

# Non-Instructional Program Review Template

## What is a Non-Instructional Program?

*Non-instructional programs represent all Administrative and Business Services, Student Services, and non-instructional Academic Affairs areas at BCC.*

## Non-Instructional Program Name

Please indicate the program name: Information Technology (including Application Services)

Academic Year: 2025-2026

Name(s) of Submitter(s): Ronald Johnson

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## I. Area Description

*The purpose of this section is to provide the reader and/or reviewer with a brief snapshot of the area. This section should be kept short, a few paragraphs at the most, and address the following:*

A. What is the area mission and how does it support the institutional mission?

The Information Technology Department is committed to delivering secure, reliable, and innovative technology solutions that enhance the educational and operational effectiveness of the institution. Under a unified vision, the department operates through two complementary divisions:

- **IT Operations** focuses on infrastructure, technical support, and end-user services to ensure campus-wide connectivity, system reliability, and responsive assistance for students, faculty, and staff.
- **Application Services** is dedicated to the development, integration, and management of enterprise applications and centralized data systems. This division provides district stakeholders with ethical, accessible, and data-informed solutions that support equity, institutional planning, and strategic decision-making.

Together, these divisions uphold the highest standards of service and ethical stewardship, promoting an inclusive digital environment aligned with Barstow's mission of affordability, accessibility, and student success.

B. What is the area vision and how does it support the institutional vision?

The Information Technology Department envisions a future where technology serves as a catalyst for innovation, inclusion, and institutional excellence. As a unified department, we are committed to empowering the Barstow community through seamless access to transformative tools, data, and platforms that enhance learning, teaching, and operations.

- **IT Operations** will lead in creating an agile and reliable infrastructure that supports continuous technological advancement and equitable digital access for all users.
- **Application Services** will foster educational excellence by delivering ethically driven application solutions and data systems that reflect Barstow's culture of growth, partnership, and inclusion.

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Together, we strive to be recognized as leaders in leveraging technology to strengthen collaboration, drive informed decisions, and promote student and institutional success.

C. Please provide a short area description:

Our team is responsible for managing and maintaining the institution's IT infrastructure, including hardware, software, networks, and data security. We offer a range of services, including technical support, system administration, and training, to ensure that students, faculty, and staff have access to the tools and resources they need to succeed. The Application Services side of the IT Department ensures optimal performance of the district's information systems by analyzing, designing, developing, testing, and implementing enterprise applications across various platforms. Applications Services is responsible for all aspects of the District's Enterprise Resource Planning (ERP) system, supporting college business practices and regulatory compliance.

Both sides of the department work closely together to implement, maintain, and improve mission-critical systems. This includes integrating third-party tools with enterprise platforms, streamlining data exchange between systems, and supporting user interface improvements to enhance the student and employee experience. The two teams collaborate during system upgrades, testing cycles, and when deploying new features that impact core business units such as Admissions, Financial Aid, and Institutional Research.

D. How does your area align to and/or support one or more of the following BCC Strategic Priorities?

The IT Department plays a vital role in advancing the institution's strategic priorities by leveraging technology to enhance student success, foster a culture of innovation, build community, and achieve operational excellence in the following ways:

**1) Innovate to Achieve Equitable Student Success**

*IT Division:*

The IT Department drives innovation by implementing and supporting educational technologies such as learning management systems and online resources that enable personalized learning and greater accessibility. Leveraging data analytics, IT identifies student needs and tracks progress to inform targeted interventions promoting equitable outcomes for diverse learners.

*Application Services Division:*

Application Services provides the essential technological foundation through development and maintenance of information systems, ERPs, and third-party applications. This ensures timely, reliable access to data and streamlined processes, directly supporting equitable student success by enhancing institutional responsiveness and operational effectiveness.

**2) Ignite a Culture of Learning and Innovation**

*IT Division:*

IT fosters continuous learning by offering professional development and training resources to faculty and staff, encouraging the integration of technology into pedagogy and administration. Additionally, IT explores emerging technologies such as AI and virtual reality to enrich the educational experience and inspire creative problem-solving.

*Application Services Division:*

Application Services contributes by implementing collaborative tools and instructional

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technologies that improve engagement and teaching effectiveness. Their work supports innovation by maintaining and optimizing systems that empower faculty and students with advanced digital resources.

