's Electronic Learning offerings which provide faculty and students opportunities in a variety of electronic learning technologies.	Technology needed to offer and use electronic learning offerings needs to be maintained and upgraded in order to provide quality services.
12. Continue to install permanent instructional equipment in dedicated classrooms	Support student learning and services with the ongoing upgrade of classrooms to "smart" classrooms that are permanently equipped with a podium, LCD projector, document camera, DVD/VCR player, a desktop computer, and IP phone, two speakers mounted on the classroom walls and a laptop connection on the podium.
13. To keep permanent instructional equipment in dedicated classrooms up to date by placing in a refresh program for media equipment	Technology in the classrooms needs to be maintained with upgraded media, hardware and software to provide access to information, instruction, and services to enhance student learning.
14. To provide DeSoto Campus with wireless capability in all classrooms in Building A	This would provide computer access for students and instructors in the classrooms in Building A

Technology Goal (09/10)	Rationale
Teaching and Learning (Continued)	
15. COW for selected buildings on all campuses	A Computers on Wheels (COW) system would enhance instruction by providing a rack of laptops that could be checked out and wheeled to any classroom as needed.
16. To provide student computer access in Health and Science Education Center (HSC) student study room	Many science classes have technological components (notes to download, communication to the professor or other students, Web links etc.). The student study room should have a few computers with Web access that are consistently available to them in the HSC. They would also have the capacity to download and print out class notes.
17. To support electronic assessment of student readiness for online learning	Continue to use READI to increase the level of retention in online degree programs. Using integrated reporting and communication tools, SFCC can provide information about College specific resources for remediation and support.
18. To provide updates software for computer-equipped classrooms as needed	Provide funding for academic software for computer-equipped classrooms. This would include upgrades to latest version and new software offerings.
19. To update the Panther Network broadcast equipment.	Provide technology which will enhance the student electronic learning environment
Student Support Services	
20. Continue to install or replace technologies to accommodate students with special needs	The expansion or replacement of special needs technologies will maintain and improve access to technology for our students with special needs.
21. To support online tutoring for students at additional campuses	Continue to use online tutoring program for use College-wide to supplement face-to-face contact.
22. Increase storage capacity of OTG as need is identified	This will provide additional electronic storage capacity for the College's OTG system for scanning and managing documents.
Community Services	
23. Continue update of SFCC Web site using newest Web tools.	Keeping the SFCC Web site current provides a positive marketing experience for students, employees, and community

Technology Goal 2009/10	College Planning Themes and Goals	Target Date	Support from Other Depts.	Fiscal Requirements	Achievement Measure	Outcome: Completed; In Progress; Delayed; Not Completed; Terminated
College-wide Support						
1. To install Banner operational data store (ODS) for improved access to and analysis of institutional data.	V, A, B, and C	06/2010	All Depts.	\$120,000	Installation and operation of Operational Data Store (ODS)	
2. To maintain version currency of administrative software products	IV, B	06/2010	None	None Additional	Upgrade of all OS and Banner to most current versions	
3. To develop a full functioning test environment	IV, B	06/2010	None	\$50,000	Implementation and use of a functional test environment	
4. To supply employees with computers that are no more than four years old	IV, A	06/2010	None	\$275,000	Four-year refresh program with oldest computers replaced	
5. To provide updated software when employee computers are replaced	IV, A	06/2010	None		Replace software at same time as four-year refresh program	
6. To incorporate Web based video surveillance equipment in selected areas of the Highlands Campus and the others College sites that lack security patrol	III, A	06/2010	Security, Risk Mgmt., IT		Implementation and use of Web-based video surveillance equipment by security personnel	

Technology Goal 2009/10	College Planning Themes and Goals	Target Date	Support from Other Depts.	Fiscal Requirements	Achievement Measure	Outcome: Completed; In Progress; Delayed; Not Completed; Terminated
College-wide Support (continued)						
7. Increase Internet bandwidth as need can be identified	IV, B	06/2010	None	Contingent upon percentage of increase	Increase, shape and use of additional bandwidth capability	
8. To provide business continuity in the event of a disaster or catastrophic event – complete Phase III	IV, A and B	06/2010	All Depts.	\$100,000	Phase III implementation of SAN and generator for Highlands Campus Building I server room	
9. Planning and deployment of newest versions of site licensed software	IV, B	06/2010	IT, e-Learning		Plan, deploy, and train employees on newest version of site licensed software	
Teaching and Learning						
10. To support the needs of the Library's mission to provide access to information, instruction and services to enhance student learning	IV, A	06/2010	Library		Installation and use of information access technology to enhance student learning.	
11. To support the College's Electronic Learning offerings which provide faculty and students opportunities in a variety of distance learning technologies.	IV, A	06/2010	Academic VP e-Learning Faculty		Maintenance/upgrade of technology needed to offer and use electronic learning offerings providing quality services	
12. Continue install permanent instructional equipment in dedicated classrooms	IV, A	06/2010	None	\$9,000 per classroom	Installation and operation of smart technology configuration by faculty	
13. To keep permanent instructional equipment in dedicated classrooms up to date by placing in a refresh program for media equipment	IV, A	06/2010	None	\$9,000 per classroom	Upgraded equipment and operation of "smart" technology configuration by faculty	
14. To provide DeSoto Campus with wireless capability in all classrooms in Building A	IV, A	06/2010	None		Implementation and use of wireless capabilities by students and instructors	
15. To provide Computers on Wheels (COW) in selected academic buildings on all campuses	IV, A	06/2010	All Academic Departments		Implementation and use of COWs on campus.	
16. To provide student computer access in Health and Science Education Center student study room	IV, A	06/2010	Arts and Sciences IT	\$5,000	Implementation and use of computers in student study area	
17. To support electronic assessment of student readiness for online learning	IV, A	06/2010	e-Learning	\$2,000	Continued use of READI assessment resources	

