ADMINISTRATIVE SERVICES, PRESIDENT'S CLUSTER, AND STUDENT SUCCESS AND SUPPORT PROGRAMS, COLLEGE CENTERS
ANNUAL PROGRAM PLANNING WORKSHEET FOR 2023

Program: Library/Learning Resources   **Planning Year:** 2023
Last Year CPPR Completed: 2022

Unit: : North County Campus, Student Success & Support Programs   **Cluster:**   Student Success & Support Programs

Please complete the following information. Please note that responses are not required for all elements of this document.

I.   **GENERAL PROGRAM INFORMATION**

   A. Describe changes to program mission, if applicable.

   None

   B. Describe any changes in primary relationships, internal and external, to the District.

   C. List any changes to program service, including changes and improvements, since last year, if applicable.

Cuesta College's Equity and Student Success Committee has established a Call to Action for racial equity and social justice. In step with and support of the Call to Action's established priorities, Cuesta College Library has implemented and commits to the following Inclusion, Diversity, Equity, and Anti-racism (IDEA) Plan and strives to weave this plan into our policies, collections, events, exhibits, procedures, and experiences. In the 2021/22 year the Library Learning Resources staff began to track its actions to be in line with the Goals of the IDEAA plan.

Call to Action Goal 1 - Build Spaces for Open Dialogue: intentional messaging and spaces for meaningful and open dialogue on a continuous, ongoing basis.

==*ILO Artistic and Cultural Knowledge and Engagement - Demonstrate knowledge of and sensitivity to diverse groups and cultures through studying the world's languages, societies, and histories.*==

Library *IDEAA Goal--Create safe, welcoming, accessible, and accommodating environments in our physical and virtual locations.*

- Children's Area Genre Reorganization Project in SLO and NCC Libraries
- Removed security gates in SLO and NCC Libraries
- SafeZone training and signage at NCC
- Replacement of "please interrupt" sign at the reference desk with "reference questions? ask me"
- Partnering with Food Bank on library display with resources and healthy free snacks
- Partnering with Health Center on library display with resources and free toothbrushes, condoms

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- Strive to provide technology support for Canvas and computers as needed; advocate for additional staffing

Library *IDEAA Goal--Host workshops, events, and other outreach programs that foster communication and community-building.*

- Cuesta Library Virtual Book Clubs (View Past Book Selections and Virtual Book Club Recordings)
- Open Poetry Readings (View Here)
- Poetry Reading with NCC Class, Disabled Adults (April 2023)
- Mental Health (De-stress) Events (View Here)
- Book of the Year (View Past Book of the Year)
- Cuesta and SLO Behavioral Health Awareness Gallery
- Partnering with NCC emeritus art class to display works in the library
- Student Art Contest

Library *IDEAA Goal--Design intentional, meaningful, and inclusive marketing and communication materials that reflect our commitment to diversity and equity. These materials include but are not limited to signage, flyers, and posts.*

- Added student images to library walls
- Added gallery of multi-cultural and multi-racial leader images
- Replaced primarily white authors on shelf ends with contemporary Latinx authors and authors of color

Library *IDEAA Goal--Marketing materials reflect the diversity of our campus community*

ILO Social, Historical, and Global Knowledge and Engagement - Demonstrate understanding of world traditions and the interrelationship between diverse groups and cultures

Collaborate with communities to create respectful and informed cultural exhibits that engage students, employees, and visitors.