### 3) Build Community

#### *IT Division:*

By providing collaborative platforms and communication tools, IT enhances connectivity and engagement across students, faculty, and staff, nurturing a sense of community. Responsive technical support from IT ensures users feel supported and included, reinforcing a collaborative institutional culture.

#### *Application Services Division:*

Application Services strengthens the college community by ensuring the reliability and performance of critical systems that serve all campus members. Their ongoing optimization efforts help sustain efficient operations that support community-building initiatives and collaborative learning environments.

### 4) Achieve Sustainable Excellence in All Operations

#### *IT Division:*

IT advances sustainable excellence through process automation and improved technology solutions that increase operational efficiency. Responsible technology procurement and management reflect a commitment to sustainability and environmental stewardship aligned with institutional goals.

#### *Application Services Division:*

Application Services maintains and optimizes core systems to ensure sustainable, efficient operations. Their focus on system reliability and performance supports the college's ability to deliver high-quality services consistently, contributing to long-term operational excellence.

- Innovate to Achievable Equitable Student Success
- Ignite a Culture of Learning and Innovation
- Build Community
- Achieve Sustainable Excellence in all Operations

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## II. Area Effectiveness

*The purpose of this section is to evaluate the area holistically by reviewing and analyzing data within the context of serving the area's internal and external customers, helping students reach their goals, and furthering the mission of BCC.*

*For each item below, review the data provided. As you examine the data, be on the lookout for trends and outliers.*

*Provide a short analysis (2-3 sentences) for each item. If data are not available (i.e., student satisfaction surveys), please indicate that on the form.*

### Customers

Demographics of internal and external customers – who do you serve?

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Internally and externally, we support a diverse range of individuals, including students, staff, faculty, administrators, and numerous external partners who utilize our campus facilities. Our stakeholders represent a wide spectrum of educational backgrounds, professional experience, ages, and cultural heritages. We take pride in serving each of them with dedication and respect.

### Policies and Process Response

What recent changes in policies, procedures and processes have impacted or will impact your Service Area or Administrative Unit (BCC BP/AP; Federal, State & local regulations; guidelines). Describe the effect the changes or updates in policies and processes have had on the unit.

Given the rapid pace and constantly evolving nature of technology, our team is continually required to update, adapt, or develop new internal processes and procedures. These efforts are necessary to remain aligned with frequent changes from the Chancellor's Office, evolving State and Federal regulations, and modifications related to Admissions, Records, and Financial Aid. Additionally, we respond to updates discussed by the Presidential Cabinet on a regular basis.

However, the absence of formalized Board Policies and Administrative Procedures presents a significant challenge. In many cases, we must make operational decisions and implement system changes without the benefit of official guidance, which increases the complexity and risk associated with ensuring compliance and consistency. Establishing clear, up-to-date policies would greatly enhance our ability to serve the institution effectively and respond to changes with agility and confidence.

The newly approved remote work policy will enhance the team's effectiveness and campus support through staggered scheduling and a hybrid work model. This approach will reduce disruptions caused by our current shared workspace, enable more productive meetings, and improve response times to urgent system issues. Flexible scheduling will also promote long-term departmental sustainability and help attract and retain talent. Concurrently, upcoming regulatory and reporting changes—such as new MIS requirements and AB 607 course materials transparency—will demand significant staff time and resources to update data collection, reporting, and compliance processes. Automation and improved data tools will be critical to meeting these evolving standards efficiently.

In alignment with Vision 2030, we will review and update college systems to support AI integration, equity, and workflow automation, engaging stakeholders across departments and leveraging Chancellor's Office resources. Implementation will begin with small pilots before expanding campus-wide. Additionally, ongoing fraud reporting policy management will require continuous adaptation to emerging threats and regulatory changes. Current projects include course numbering updates, degree audit logic improvements, curriculum tool configurations, and transcript display enhancements, all contributing to improved institutional compliance and operational excellence.

What in-house policies, procedures, and processes need to be updated, created, or deleted?

To ensure the secure, efficient, and mission-aligned operation of Information Technology services, it is essential that the college's IT department implement a comprehensive set of in-house policies, procedures, and processes based on industry standards and best practices. These foundational elements serve to enhance operational consistency, safeguard institutional data, and mitigate risk, while supporting the broader academic and administrative goals of the college.