Technology Goal 2009/10	College Planning Themes and Goals	Target Date	Support from Other Depts.	Fiscal Requirements	Achievement Measure	Outcome: Completed; In Progress; Delayed; Not Completed; Terminated
Teaching and Learning (continued)						
18 To provide updates software for computer equipped classrooms as needed	IV, A	06/2010	All Academic Departments		Software funds available for computer equipped classrooms.	
19. To upgrade the Panther Network head-end broadcast equipment	IV, A	06/2007	None	\$50,000	Installation and operation of equipment.	
Student Support Services						
20. To install or replace technologies to accommodate students with special needs	IV, A	06/2010	All Depts.	\$10,000	Implementation and use of technologies by students with special needs	
21. To support online tutoring for students	IV, A	06/2010	e-Learning	\$30,000	Implementation at additional campuses and use of online tutoring program	
22. Increase storage capacity of OTG as need is identified	IV, A	06/2010	None		Installation and usage of additional capacity	
Community Services						
23. Continue update of SFCC Web site using the newest Web tools.	IV, B	06/2010	All Depts.		Updated efficient and effective Web site	

Future Year Plan Goals (2010/11)

Overview

The major technology goals for 2010/11 are linked to the College planning theme goal that would be positively affected by achievement of that goal. These major goals do not represent an inclusive list of all technology goals established for the year. The description section provides information relative to the elements of each major technology goal.

The major impacts of planned technology goals for 2010/11 will be the facilitation of a positive environment in which to learn and work (Theme III, Goal A); the use of technology to support student learning and service (Theme IV, Goals A and B); the integration of planning and assessment for institutional effectiveness (Theme V, Goals A, B, and C).

The facilitation of a positive environment in which to learn and work would be improved with the integration of exterior electrical door locking mechanisms into our larger campus structures which would allow simultaneous lockdown of exterior doors which would be a significantly important tool in the event of a lockdown due to a security threat.

The use of technology to support student learning and services will be improved with the continued technological support of the Library to enhance student learning; installation or replacement of technologies to accommodate students with special needs; maintaining version currency of administrative software products; planning and deployment of newest versions of site licensed software; the ongoing upgrade of classrooms to “smart” classrooms that are permanently equipped with a podium, LCD projector, document camera, DVD/VCR player, a desktop computer, IP phone, two speakers mounted on the classroom walls, and a laptop connection on the podium; continuation of the four-year computer refresh program; continuation of software refresh; continuation of software funding for computer-equipped classrooms; keeping the “smart” classroom media and podiums up-to-date through a media refresh program; continuous update of external Web site; increase the Internet bandwidth as need is identified; increase the storage capacity of the OTG system as the need is identified; support of the electronic assessment of student readiness for online learning; support of online tutoring for students; and support the electronic learning offerings which provide faculty and students opportunities in a variety of electronic learning technologies.

The integration of planning and assessment for institutional effectiveness will be improved with the implementation of SCT enterprise data warehouse (EDW) and performance reporting and analytics for improved access to and analysis of institutional data.

Description

The TMP (2010/11) charts below describe the elements of the major technology goals for this year.