- Collaboration with SLO Public Library for the StoryCenter Project includes visual and audio storytelling projects for students & community members. Archived stories are available here.
- Celebrating Cultures
- "Spoken in Clay" Indigenous Pottery from the South West, from the collection of Biology Faculty, Nancy Mann
- Collaboration with the cultural center and Latina Leadership Network to offer Hispanic Heritage Month and Dia de los Muertos displays and ofrendas

Library *IDEAA Goal--Communicate and collaborate with faculty, staff, tutors, and other key personnel to ensure awareness of specific assignments in all areas of study for which we can provide support to students and instructors.*

ILO – Critical Thinking and Communication - Communicate and interpret complex information in a clear, ethical, and logical manner

- Offer embedded librarianship collaborations for Cuesta College courses. During the 2022-23 academic year, librarians connected with 67 sections of ENGL 201A, where they can communicate directly with students regarding research assignments and information literacy.
- Offer presentation area of library for student presentations, I.e., Engineering 248: Grand Challenge student presentations
- Librarians continue to revise and develop the Library Information Literacy modules that are included in all sections of English 201A. We have transitioned to making each semester's modules available on Canvas Commons and conferring with an English Division taskforce. Current revisions address assessment of student learning and content regarding Artificial Intelligence tools such as ChatGPT.

Call to Action Goal 2 - Commit to Learning, Self-Reflection, and Institutional Reflection: Individual and collective inquiry and reflection and learning about race, racism, and developing equity-minded practices.

ILO Social, Historical, and Global Knowledge and Engagement - Demonstrate understanding of world traditions and the interrelationship between diverse groups and cultures

Library IDEAA Goal--Discuss, reflect, and learn about diversity, race, racism, anti-racism, inclusion, and accessibility in regards to interactions with students and the roles we play in education and society.

- Ethnic Studies Teach-In Resources (e.g., guest speakers and videos) in Ethnic Studies Research Guide
- 21-Day Racial Equity and Social Justice Challenges Spring 2022

Library IDEAA Goal--Encourage and compensate employee participation in professional development, trainings, committees, policy revisions, professional inquiry, meetings, and professional organizations with attention to matters of inclusion, diversity, equity, and anti-racism.

ILO Personal, Academic and Professional Development - Recognize, assess, and demonstrate the skills and behaviors that promote academic and professional development

- A cohort of librarians participated in an anti-racist library course highlighting diversity audits.
- A cohort of librarians participated in a campus book discussion group highlighting contemporary novels centered on ethnic perspectives.
- Librarians are hosting a discussion of Knowledge Justice: Disrupting Library and Information Studies through Critical Race Theory in Spring 2023

Call to Action Goal 3 - Change the Student Experience: Assess and make changes from an equity and social justice perspective in both the instructional and student service experience.

ILO Technical and Informational Fluency - Produce and share electronic documents, images, and projects using modern software and technology

Library IDEAA Goal--Create course-specific research guides that direct students to resources, facilitate access to those resources and aid learning.

- Ethnic Studies Research Guide

- Early Childhood Education 215: Teaching in a diverse society
- History 233 – History of African Americans
- Health Education 208: Multicultural Health
- Undocumented Students: Resources

Library IDEAA Goal--Develop a collection of physical and digital resources that reflects the diversity of our local and global communities and increase the discoverability and accessibility of those resources.

ILO Technical and Informational Fluency - Produce and share electronic documents, images, and projects using modern software and technology

- Increasing diversity of picture books, fiction and non-fiction added to NCC and SLO Children's
- Collection development in conjunction with Virtual Book Club has added titles related to Black Joy, LGBTQ themes, women's history, immigration stories and other underrepresented topics. Accompanying Library Guides direct users to these titles in the collection.
- Encourage instructors to have access to Research Guides that have been created for their subject area(s) within their Canvas classroom(s)

Library IDEAA Goal--Prioritize student interests by minimizing fines, fees, food and drink restrictions.

- Library/Information Technology Instructors prioritize OER (Open Educational Resources) in their courses to reduce costs for students.
- Free printing

Library IDEAA Goal--Foster diversity, inclusivity, and equity during on-campus daycare story hours by featuring diverse characters, experiences, and perspectives.

- Storytimes at NCC and SLO prioritize themes that foster inclusivity and diversity while highlight cultures in our local communities and around the world.
- Virtual book club collaborations with Cuesta Pride, Black Student Union, EOPS (first gen students), ESL, and Latina Leadership Network

Library IDEAA Goal--Greet each library user, signaling a welcoming, inclusive atmosphere and our readiness to assist.