At the strategic level, clearly defined IT governance and planning processes are critical. This includes establishing decision-making authority, accountability structures, and a technology roadmap that aligns with institutional priorities. In parallel, robust information security and data privacy policies must be in place—including acceptable use, access control, data classification, password

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management, and incident response—to protect sensitive data and maintain compliance with federal and state regulations such as FERPA, GLBA, and PCI-DSS.

Operational reliability is supported by documented processes in change management, patching, and disaster recovery to minimize system outages and disruptions. Service quality and transparency can be improved through standardized help desk procedures, service level agreements (SLAs), and asset lifecycle management. Procurement processes should include technology acquisition guidelines and vendor risk assessments to ensure that all third-party services meet the institution's security and service expectations. In addition, processes for ongoing vendor review and application review after implementation (6 months and annually thereafter), should be created and implemented and policies should be drafted to mitigate bloat with regards to the district's applications.

Additionally, regulatory compliance must be actively managed through internal procedures and continuous staff training aligned with relevant certifications and evolving industry requirements. Lastly, comprehensive documentation—including system architecture, standard operating procedures (SOPs), change logs, and internal communication protocols—is essential to maintain institutional knowledge, ensure continuity of operations, and support effective incident response.

Developing and formalizing these core IT policies and procedures will not only reduce institutional risk but also create a scalable and resilient technology infrastructure that supports student success, operational excellence, and long-term institutional growth.

### Collaboration with Other Areas Response

What areas and/or administrative units are integral to the work of your area and why? Please provide examples of collaborating with other areas on projects, process improvement, etc.

The leadership and direction provided by the Presidential Cabinet are essential to the effective operation of the Information Technology department. Their decisions and strategic vision at the institutional level guide our planning, prioritization, and service delivery. Without this alignment, the IT department cannot effectively support the college's broader goals or meet the evolving needs of its diverse constituent groups. Input from Cabinet creates an opportunity for prioritizing the many institution-wide and departmental needs and goals that require the assistance of the IT/Applications Services team.

Departments such as Admissions and Records, Financial Aid, Institutional Research, Counseling, Student Support Services, and Student Outreach depend heavily on IT and Application Services. We work in close collaboration with these areas to ensure reliable access to institutional data and data collection platforms that empower informed decision-making and operational efficiency.

In addition, our department plays a critical role in enabling student and employee success across all areas of the college by providing and maintaining essential physical and virtual tools. These include computers, telephony systems, printers, network infrastructure, multimedia technology, and current user-based software and cloud services. Through this support, we help ensure that the college remains responsive, agile, and technologically equipped to meet its educational mission.

What other areas have you worked with? Please provide examples of collaborating with other areas on projects, process improvement, etc.

The Information Technology department routinely collaborates with multiple functional areas across the college to support institutional initiatives, enhance operational workflows, and ensure seamless service delivery. These partnerships are essential to the success of cross-departmental projects and

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reflect our commitment to a collaborative, service-oriented approach.

With Human Resources, our collaboration is particularly critical during onboarding and offboarding processes. We've worked together to improve and streamline the account creation workflow, ensuring timely provisioning of network, email, ERP, and other system access. This coordination minimizes delays and ensures new employees are productive from day one. Additionally, we've supported HR-led initiatives around compliance training platforms and electronic personnel document workflows.

In partnership with Performing Arts staff, we provide specialized technical support for events, performances, and classroom activities. This includes the configuration and maintenance of multimedia equipment, stage lighting controls, and campus-wide audio-visual systems. We've collaborated on infrastructure improvements for performance spaces to ensure reliable, high-quality technology experiences for both audiences and presenters.

Across all collaborations, our department focuses on understanding the specific needs of each area, identifying opportunities for process improvement, and delivering scalable, reliable solutions. These partnerships not only improve efficiency but also strengthen institutional alignment and service excellence.

Application Services has worked with several areas of the campus including Special Programs and Services, Counseling, TLSC, Distance Education and Online Technology, Human Resources, and Academic Affairs. This work has included reporting, SARS, positing attendance tracking, Canvas, eLumen, and faculty and course scheduling.