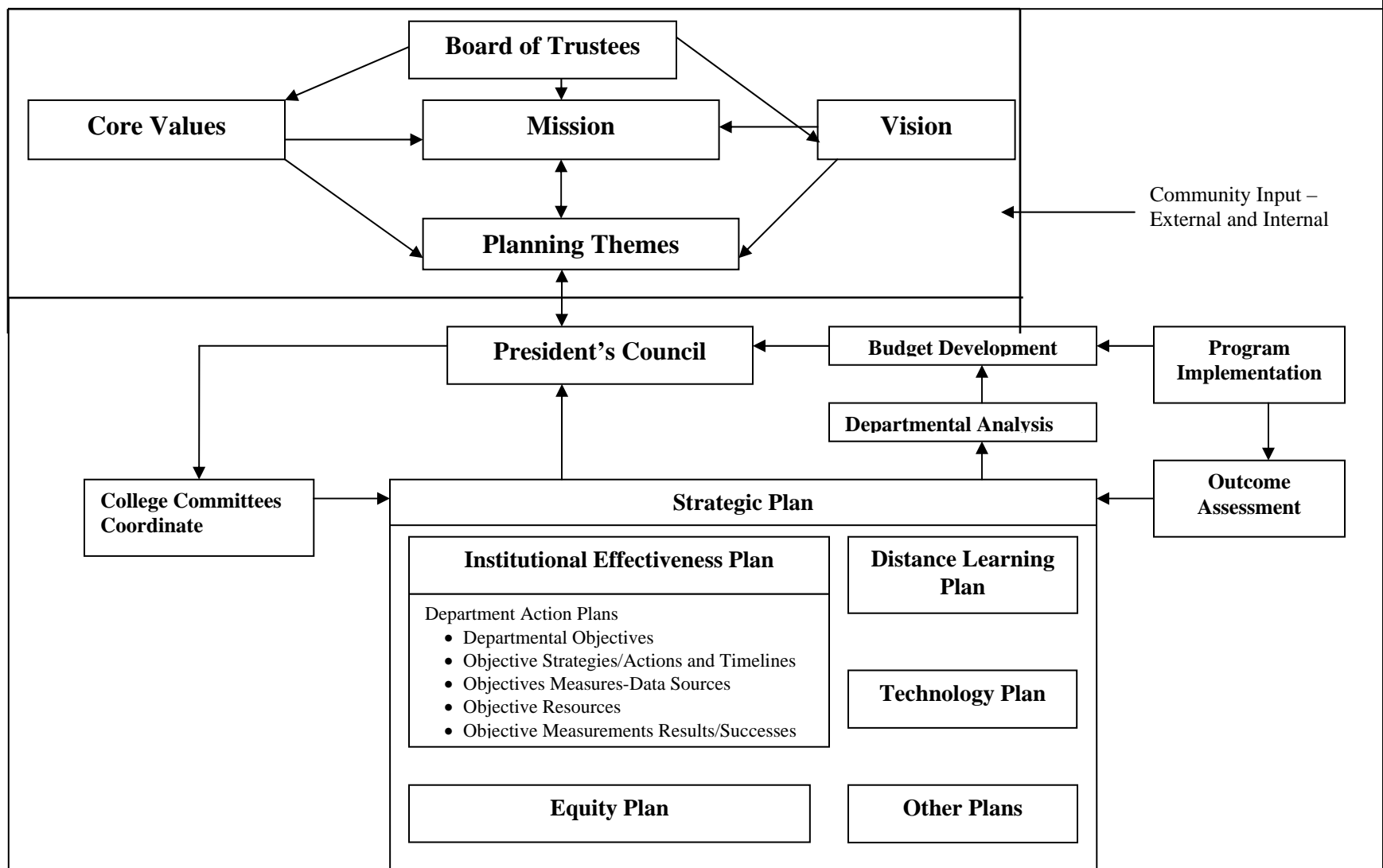
Technology Goal (10/11)	Rationale
College-wide Support	
1. To install Banner enterprise data warehouse (EDW) for improved access to and analysis of institutional data.	The implementation of a data warehouse in conjunction with the operational data store will provide the College with consistent data definitions and a repository of institutional data for analysis and reporting.
2. To integrate exterior electrical door locking mechanisms into our larger campus structures	Electrical locking systems are integrated through a computer system allowing all of our campus exterior doors to be locked simultaneously. This would provide better use of security staff resources.
3. Implement Banner Performance Reporting and Analytics in conjuncture with EDW	These tools provide scorecards, dashboards, reports, and analytics built on data from the ODS and EDW which allows the stakeholders of the College to make more informed decisions about their efforts.
4. To maintain version currency of administrative software products	All OS and Banner must be kept at the most current versions to provide optimal data integrity.
5. To supply employees with computers that are no more than four years old	Technology used by the College employees to support the institutional academic and administrative processes needs to be maintained and upgraded in order to provide quality services
6. To provide updated software when employee computers are replaced	Software packages used by the College employees to support the institutional academic and administrative processes should be maintained and upgraded to provide quality services
7. Increase Internet bandwidth as need can be identified	Additional bandwidth will be required as the College moves to more bandwidth dependent technology.
8. Planning and deployment of newest versions of site licensed software	Deployment of the newest versions of site licensed software requires planning for equipment and training of employees.
Teaching and Learning	
9. To support the needs of the Library's mission to provide access to information, instruction and services to enhance student learning.	Technology in the Library needs to be maintained with upgraded hardware and software to provide access to information, instruction and services to enhance student learning.
10. To support the College's Electronic Learning offerings which provide faculty and students opportunities in a variety of electronic learning technologies.	Technology needed to offer and use electronic learning offerings needs to be maintained and upgraded in order to provide quality services.
11. Continue to install permanent instructional equipment in dedicated classrooms	Support student learning and services with the ongoing upgrade of classrooms to "smart" classrooms that are permanently equipped with a podium, LCD projector, document camera, DVD/VCR player, a desktop computer, and IP phone, two speakers mounted on the classroom walls and a laptop connection on the podium.
12. To keep permanent instructional equipment in dedicated classrooms up to date by placing in a refresh program for media equipment	Technology in the classrooms needs to be maintained with upgraded media, hardware and software to provide access to information, instruction, and services to enhance student learning.
13. To support electronic assessment of student readiness for online learning	Continue to use READI to increase the level of retention in online degree programs. Using integrated reporting and communication tools, SFCC can provide information about College specific resources for remediation and support.
14. To provide updated software for computer equipped classrooms and labs as needed	Provide funding for academic software for computer-equipped classrooms. This would include upgrades to latest version and new software offerings.