- Library/Information Technology Instructors provide welcome/orientation videos in Distance Education courses to help students get comfortable with the instructor, course, and content.
- Library Canvas Shell that provides access to online success courses and Library Resources
- Staff and faculty are provided lanyards with their desired name and pronouns. (For more information visit [Why Pronouns Matter](#))

Library IDEAA Goal--Encourage and facilitate feedback and suggestions from students, faculty, and staff regarding equity issues, policies, procedures, purchase requests, and improvements to services and facilities.

ILO Personal, Academic, and Professional Development - Recognize, assess, and demonstrate the skills and behaviors that promote academic and professional development

- Developing connections with Equity admins to improve library support of equity initiatives and students

Library IDEAA Goal--Assist all library users equitably and to the best of our abilities, being mindful and respectful of the diversity of our patrons, including considerations such as race, English language fluency, country of origin, physical abilities, learning styles, cultural backgrounds, perspectives, level of scholarship, age, gender, sexual orientation, religion, political affiliation, and socio-economic status.

Library IDEAA Goal--Create and display a diversity statement in our virtual and physical spaces

ILO - Artistic and Cultural Knowledge and Engagement - Demonstrate knowledge of and sensitivity to diverse groups and cultures through studying the world's languages, societies, and histories.

Prioritize providing translations of communications and services in Spanish and other languages spoken by our students.

- Translated our electronic device checkout agreement into Spanish
- Provide voter registration forms, citizenship applications, and citizenship test preparation materials. Currently displayed at the NCC Library.

Call to Action Goal 4 - Commit to Structural Changes: Identify policies and procedures that remove inequities and promote equity.

ILO - Artistic and Cultural Knowledge and Engagement - Demonstrate knowledge of and sensitivity to diverse groups and cultures through studying the world's languages, societies, and…

Library IDEAA Goal--Use inclusion, diversity, equity, and anti-racism as core values in collection development and cataloging.

- Improved language to collection development for Children's area
- Recruit, hire, and retain diverse and inclusive library personnel.
- Revised our adjunct faculty position announcement to emphasize equity-mindedness and eliminate the barrier of requiring reference letters
- Proposed a bilingual, hourly circulation employee for evenings at NCC

D. List changes to program in the last year in reference to relevant statutory authority/program regulation and related compliance issues, if any.

None.

II. **ANNUAL PROGRAM SUPPORT OF DISTRICT'S MISSION STATEMENT, INSTITUTIONAL GOALS, INSTITUTIONAL OBJECTIVES, AND/OR INSTITUTIONAL LEARNING OUTCOMES**

A. Provide updates, if any, in how your program addresses or helps to achieve the District's Mission Statement in the last year.

By supporting course work with a range of information resources, the library fosters student success in the classroom. This has included expanding our library orientation programming, research guide offerings, support of open hours in collaboration with Student Success Centers.

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B. Provide updates, if any, to how your program addresses or helps to achieve the District's [Institutional Goals and Objectives](#), and/or operational planning initiatives in the last year.

Institutional Objective 1A: Increase enrollment of low-income and underrepresented students through intentional program development and targeted outreach efforts

Library instruction strives to include resources that represent diverse perspectives which expand the student's knowledge and understanding of often underrepresented groups in the hopes that students will become open-minded, more compassionate community members. Furthermore, the Library fosters inclusion throughout the Cuesta community by offering events, outreach and support activities that center diversity, equity, inclusivity, accessibility, and social justice.

Instituational Goals 2 and 3: Completion and Transfer

The library's role in Open Educational Resources (OER) initiatives has helped to shift the campus culture regarding OER, significantly increasing the number of course sections using zero-cost and zero-textbook-cost (ZTC) materials from 32 sections in Fall 2021 to 98 sections in Fall 2022. Students earn higher grades and are more likely to complete courses that use OER, and students from underserved groups especially benefit from ZTC courses.