What other areas do you want or need to work with more and why?

Moving forward, there are several key areas with which the Information Technology department would benefit from deeper collaboration to enhance institutional effectiveness and proactively address emerging needs.

With the creation of the new Campus Operations Department, it is critical to establish strong partnerships to ensure effective event scheduling, multimedia support, and coordination of technical staffing needs. This department is assuming many of the previously undocumented responsibilities that the IT team has supported since the opening of the Performing Arts Center. A clear delineation of duties, supported by proactive communication and shared workflows, will be essential to delivering seamless event support and optimizing the use of college resources. Additionally, the introduction of a new Campus Events/Scheduling platform will require college-wide user adoption and process adjustments, and the IT department stands ready to support both the technical rollout and training efforts.

Furthermore, Human Resources will become an increasingly important partner as we respond to new security training mandates from the Chancellor's Office. IT will be working closely with HR to develop, schedule, and track institution-wide cybersecurity awareness training programs for all employees. This collaboration will help ensure compliance, promote a security-conscious culture, and reduce organizational risk. Application Services will need to work with HR and Payroll to revamp employment processes, improve form management, convert manual processes to automated processes, develop comparison modeling, and import processing for Compass.

### Staffing

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### Area Organization – state any changes in past few years

Over the past several years, the Information Technology department has experienced significant organizational changes, most notably in leadership continuity. The department has operated under four different directors in four years, resulting in shifts in priorities, inconsistent direction, and a lack of sustained strategic planning. This frequent turnover has impacted long-term project execution, staff morale, and the ability to establish clear and consistent departmental goals.

In addition to leadership instability, the department has faced scope creep across multiple roles, with staff increasingly taking on responsibilities outside their original job descriptions to maintain operations and support institutional needs. While this adaptability has been commendable, it has also led to inefficiencies, burnout, and blurred lines of responsibility. Without clear boundaries and documented roles, staff are often pulled into duties unrelated to their core functions, which affects productivity and long-term planning.

Leadership challenges within the department created challenges that contributed to confusion in division roles, responsibilities, and communication pathways. This caused gaps in coordination, duplication of efforts, and missed opportunities for process optimization. While each group brought essential expertise—application developers in systems integration, software development, and data reporting, and IT staff in infrastructure, hardware, user support, and networking—the lack of alignment often made collaboration difficult.

End users frequently did not distinguish between infrastructure and application-related responsibilities, resulting in confusion, delays in service delivery, and inconsistent support experiences. Additionally, the absence of a shared strategy and formal communication protocols sometimes led to fragmented accountability and unclear ownership of key systems and projects.

However, recent efforts have begun to bridge these divides. Through improved collaboration, shared planning, and an increased focus on cross-functional coordination, the teams have started to align more effectively. While some issues persist, there is now a more cohesive operational path forward—one that emphasizes unified goals, better documentation, and clearer communication. These improvements are laying the groundwork for more streamlined service delivery, more efficient project execution, and a better overall experience for end users.

Recent changes to the organizational structure of the entire IT Department, including Application Services (further described below) will hopefully continue to improve the effectiveness and efficiency of the area. This will be evaluated throughout the year with the intention of revisiting departmental needs in staffing and organization during next year's program review cycle.

Please list any professional development that staff has participated in (Standard 3.2)

Both the IT team and Apps Services team sent staff to the CISOA conference this past year. In addition, the Apps Services team participated in Argos, HappyFox, and DegreeWorks training.

Please list any professional development staff would benefit from (Standard 3.2)

The district recently purchased a subscription to Stormwind Studios, an online educational platform that offers training modules for a number of IT needs including AI, Cybersecurity, Linux, etc. The IT and Apps Services team have access to this training platform. The Apps Services team would also benefit from Oracle DBA, Banner, and API Management training as well.

Do staff receive an annual employee evaluation on a regular basis (Standard 3.3)? If no, please explain.

All employees are up-to-date on their evaluations.

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Is the staffing within the department sufficient to meet all responsibilities in a timely manner and support internal and external customers adequately (Standard 2.7)?