Technology Goal (10/11)	Rationale
Student Support Services	
15. Continue to install or replace technologies to accommodate students with special needs	The expansion or replacement of special needs technologies will maintain and improve access to technology for our students with special needs.
16. To support online tutoring for students at additional campuses	Continue to use online tutoring program College-wide to supplement face-to-face contact.
17. Increase storage capacity of OTG as need is identified	This will provide additional electronic storage capacity for the College's OTG system for scanning and managing documents.
Community Services	
18. Continue update of SFCC Web site using the newest Web tools.	Keeping the SFCC Web site current provides a positive marketing experience for students, employees, and community

Technology Goal 2010/11	College Planning Themes and Goals	Target Date	Support from Other Depts.	Fiscal Requirements	Achievement Measure	Outcome: Completed; In Progress; Delayed; Not Completed; Terminated
College-wide Support						
1. To install Banner enterprise data warehouse (EDW) for improved access to and analysis of institutional data.	V, A, B, & C	06/2011	All Depts.	\$100,000	Installation and operation of Operational Data Store (EDW)	
2 To integrate exterior electrical door locking mechanisms into our larger campus structures	III, A	06/2011	Security, Risk Management, IT	\$30,000	Implementation and use of electrical locking which allows all of our campus exterior doors to be locked simultaneously.	
3. Implement Banner Performance Reporting and Analytics in conjuncture with EDW	V, A,B, and C	06/2011	All Depts.	\$80,000	Implementation of reporting and analytical tools to use ODS and EDW data	
4. To maintain version currency of administrative software products	IV, B	06/2011	None	None Additional	Upgrade of All OS and Banner to most current versions	
5. To supply employees with computers that are no more than four years old	IV, A	06/2011	None	\$275,000	Four- year refresh program with oldest computers replaced	
6. To provide updated software when employee computers are replaced	IV, A	06/2011	None		Replace software at same time as four-year refresh program	
7. Increase Internet bandwidth as need can be identified	IV, B	06/2011	None	Contingent upon percentage of increase	Increase, shape and use of additional bandwidth capability	
8. Planning and deployment of newest versions of site licensed software	IV, B	06/2011	IT, E-Learning		Plan, deploy, and train employees on newest version of site licensed software	
Teaching and Learning						
9. To support the needs of the Library's mission to provide access to information, instruction and services to enhance student learning	IV, A	06/2011	Library		Installation and use of information access technology to enhance student learning.	

Technology Goal 2010/11	College Planning Themes and Goals	Target Date	Support from Other Depts.	Fiscal Requirements	Achievement Measure	Outcome: Completed; In Progress; Delayed; Not Completed; Terminated
Teaching and Learning (continued)						
10. To support the College's Electronic Learning offerings which provide faculty and students opportunities in a variety of distance learning technologies.	IV, A	06/2011	Academic VP e-Learning Faculty		Maintenance/upgrade of technology needed to offer and use electronic learning offerings providing quality services	
11. Continue to install permanent instructional equipment in dedicated classrooms	IV, A	06/2011	None	\$9,000 per classroom	Installation and operation of "smart" technology configuration by faculty	
12. To keep permanent instructional equipment in dedicated classrooms up to date by placing in a refresh program for media equipment	IV, A	06/2011	None	\$9,000 per classroom	Upgraded equipment and operation of smart technology configuration by faculty	
13. To support electronic assessment of student readiness for online learning	IV, A	06/2011	e-Learning	\$2,000	Continued usage of READI assessment resources	
14. To provide updates software for computer equipped classrooms as needed	IV, A	06/2011	All academic departments		Software funds available for computer equipped classrooms.	
Student Support Services						
15. To install or replace technologies to accommodate students with special needs	IV, A	06/2011	All Depts.	\$10,000	Implementation and use of technologies by students with special needs	
16. To support online tutoring for students	IV, A	06/2011	e-Learning		Usage of online tutoring program	
17. Increase storage capacity of OTG as need is identified	IV, A	06/2011	None		Installation and use of additional capacity	
Community Services						
18. Continue update of SFCC Web site using the newest Web tools.	IV, B	06/2011	All Depts		Updated efficient and effective Web site	

Appendix A - Process for Facilities and Technology Planning



Appendix B – College Mission, Planning Themes and Goals

MISSION

South Florida Community College is a comprehensive, open-access, higher education institution dedicated to providing a learning-centered environment through excellent programs, training, and services. Working in partnership with organizations and communities, we offer leadership and opportunities for the educational, cultural, and economic development of the College district.