Institutional Objective 2A: Increase in the number of students who earn an Associate Degree or Associate Degree for Transfer, credentials, certificates, or specific job-oriented skill sets

Library instruction also focuses on developing information literacy within specific disciplines and, more broadly, on developing the habits of critical reading that enable a person to evaluate the relevance, credibility, and quality of information sources and to use information effectively and ethically (such as News Literacy (Fake News)/Voting workshops). Through library instruction, students are equipped with the skills and knowledge to be effective consumers and producers of information in our current information ecosystem.

The library's student learning outcomes closely align with the informational fluency element of ILO 6:

"A Cuesta College information literate student is one who should know or be able to do the following:

- o Conceptualize and communicate a research topic or information need and to know when expert assistance is necessary.

- o Synthesize material and evaluate whether information need has been successfully satisfied.

- o Locate, use, and evaluate library and information resources relevant to class assignments and personal information needs."

III. **ANNUAL MEASUREMENTS, ANALYSIS AND IMPROVEMENTS**

Programs are often impacted by institutional or other organizational change. Please review program-relevant institutional data sources, such as institutional enrollment trends, which along

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with some other relevant program data, is available on the [SLOCCCD Institutional Research website](#). Other organizational or departmental measurements may provide useful information for planning in your program; please describe those measurements and the data below.

A. Data Summary:

- Describe data collection tool(s) used.

Library/Learning Resources tracks usage of resources and services via door counters (Figure 1), counts reference transactions (==add Figure 2==), and surveys, including a survey of student satisfaction administered every two years. We also contribute yearly to the Association of Research Libraries Academic Library Trends and Statistics Survey.

SLO/NCC Semester Totals 2021-2022					
Summer 2021		Fall 2021		Spring 2022	
Library Entrance		Library Entrance		Library Entrance	
	6357		30205		35156
Reserves		Reserves		Reserves	
Chromebooks		Chromebooks		Chromebooks	
Reference Tally Totals		Reference Tally Totals		Reference Tally Totals	
SLO 392		SLO 1400		SLO 1556	
NCC 357		NCC 991		NCC 881	
Tech Desk Reference Totals		Tech Desk Reference Totals		Tech Desk Reference Totals	

- Include updates to program data results from the previous year, if any.

B. Data Interpretation:

- Describe results from previous improvement efforts to the program based on institutional or departmental changes.

- Identify areas if any that may need improvement for program quality and growth.

  The goal to close equity gaps for historically underrepresented student groups will continue to influence library decisions.

  Recommend any changes and updates to program based on the analysis above.
  For elements that require funding, complete the Resource Plan Worksheet ([download from this folder](#)) and review the [Resource Allocation Rubric](#)

IV. **ANNUAL PROGRAM OUTCOMES (ASOS AND SSOS), ASSESSMENT AND IMPROVEMENTS**
Your program has established either Administrative Service Outcomes or Student Service Outcomes. Those outcomes are assessed and tracked in the Course or Program Assessment Summary. Review CPAS documents for ASO or SSO assessment results for program outcomes.

A. Describe any results from improvement efforts arising from ASO or SSO assessment in the last year.

n/a

B. Recommend changes and updates to program based on assessment of program outcomes. For elements that require funding, complete the Resource Plan Worksheet ([download from this folder](#)) and review the [Resource Allocation Rubric](#).