The IT department was recently reorganized to separate the two sides of the area while still keeping them as one department. The IT side consists of: 1) An Executive Director of Information Technology, 2) 3 Information Systems Specialists, 3) 1 Network Specialist, 4) 1 Cyber Infrastructure Specialist. The Application Services side consists of: 1) A Director of Applications Services, 2) 3 Application Developer/Programmers. Both sides report directly to the VP of Administrative Services. This organizational structure is new and will be tested and analyzed over the course of the next year to determine what, if any, changes might need to be made.

### Area Effectiveness Data and Analysis

#### Satisfaction Surveys

While the current helpdesk system includes functionality for integrated satisfaction surveys, this feature has not been effectively utilized by the IT division. There is no consistent monitoring, regular sampling, or follow-up process in place to evaluate user feedback. As a result, the data collected is limited in both scope and reliability, reducing its usefulness in assessing service quality or identifying areas for improvement. While the Application Services division does not currently have a formal satisfaction survey in place, they plan to develop one in the future and currently utilize the built-in HappyFox Survey Distribution Across Survey Metrics analysis statistics. Current metrics show a survey response rate of 14% and a satisfaction rate of 98.4%.

#### Audits, project tracking, etc.

To date, no audits or tracking tools have been implemented to collect meaningful data that would help assess or visualize the effectiveness of the department's goals or alignment with its mission. This lack of measurable performance indicators limits our ability to demonstrate progress, identify areas for improvement, and make data-informed decisions that support continuous improvement and strategic alignment.

#### Student Equity Data

Specifically discuss any equity gaps that have surfaced in the data. What innovative plans or projects will help to close these gaps?

This area does not have a direct impact on student equity outcomes; however, it plays a supportive role in enabling the systems, infrastructure, and services that contribute to an equitable and inclusive learning environment across the institution.

#### Institution-set Standards

If applicable, reflect on how the department/unit assists the college in reaching the institution-set standards and stretch goals. What innovative plans or projects will help to address any deficiencies.

By its very nature, our department operates as a behind-the-scenes support function within the college environment. We unobtrusively provide the essential infrastructure, tools, and technologies that empower the front-line teams who deliver direct, face-to-face services to students, faculty, and staff. Our effectiveness is often measured by how seamlessly these services function—when our presence goes unnoticed, it is a reflection of our success in maintaining stable, responsive, and reliable systems.

While we do not take credit for the achievements of other departments, we are instrumental in enabling their success. We provide secure access to data, maintain and improve critical systems, and support the platforms necessary for them to meet their operational standards and fulfill their mission

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objectives. In this way, our work indirectly strengthens the institution's overall ability to serve its community with excellence.

### Other Supporting Data (Qualitative or Quantitative)

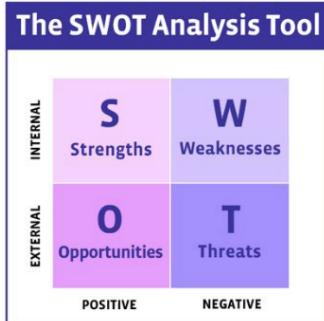
While formal assessment tools are not yet in place, available data and anecdotal feedback highlight the critical support role of the Information Technology department. Over the past year, the team has resolved a significant volume of help desk tickets with consistent response times and maintained high system uptime across core services. Informal feedback from faculty and staff reflects strong satisfaction with the department's responsiveness and technical support. Additionally, IT has successfully supported key institutional projects—such as system implementations, infrastructure upgrades, and onboarding support; despite limited resources. Efforts are underway to implement more structured data collection and performance tracking to better evaluate service effectiveness and align with institutional goals.

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## SWOT Analysis

*Conducting a SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats) is another tool that can help areas evaluate themselves. The SWOT Analysis not only looks internally, but externally as well.*

*The SWOT Analysis provides a way for areas to highlight their accomplishments and also identify possible gaps or issues that need to be addressed.*