2007 -2008 Planning Themes and Strategic Goals

Theme I: Pursue excellence in educational programs and services

- A. Offer courses and programs leading to further studies and/or employment.
- B. Offer adult education programs that lead to greater competence in literacy and numeracy and toward the completion of high school.
- C. Support personal, cultural, and social enrichment through lifelong learning opportunities.
- D. Employ and retain well-qualified faculty and staff.

Theme II: Promote and enhance student success

- A. Provide learning resources such as tutorial, laboratory, and library services that enhance student learning.
- B. Offer services that facilitate student recruitment, on-going support, and retention.
- C. Promote student leadership opportunities.
- D. Engage students in clubs, College activities, and athletic programs.

Theme III: Facilitate a positive environment in which to learn and work.

- A. Provide a safe and attractive campus environment.
- B. Provide employees with opportunities for professional growth.
- C. Promote equity and diversity in hiring and recruitment.
- D. Assure accessibility to College programs, services, and facilities.

Theme IV: Use technology to support student learning and services

- A. Promote, support, and effectively manage the use of educational technology.
- B. Maintain and support effective College-wide use of information technology.

Theme V: Integrate planning and assessment for institutional effectiveness

- A. Maintain continuous quality planning and improvement.
- B. Provide data review and assessment of the College and its students.
- C. Document and disseminate accountability and reporting information.

Theme VI: Operate the College cost effectively

- A. Secure external sources of funding to support the College's mission.
- B. Provide financial services to operate the College cost-effectively.
- C. Provide planning and budget analysis to optimize available resources.

Theme VII: Establish partnerships with business, education, government, and community organizations

- A. Promote economic development through training and assessment services to local business and industry.
- B. Partner with graduate and undergraduate institutions to provide degree programs that meet community needs.
- C. Partner with K-12 school districts and private schools to expand educational opportunities for students.
- D. Establish a strong alumni association to provide support of the College and its programs.

Appendix C - Glossary of Technical Terms used in this document

Anti-Spam Appliance - hardware device integrated with on-board software that implement anti-spam techniques (e-mail) and deployed at the gateway or in front of the mail server. They are normally driven by an operating system optimized for spam filtering. They are generally used in larger networks such as companies and corporations, ISPs, universities, etc.

Bandwidth – Data (information) transmission rates when communicating over certain media or devices.

Bitrates - In telecommunications and computing, bitrate (sometimes written bit rate, data rate or as a variable R_{bit}) is the number of bits that are conveyed or processed per unit of time. Bit rate is often used as synonym to the terms connection speed, transfer rate, channel capacity, maximum throughput and digital bandwidth capacity of a communication system

Blade servers - self-contained computer servers, designed for high density. Whereas a standard rack-mount server can exist with (at least) a power cord and network cable, blade servers have many components removed for space, power and other considerations while still having all the functional components to be considered a computer. A blade enclosure provides services such as power, cooling, networking, various interconnects and management - though different blade providers have differing principles around what should and should not be included in the blade itself (and sometimes in the enclosure altogether). Together these form the blade system.

Blog - is a Web site where entries are written in chronological order and displayed in reverse chronological order. "Blog" can also be used as a verb, meaning *to maintain or add content to a blog*. Blogs provide commentary or news on a particular subject such as food, politics, or local news; some function as more personal online diaries. A typical blog combines text, images, and links to other blogs, Web pages, and other media related to its topic. The ability for readers to leave comments in an interactive format is an important part of many blogs. Most blogs are primarily textual, although some focus on art (artlog), photographs (photoblog), sketchblog, videos (vlog), music (MP3 blog), or audio (podcasting), and are part of a wider network of social media.

D2L - The Desire2Learn learning environment is a complete Web-based suite of easy-to-use teaching and learning tools for course development, delivery, and management. Desire2Learn's learning environment provides the flexibility to control the environment to match your own unique approach to teaching and learning, and provides tools to help facilitate communication, collaboration and community building.

ERP - enterprise resource planning systems (ERPs) integrate (or attempt to integrate) all data and processes of an organization into a unified system.

Firewall - A hardware or software device which is configured to permit, deny or proxy data through a computer network which has different levels of trust. A firewall's function within a network is similar to firewalls in building construction, because in both cases they are intended

to isolate one "network" or "compartment" from another. However, network firewalls, unlike physical firewalls, are designed to allow some traffic to flow.