1. Increase diverse student representation in the libraries (student engagement and retention/GP)

    a. club banners and art for groups such as for Student Clubs, Guardian Scholars, Puente, PRIDE, UMOJA, Pathways
    b. expand photos of students "in action" in stairwell in SLO, lobby in NCC
    c. Student quotes from wellness event, immigrant journeys
    c. Updated authors/images on ends of stacks
    d. Directional signage, bilingual, in stairwell
    e. Mural above reference desk, word cloud in multiple languages information, help, questions, ask etc.
    f. Rebranding, student focus groups

2. Collaborate with targeted student groups on outreach events (student engagement and retention)
    a. book clubs
    b. wellness education
    c. literacy events

3. Evaluate newly subscribed DEI databases usage in ethnic studies classes and targeted Pathways (student engagement and retention/ Guided Pathways)

4. Improve Library digital spaces and access to technology
    a. Rework library website based on student usability testing
    b. Add technical support for Alma Primo videos
    a. Computer chairs for labs
    b. In person and online tech support
    c. Update copier in NCC
    d. Allow copiers in SLO to also scan
    e. Staffing for part time, technology specialist for NCC
    f. Digitization Pilot Project: Electronic Reserves; Local History and Equity Project
       Cuesta Library proposes buying the software product Alma Digital from our current Library Management System (LMS). This would serve as an add-on to our existing LMS catalog and other standard operating functions and allow us to digitize materials that we already own and have copyright to; Alma Digital would then allow these digitized materials to be searchable and show up in a search of our library catalog, just as a book title would be available for inclusion and use in campus Canvas course shells; be featured on our campus websites in galleries with topical focuses
       Three specific initiatives would be implemented in this Pilot Phase of Alma Digital:

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Electronic Reserves—would directly benefit students by increasing access when students are not on campus

Cuestonian (Cuesta's Student Newspaper): Library has a complete collection of fragile, vintage hard copies from 1960 to 2012 when print publication stopped); this would preserve the brittle and acidic hard copies as well as making them searchable and accessible.

Other Library collections: For example, select materials from The Blythe Local History Collection (hard copy, housed at NCC Library); this would allow relevant items to be digitally accessed and used in California and other History Canvas courses. Our priority is to digitize primary sources regarding Latinx and African American residents of SLO County.

V. ANTICIPATED SERVICE CHALLENGES/CHANGES

Provide a brief description of challenges or changes anticipated in the next year and any needs that have emerged as a consequence.

There is an opportunity to integrate support programs throughout the division to meet student needs with increased workshops, tutoring, and group collaboration areas in the library. The ongoing shift to digital resources and the need to teach and support online will continue to outpace funding and remain a challenge. The high cost of textbooks (and the move to digital key locked editions) is prompting a move to digital reserves. OER low cost and zero cost initiatives will continue to influence the purchasing decisions of the library as it attempts to fill gaps in resource needs. Faculty retirements and the lack of technology focuses faculty willing to work as Part Time librarians will make it difficult to support needed technology. An increased need for technology support for students both in person and online will put pressure on existing staff. Lack of Spanish fluency among library staff will continue to cause underserving of ESL students.

VI. OVERALL BUDGET IMPLICATIONS

Provide a brief description of the immediate budget request(s) made in your Resource Plan (download from this folder) (after having reviewed the Resource Allocation Rubric). These elements will be reflected in the District planning and budget process.

Elements:

Personnel

Librarian
We are underserving students and the local community by having a shortage of full-time librarians and having no Spanish-speaking librarians despite our status as a Hispanic-serving institution. According to Title 5, based on our FTES, Cuesta should have four full-time librarians. Our backfilling with part-time librarians is not optimal or sustainable. The retirement of the Web librarian has made it difficult to update the library's website, Library Service Platform, Canvas site and other technology in a timely and effective manner.

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Full time Instructional Aid/Student Technology Support Specialist

Chromebook and Hotspot support needs have rapidly expanded with more classes online. Students are dropping out and failing due to lack of coordinated, proactive support. The digital divide is widening in this increasingly online environment, and in-person support can combat this. A support specialist is essential to maintaining support and offering ongoing training for students around technology.