	Positive/ Helpful	Negative/ Harmful
<b>Internal</b>	<p><b>STRENGTHS</b></p> <p>Strong Commitment to the College: Staff are dedicated to the mission and success of the institution, which creates a foundation for growth and improvement. The team values being informed and aligned with institutional goals, actively seeking to participate in campus-wide training and initiatives.</p> <p>Strong Desire to Learn: Team members are eager to improve their skills and competencies, which can be leveraged through targeted training and mentoring.</p> <p>Hands-on Experience with Legacy Systems: Existing team members often have deep institutional knowledge of aging systems, making them valuable for transitions or upgrades. This insight supports efficient and effective system enhancements.</p> <p>Efficient Project and</p>	<p><b>WEAKNESSES</b></p> <p>Lack of Formal Training: Many team members lack structured education in current technologies, methodologies, or best practices.</p> <p>Expired or No Certifications: Certifications are outdated or absent, which can hinder credibility and confidence in the team's capabilities.</p> <p>Outdated, End-of-Life Equipment: Obsolete hardware and software introduce risks (e.g., security, compatibility, downtime) and increase operational inefficiencies.</p> <p>Single Points of Failure: Critical knowledge and tasks are often concentrated in one individual, increasing operational risk in the event of absence or turnover.</p> <p>Heavy Reliance on Third-Party Vendors: External consultants and service providers are often used</p>

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	<p><b>Integration Management:</b> The team demonstrates the ability to manage multiple projects simultaneously while maintaining a high standard of integration turnaround. This operational strength is supported by tools such as Application Services' Departmental Notebook, which helps coordinate efforts and maintain institutional memory.</p> <p><b>Growth Perspective:</b> Staff embrace a forward-thinking, growth-oriented mindset. This perspective supports continuous improvement, adaptive change, and innovation within the department and across institutional initiatives.</p>	<p>to perform core functions that internal staff should be able to manage.</p> <p><b>Instability in Management:</b> Leadership turnover or unclear direction undermines consistency and long-term planning.</p> <p><b>Lack of Trust in Upper Management:</b> Employees may feel disengaged or resistant to change due to past mismanagement or unaddressed concerns.</p> <p><b>Poor or Non-Existential Security Controls:</b> Weak security posture increases the institution's exposure to cyber threats, data breaches, and regulatory penalties.</p> <p><b>Limited Project Management and Prioritization:</b> The department lacks structured project management practices and does not consistently prioritize initiatives, leading to inefficiencies, missed deadlines, and unclear progress tracking.</p> <p><b>Inconsistent Procedures and Internal Review Processes:</b> A lack of standardized procedures and internal review mechanisms makes it difficult to ensure quality, alignment with goals, and accountability for deliverables.</p>
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		<p>Limited Emphasis on Cross-Functional Collaboration: Siloed operations and limited engagement with other departments hinder opportunities for shared solutions, innovation, and cohesive institutional support.</p>
<b>External</b>	<p><b>OPPORTUNITIES</b></p> <p>Implement Structured Professional Development Plans: Introducing formal training pathways and certification incentives could upskill staff and boost morale.</p> <p>Invest in Infrastructure Modernization: Replacing or upgrading obsolete systems provides opportunities to improve security, performance, and reliability.</p> <p>Develop Cross-Training and Documentation Initiatives: Reduces single points of failure and builds resiliency within the teams.</p> <p>Internal Talent Development: Promote from within by aligning growth opportunities with individuals' interests and strengths.</p> <p>Foster a Culture of Transparency and Trust: Open, honest communication and follow-through from</p>	<p><b>THREATS</b></p> <p>Operational Disruptions from Equipment Failures: Old systems and single points of failure can lead to service outages or critical data loss.</p> <p>Attrition of Key Personnel: If knowledgeable staff leave, undocumented institutional knowledge may be lost, worsening instability.</p> <p>Increased Costs from Vendor Dependence: Continued outsourcing of core functions drains budget and limits internal growth.</p> <p>Security &amp; Compliance Risks: Outdated systems and untrained staff increase the risk of data breaches or regulatory noncompliance.</p> <p>Security Breaches and Compliance Failures: Weak cybersecurity controls and untrained staff increase the risk of data loss, ransomware, or FERPA violations.</p>