HVAC - (pronounced either "H-V-A-C" or, occasionally, "H-VAK") is an initialism/acronym that stands for "Heating, Ventilation, Air-conditioning and Cooling." This is sometimes referred to as "climate control."

IP - Internet Protocol (IP) is a data-oriented protocol used for communicating data across a packet-switched Internetwork. As a lower layer protocol, IP provides the service of *communicable* unique global addressing amongst computers.

IPTV - Internet protocol television is a system where a digital television service is delivered by using Internet Protocol over a network infrastructure. A general definition of IPTV is television content that, instead of being delivered through traditional broadcast and cable formats, is received by the viewer through the technologies used for computer networks.

ITFS - Instructional television fixed service (ITFS) is a method of broadcasting TV programs throughout school systems using low-power high-frequency transmitters.

LAN – A local area network is a computer network that spans a relatively small area. Most LANs are confined to a single building or group of buildings.

LCD - Short for *liquid crystal display*, a type of display used in digital watches and many portable computers. LCD displays use two sheets of polarizing material with a liquid crystal solution between them. An electric current passed through the liquid causes the crystals to align so that light cannot pass through them. Each crystal, therefore, is like a shutter, either allowing light to pass through or blocking the light.

Mb - The megabit is a unit of information storage, abbreviated Mbit or sometimes Mb. 1 megabit = $10^6 = 1,000,000$ bits which is equal to 125,000 bytes or 125 kilobytes. The megabit is most commonly used when referring to data transfer rates in network speeds, e.g. a 100 Mbit/s Fast Ethernet connection.

Mbps - Abbreviation for "Millions of Bits Per Second," or "MegaBits Per Second." It is a measure of bandwidth.

OC3 - A network line which transmits 155.52 Mbps. This is the size of the largest Internet backbone providers' networks.

OTG System – The Online Technology Group (OTG) system (now know as EMC Documentum ApplicationXtender) electronically stores, organizes, and manages documents, files, and other business-critical information, and provides fast, security-controlled access to information from Microsoft® Windows or Web-based clients. ApplicationXtender integrates document imaging, reports management such as computer output to laser disc (COLD), and enterprise relationship management, workflow, and document management services – within an easy-to-use Windows/.NET-optimized system.

PAWS – Panther access Web services is an SFCC defined name for the SCT Banner Web-based self-service products.

Panther Den Online – SFCC defined name for the online academic resource D2L.

Phishing - In computing, phishing is a criminal activity using social engineering techniques. Phishers attempt to fraudulently acquire sensitive information, such as usernames, passwords, and credit card details, by masquerading as a trustworthy entity in an electronic communication.

RDBMS - Short for *relational database management system* and pronounced as separate letters, a type of database management system (DBMS) that stores data in the form of related tables. Relational databases are powerful because they require few assumptions about how data is related or how it will be extracted from the database. As a result, the same database can be viewed in many different ways. An important feature of relational systems is that a single database can be spread across several tables. This differs from flat-file databases, in which each database is self-contained in a single table.

SAN - A storage area network (**SAN**) is architecture to attach remote computer storage devices such as disk array controllers, tape libraries and CD arrays to servers in such a way that to the operating system the devices appear as locally

Smart Classroom - A classroom that has an instructor station equipped with computer and audiovisual equipment, allowing the instructor to teach using a wide variety of media. These include DVD, PowerPoint presentations, and more all displayed through a data projector. The SFCC “smart” classrooms have a podium with technological connectivity which houses a Symposium interactive pen display, computer, and IP phone; overhead projector; and a screen or large LCD monitor.

Spam - the abuse of electronic messaging systems to indiscriminately send unsolicited bulk messages. While the most widely recognized form of spam is e-mail spam, the term is applied to similar abuses in other media: instant messaging spam, Usenet newsgroup spam, Web search engine spam, spam in blogs, mobile phone messaging spam, Internet forum spam, and junk fax transmissions. Spam is also called junk mail. Some email clients or servers have spam filters, which try to delete or move the spam messages.

Spyware - computer software that is installed surreptitiously on a personal computer to intercept or take partial control over the user's interaction with the computer, without the user's informed consent.

SCT Banner - The world's most widely used collegiate administrative suite of student, financial aid, finance, human resources, and advancement systems. It is a tightly integrated suite of proven, scalable, enterprise-wide applications on a single database, designed to support institutions of all sizes and types. Banner runs on the Oracle relational database management system (RDBMS).

Tape Jukebox - In computer storage, a tape jukebox is a storage device which contains one or more tape drives, a number of slots to hold tape cartridges, a barcode reader to identify tape cartridges, and an automated method / robot for loading tapes.

T1 - a T-carrier signaling scheme devised by Bell Labs. DS1/T1 is a widely used standard in telecommunications in North America and Japan to transmit voice and data between devices.