There is a need for expanded technology support and training hours for the following duties:

- Tech support for students in person and online (chat and Zoom, canvas)
- Canvas support including add-ons, and support for in person students who must use canvas
- Support for software used in classes
- Document management across multiple computers, phones, programs, google doc
- helping students to understand faculty technology expectations
- My cuesta and cuesta website support
- Teaching workshops on technology and success topics
- Outreach across campus to students on tech support
- Liaison to campus departments that overlap with student technology (IT, Faculty Canvas support, ESS (registration)
- Hours in SLO and NCC LRC, Success Centers
- Bilingual
- Give feedback on student needs and emerging trends
- manage Chromebooks, hotspots and other technology (inventory, storage, support from IT, checkouts to students)

Part-time, Bilingual Circulation Clerk at NCC

Since the return from the pandemic closure, the NCC has been unable to cover the circulation desk with student workers like it did previously. Faculty have been covering evening circulation and classified breaks and absences. We have no bilingual staff despite the large population of ESL students. This rises to a crisis situation for the first few weeks of each semester due to the rush of technology checkouts and new student orientations.

Instructional Materials:

- Database/Etextbook funding to support lower cost textbook initiatives, increased online courses, and a general academic move to digital research. Library budget does not include database or reserve book funding; ACCJC Standard IIB 1 and 2 specify that libraries should have sufficient materials to support learning.
- Library Reserve Textbooks funding to support ZTC and lower cost textbook initiatives and increased online courses.

Noninstructional Materials:

- Makerspace materials to support learning by doing and alternative evaluation methods in the classroom. Project based learning/evaluations is a method of addressing equity gaps. Library budget does not include funding for Makerspace, Open Educational Resources (OER) or Special Collections; ACCJC Standard IIB 1 and 2 specify that libraries should have sufficient materials to support learning.

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- OER grants for faculty and to create zero-cost/low-cost courses and textbooks as well as funding to provide vendor published books as free class sets.
- Special Collections funding for archival materials to support the college archive as well as selective digitization of high value items from the Blythe California Collection. Creation, cataloging and preservation of oral histories of historically underserved members of the county as teaching and outreach materials
- Chairs for the Open Labs are dirty, outdated and need to be replaces

Technology

- Open Lab computers need to be updated
- Printer software needs to be updated to allow online payments and use of financial aid and coupon funding
- Student Chromebooks, hotspots and laptops will continue to be needed and should be included in the technology replacement schedule.

Equipment/furniture (other than technology)

- Wired furniture for NCC and SLO group Study Areas have been requested by students using the library.
- Replacement Chairs for the Open Labs
- Copier to print longer documents in NCC
- Scanners for digitization of reserve materials
- Movable group study furniture to support flexible earning environments.

Facilities:

- Removal of unneeded print journal shelving; replacement with movable furniture will increase teaching and learning spaces in the libraries.
- The library supports Online Education's proposal of a faculty learning center (the ATTIC)

SIGNATURE PAGE

Director(s), Manager(s), and/or Staff Associated with the Program

Student Success and Support Programs, College Centers and Administrative Services Programs: All full-time director(s), managers, faculty and/or classified staff in the program must sign this form.

Carina Love		_3/6/23_
Division Chair/Director Name	Signature	Date

Mia Ruiz, Dean		_3/6/23_
Name	Signature	Date

Name	Signature	Date

Name	Signature	Date

Name	Signature	Date

Name	Signature	Date

Name	Signature	Date

Name	Signature	Date

UNIT:	Library
CLUSTER:	Administrative Services
Requests Made in Prior Year:	2022

Rank	Program (Prefix)	Item/Description	Cost (est.)	Funded?	Source of Funding:	Impact on Program if item was not funded	Comments (Optional)
1	Library	Database/E-textbooks	$ 50,000.00	Yes	Lottery		
2	Library	Library Reserve Textbooks	$ 20,000.00	Yes	Foundation		
3	Library	Technology Support Specialist	$ 50,000.00	No	n/a	Lack of support for canvas/it	
4	Library	Wired furniture for Study Areas	$ 50,000.00	No	n/a	lack of use of spaces	
5	Library	Furniture for Children's Areas	$ 3,000.00	Yes	Foundation		
6	Library	OER Support	$ 20,000.00	Yes	Guided Pathways?		
7	Library	Makerspace Furniture and Supplies	$ 10,000.00	No	n/a	area not currently used	
8	Library	Chromebooks	$ 50,000.00	Yes	IT?		
9	Library	Hotspots/Data	$ 30,000.00	Yes	Basic Needs		
10	Library	Increase flexible study areas	$ 20,000.00	No	n/a	reduced use of study areas	

Resource Allocation Rubric (please review while preparing this

ACCJC Standards

Strategic Plan Initiatives (where to find the Institutional Goals and Objectives)

Institutional Standards of Achievement

Institutional Learning Outcomes

Rank	Program (Prefix)	Item/Description	Cost (est.)	Item Category	Instructional	Frequency	Time Frame	Location (be as specific as possible)	Justification
1	Library/LRC	Permanent funding databases (Journal, video, audio, textbook,	$ 100,000.00	Supplies	Instuctional	On-going	Immediate (Next Year or Sooner)	SLO and NCC Libraries	Library budget does not include databases; ACCJC Standard IIB 1 and 2 specify that libraries should have sufficient materials to support learning.
2	Library/LRC	Library Reserve Textbooks	$ 20,000.00	Facility	Instuctional	On-going	Intermediate (2 to 4 years)	SLO and NCC Libraries	Library budget does not include textbooks; ACCJC Standard IIB 1 and 2 specify that libraries should have sufficient materials to support learning.
3	Library/LRC/NCC	Evening Hours Bilingual Part TIme Temp	$ 15,000.00	Personnel	Noninstructional	On-going	Immediate (Next Year or Sooner)	NCC Library	Library budget does not include textbooks; ACCJC Standard IIB 1 and 2 specify that libraries should have sufficient materials to support learning.
4	Library/LRC	Technology Support Specialists	$ 50,000.00	Personnel	Instuctional	On-going	Immediate (Next Year or Sooner)	SLO and NCC Libraries	Cuesta's Strategic Plan 2020-2023 institutional objective 6A, measure 1, calls for improvement in student-centered technology and building design; ACCJC Standard IIB 1 specifies that institutions should support student learning by maintaining current technology in libraries and computer labs. Institutional Goal 6, Institutional Objective 6A - Measure 2: Improve technology support to facilitate student persistence to education goal
5	Library/LRC	Increase flexible study, presentating, and teaching areas	$ 50,000.00	Supplies	Noninstructional		Immediate (Next Year or Sooner)	SLO and NCC Libraries	Cuesta's Strategic Plan 2020-2023 institutional objective 6A, Measure 2, aims to improve technology support to facilitate student persistence and completion. Measure 1, aims to Improve student-centered technology and building design
6	Library/LRC	Speaker Fees (BOTY, Honorariums Library Speakers)	$ 20,000.00	Supplies	Non-Instructional	On-going	Immediate (Next Year or Sooner)	SLO and NCC Libraries	Library budget does not include textbooks; ACCJC Standard IIB 1 and 2 specify that libraries should have sufficient materials to support learning.
7	Library/LRC	Digitization Project	$ 50,000.00	Supplies	Non-Instructional	One-time	Immediate (Next Year or Sooner)	SLO and NCC Libraries	Cuesta's Strategic Plan 2020-2023 institutional objective 6A, Measure 2, aims to improve technology support to facilitate student persistence and completion. Measure 1, aims to Improve student-centered technology and building design
8	Library/LRC	Librarian	$ 80,000.00	Personnel	Instructional	On-going	Immediate (Next Year or Sooner)	SLO and NCC Libraries	According to Title 5, based on our FTES, Cuesta should have four full-time librarians. Cuesta's Strategic Plan 2020-2023 institutional objective 1a emphasizes outreach to low income and underrepresented groups.
9	Library/LRC	Welcoming Student Spaces (bilingual signage, murals, inclusive images)	$ 20,000.00	Facility	Non-Instructional	One-time	Immediate (Next Year or Sooner)	SLO and NCC Libraries	Cuesta's Strategic Plan 2020-2023 institutional objective 6A, Measure 2, aims to improve technology support to facilitate student persistence and completion. Measure 1, aims to Improve student-centered technology and building design
10	Library/LRC	New Printing System SLO and NCC	$ 20,000.00				Immediate (Next Year or Sooner)		Cuesta's Strategic Plan 2020-2023 institutional objective 6A, Measure 2, aims to improve technology support to facilitate student persistence and completion. Measure 1, aims to Improve student-centered technology and building design
11	Library/LRC	Wired furniture for Study Areas and Reference	$ 50,000.00	Facility	Noninstructional	One-time	Intermediate (2 to 4 years)	SLO and NCC Libraries	Cuesta's Strategic Plan 2020-2023 institutional objective 6A, measure 1, calls for improvement in student-centered technology and building design; ACCJC Standard IIB 1 specifies that institutions should support student learning by maintaining current technology in libraries and computer labs
12	Library/LRC	OER Support	$ 20,000.00	Personnel	Instuctional	On-going	Immediate (Next Year or Sooner)	SLO and NCC Libraries	Support for lowcost/nocost courses; Cuesta's Strategic Plan 2020-2023 institutional objective 1a emphasizes outreach to low income and underrepresented groups.
13	Library/LRC	Archival Supplies	$ 5,000.00	Supplies	Non-Instructional	One-time	Immediate (Next Year or Sooner)	SLO and NCC Libraries	Library budget does not include textbooks; ACCJC Standard IIB 1 and 2 specify that libraries should have sufficient materials to support learning.