USB - Universal serial bus is a major component in the PC, USB was designed to improve plug-and-play capabilities by allowing devices to be connected and disconnected without rebooting the computer (hot swapping). USB can connect computer peripherals such as mouse devices, keyboards, PDAs, gamepads and joysticks, scanners, digital cameras and printers. For many devices such as scanners and digital cameras, USB has become the standard connection method.

Viruses - A computer virus is a computer program that can copy itself and infect a computer without permission or knowledge of the user. The original may modify the copies or the copies may modify themselves. Virus can only spread from one computer to another when its host is taken to the uninfected computer, for instance by a user sending it over a network or carrying it on a removable medium such as a floppy disk, CD, DVD, or USB drive.

WAN - one LAN can be connected to other LANs over any distance via telephone lines and radio waves. A system of LANs connected in this way is called a *wide-area network (WAN)*.

Appendix D – Recap of Progress by Plan Year

This section contains a recap of the progress made toward completion of strategic technology goals by fiscal year. The section will be updated at the conclusion of each fiscal year identifying which projects were completed, deferred or cancelled during the fiscal year.

2007-08 Plan Goals Detail Recap

There were twenty two major technology goals identified for 2007/08. Each of these goals was linked to the College planning theme goal that would be positively affected by achievement of that goal. The major impacts of these planned goals were the facilitation of a positive environment in which to learn and work (Theme III, Goal A); the use of technology to support student learning and services (Theme IV, Goals A and B); and establish partnerships with business, education, government, and community organizations (Theme VII, Goal C).

The facilitation of a positive environment in which to learn and work has been improved with the implementation of IPCelerate, an IP based emergency notification system.

The use of technology to support student learning and services has been improved with:

- Redesign of the College’s external Web site;
- Upgrade of the two-way interactive video conferencing equipment at the Highlands Campus and other SFCC sites;
- Addition of 27 “smart” classrooms including 13 “smart” classrooms in new Health and Science Education Center as well as eight media available labs;
- Continuation of the four-year computer refresh program with 273 refreshed in FY0708;
- Implementation of the prospects and admissions self service through PAWS;
- Upgrades to maintain version currency of administrative software products;
- Ongoing implementation of wireless access points with a total of 80 to date;
- Phase I of a business continuity plan in the event of a disaster or catastrophic event;
- Transition to IP phones and move to unity voice mail system;
- Implementation of an intrusion detection/intrusion prevention system (IDS/IPS);
- Upgrade of the Language Lab from analog to digital;
- Increase of the College’s Internet bandwidth from 10 MB to 25 MB;
- A pilot program of READI assessment for eLearning students, upgrade of Desire2Learn(D2L) 8.3.0 MR5, podcasting development and deployment in SFCC iTunes University were implemented to enhance the support the electronic learning offerings which provide faculty and students opportunities in a variety of electronic learning technologies; and
- Implementation of an online interactive class schedule.

The plan to replace old servers with new blade servers was changed to replacing the SAN and implement server virtualization using VMware. This project was delayed until 2008/09 due to funding and timing considerations.

The implementation of the SunGard Luminis portal product was delayed indefinitely due to state budgeting constraints.

The implementation of an online course catalog is still being evaluated until an appropriate system is identified.

The establishment of partnerships with business, education, government and community organizations would have been enhanced with a partnership with the Highlands County School District to setup a two-way teleconferencing system. This project has been discontinued by the School District until a future date

A summary of the 2007/08 major projects:

- Eighteen projects were completed – Seven of these projects are part of ongoing yearly upgrade/improvement initiatives.
- One project was discontinued by mutual agreement
- One project will continue in the evaluation phase
- One project was delayed indefinitely due to state budget constraints
- One project was delayed until 2008/09 due to funding and timing considerations

The description section below provides information relative to the elements of each major technology including the outcome.

Technology Goal 2007/08	College Planning Themes and Goals	Target Date	Support from Other Depts.	Fiscal Requirements	Achievement Measure	Outcome: Completed; In Progress; Delayed; Not Completed; Terminated
College-wide Support						
1. To provide wireless LAN/ WAN access at all campuses	IV, A	07/2008	None	\$50,000	Installation and operation of wireless network	Phase I completed – 80 access points installed – this is an ongoing project
2. To allow students, employees and public to access targeted information through the Luminis portal	IV, B	07/2008	All Depts.	\$375,000	Installation and operation of a portal with connectivity among D2L CMS, Banner, third party systems, external Web site and internal portal	Delayed - This project has been placed on hold for at least the next two fiscal years due to state budget cuts.
3. To provide business continuity in the event of a disaster or catastrophic event – Phase I	IV, B	07/2008	All Depts.	\$160,000	Create and approve a viable, secure and cost effective plan. Implement first phase servers for mission critical operations	Phase I completed - Fiscal year Funding reduced to \$50,000 - Banner backup systems located at Hardee Campus.
4. To maintain version currency of administrative software products	IV, B	07/2008	None	None additional	Upgrade of All OS and Banner to most current versions	Completed - System upgraded: Banner 7.5 general; Oracle 10G; Solaris 5.9 general/5.10 DR; Windows server 2003
5. To provide secure data level security between peripheral software system and Banner	IV, B	07/2008	None	\$35,000	Scheduled data import into Accutrack access; data transfer between Nebraska Books and Banner	Completed - Determined that batch processing is the appropriate solution.

Technology Goal 2007/08	College Planning Themes and Goals	Target Date	Support from Other Depts.	Fiscal Requirements	Achievement Measure	Outcome: Completed; In Progress; Delayed; Not Completed; Terminated
College-wide Support (continued)						
6. To supply employees with workstations that are no more than four years old	IV, A	06/2008	None	\$275,000	Four-year refresh program with oldest computers replaced	Completed – 273 computers refreshed this FY – to date 540 computers have been refreshed.
7. To rewrite SCT state reporting programs that will run in native Banner (JOBSUB) and provide more efficient and accurate reporting	IV, B	07/2008	None	None additional	Implemented reporting.	All completed except for Student database which will be completed by beginning of FY09/10
8. To replace old servers with new blade servers that can be placed on maintenance contract	IV, B	07/2008	None	\$22,000	Implementation and operation of four new blade servers	Delayed - in 08/09 the SAN will be replaced and server virtualization will be implemented using VMware. Target completion 06/2009
9. To provide quality and stability on the College network and Internet access	IV, B	07/2008	None	\$30,000	Purchase Intrusion Detection/Intrusion Prevention system (IDS/IPS)	Completed
10. To replace obsolete Meridian system with Voice over IP (VOIP)	IV, B	6/2008	None	\$120,000	Implementation and use of IP phones and Unity voice mail system	Completed
13. To increase Internet bandwidth	IV, B	06/2008	None	Based upon percentage of increase	Increase, shape and use of additional bandwidth capability	Completed – added an additional 15 MB bandwidth
14. To implement an IP based emergency notification system	III, A	07/2008	None	\$75,000 from Grant	Installation and utilization of IPCelerate audio component	Completed – 01/2008
Teaching and Learning						
13. To set up two-way interactive teleconferencing with Highlands School District	VII, C	07/2008	Highlands School District	\$200,000	Installation and operation of two-way TV between SFCC and District schools	Terminated by school district– 04/2007
14. To upgrade existing two-way interactive teleconferencing at all campuses	IV, A	01/2008	Academic VP Faculty	\$200,000	Installation and operation of two-way interactive classes among campuses	Completed
15. To install 21 media setups in new HSC including 13 classroom podiums and eight labs with media capabilities	IV, A	08/2007	None		Installation and operation of podiums and associated technology	Completed - 08/2007
16. To install permanent instructional equipment in dedicated classrooms and replace outdated and obsolete equipment in classrooms	IV, A	06/2008	None	\$9,000 per classroom	Installation of smart technology configuration and use by faculty	Completed - 27 additional smart classroom installation for a total of 45 to date. Will continue upgrades of classrooms as deemed appropriate

Technology Goal 2007/08	College Planning Themes and Goals	Target Date	Support from Other Depts.	Fiscal Requirements	Achievement Measure	Outcome: Completed; In Progress; Delayed; Not Completed; Terminated
Teaching and Learning (continued)						
17. To support the College's Electronic Learning offerings which provide faculty and students opportunities in a variety of electronic learning technologies.	IV, A	06/2008	Academic VP e-Learning Faculty		Maintenance/upgrade of technology needed to offer and use electronic learning offerings providing quality services	Completed - Pilot program READI assessment D2L upgrade 8.3.0 MR5 Setup SFCC iTunes U Podcasting Development
18. Upgrade Language lab from analog to digital	IV, A	06/2008	Academic VP, Faculty	\$30,000	Installation and operation of digital lab	Completed
Student Support Services						
19. To allow prospective students to enter contact information via the Web	IV, B	07/2008	Enrollment Mgmt.	None Additional	Implementation and operation of Prospect Self Service through PAWS	Completed
20. To implement Banner self serve Web for applicants	IV, A and B	06/2008	Enrollment Mgmt.	\$50,000	Implementation and operation of self service Web for applicants	Completed
Community Services						
21. To redesign the College's external Web site.	IV, A and B	01/2008	All Depts.	None	Implementation Web site that provides an external focus with easier navigation and usability.	Completed initial design – project will continue as existing pages are redesigned and new pages added.
22. To implement an online course catalog and interactive class schedule thus reducing related mailing costs.	IV, A	06/2008	Academic VP, Enrollment Services	Reallocated savings from mailing cost	Implementation and use of online catalog and interactive schedule	Online interactive schedule – completed – cost savings \$80,000. Online catalog – remains in the evaluation phase