Rank	Program (Prefix)	Item/Description	Cost (est.)	Item Category	Instructional	Frequency	Time Frame	Location (be as specific as possible)	Justification
14	Library/LRC	Facilities Improvements/Furniture	100/person	Facility	Non-Instructional	On-going	Immediate (Next Year or Sooner)	SLO and NCC Libraries	Cuesta's Strategic Plan 2020-2023 institutional objective 6A, measure 1, calls for improvement in student-centered technology and building design; ACCJC Standard IIB 1 specifies that institutions should support student learning by maintaining current technology in libraries and computer labs. Institutional Goal 6, Institutional Objective 6A - Measure 2: Improve technology support to facilitate student persistence to
15	Library/LRC	Computer Replacement	$ 100,000.00	Technology	Non-Instructional	On-going	Immediate (Next Year or Sooner)	SLO and NCC Libraries	Cuesta's Strategic Plan 2020-2023 institutional objective 6A, measure 1, calls for improvement in student-centered technology and building design; ACCJC Standard IIB 1 specifies that institutions should support student learning by maintaining current technology in libraries and computer labs. Institutional Goal 6, Institutional Objective 6A - Measure 2: Improve technology support to facilitate student persistence to
16	Library/LRC	Chromebooks (2024 refresh)	$ 50,000.00	Technology	Noninstructional	On-going	Immediate (Next Year or Sooner)	SLO and NCC Libraries	In the Cougar Voices: Cuesta Basic Needs Survey (2020), students ranked both computer checkout and Chromebook checkout near the top of their desired resources (ranked 5th and 9th, respectively); ACCJC Standard IIB 1 and 2 specify that libraries should have sufficient materials to support learning.
17	Library/LRC	Hotspots/Data	$ 30,000.00	Technology	Noninstructional	On-going	Immediate (Next Year or Sooner)	SLO and NCC Libraries	In the Cougar Voices: Cuesta Basic Needs Survey (2020), students ranked both computer checkout and Chromebook checkout near the top of their desired resources (ranked 5th and 9th, respectively); ACCJC Standard IIB 1 and 2 specify that libraries should have sufficient materials to support learning.