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	<p>leadership can help rebuild trust and drive engagement.</p> <p>Strategic Vendor Management: Shift third-party use to knowledge transfer and familiarity rather than dependency.</p> <p>Formalize Business Processes Aligned with Policy and Compliance Standards: Standardizing processes that align with FERPA, security best practices, and responsible data access helps ensure legal compliance and institutional accountability.</p> <p>Leverage SOP Development to Engage Stakeholders: Using the Standard Operating Procedure (SOP) development process as a collaborative tool reinforces a culture of operational consistency, clarity, and shared responsibility across departments.</p> <p>Conduct a Comprehensive Software/Application Audit: Identifying underutilized or redundant tools may uncover opportunities for cost savings, system consolidation, and improved user experience.</p> <p>Develop Application Lifecycle Governance: Establishing a governance framework for application</p>	<p><b>Resistance to Change:</b> Past instability and lack of trust in leadership could result in reluctance to embrace new initiatives or restructuring efforts.</p> <p><b>Talent Acquisition Challenges:</b> Recruiting certified, experienced professionals may be difficult due to competitive markets and the organization's current reputation.</p> <p><b>Breakdowns in Cross-Departmental Communication:</b> A lack of consistent communication with other departments impairs collaboration, delays problem-solving, and creates barriers to understanding business needs and delivering appropriate solutions.</p> <p><b>Lack of Formalized External SOPs and Business Processes:</b> The absence of clear, documented procedures for external-facing operations—especially around access and security—creates confusion, inconsistent practices, and increased risk.</p> <p><b>Project Delays Due to Interdepartmental Dependencies:</b> Time-sensitive reporting requirements and delays caused by other departments often stall progress, impacting overall performance and</p>
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	<p>acquisition and retirement ensures that future technological investments are strategic, data-driven, and aligned with real business needs.</p> <p>Introduce Proactive Risk Management Practices: Implementing early warning mechanisms, cross-functional timelines, and regular check-ins can help flag roadblocks, drive accountability, and maintain project momentum across departments.</p>	<p>the ability to meet institutional deadlines.</p> <p>Uncoordinated Application Purchases and Redundant Systems: Without conducting needs assessments or evaluating existing tools, departments may pursue unnecessary or duplicative software purchases, increasing costs and fragmenting the technology ecosystem.</p>
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### III. Goals and Service Area Outcomes (SAOs)/Administrative Unit Outcomes (AUOs)

*The purpose of this section is to use data to develop goals, expected SAOs/AUOs for the next three years, and to reflect upon goals and outcomes from the previous cycle*

*You should reflect on and incorporate the responses from all the previous questions and the SWOT analysis into this section.*

*As you develop goals and outcomes:*

- a. *formulate two to three goals with an expected outcome for each that will help maintain or enhance program strengths or will act as an intervention to an identified weakness (cite evidence from assessment data and/or other area effectiveness data).*
- b. *indicate the status of the SAO/AUO (ex: is the goal or outcome new, a carry-over from the previous program review cycle, etc.)*
- c. *indicate how each goal and outcome are aligned with the College's Strategic Priorities.*
- d. *indicate how each goal and outcome are aligned with the Pillars of Guided Pathways.*
- e. *List at least one **action/strategy** for each goal/outcome.*
- f. *Explain how you will **measure** the goal/outcome.*
- g. *List any **resources** that will be needed to achieve the goal/outcome*

#### GOAL #1

Establish and maintain a technology refresh cycle that replaces outdated and end-of-life (EOL) equipment to Barstow Community College

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improve system reliability, minimize security risks, and enhance user productivity across the institution.

## Expected Service Area Outcome/Administrative Unit Outcome

The Information Technology department will reduce system downtime and security vulnerabilities, enhance user experience, and support institutional effectiveness by replacing 100% of identified end-of-life hardware annually according to a documented lifecycle plan, resulting in improved system performance, compliance with industry standards, and greater end-user satisfaction.

A. This Goal/Outcome is

- New
- Continued
- Modified

*If modified please list how and why.*

Adopted in part from previous NIPR completed by former administrators.

B. Alignment to BCC Strategic Priority *(Select at least one but choose all that apply)*

Choose an item.

Strategic Priority 1: Innovate to Achieve Equitable Student Success

Strategic Priority 4: Achieve Sustainable Excellence in all Operations

Strategic Priority 2: Ignite a Culture of Learning and Innovation

C. Relationship to Guided Pathways

- Clarify the Path
- Entering the Path
- Staying on the Path
- Support Learning

D. Please list actions/strategies for achieving this goal/outcome.

1. Conduct a comprehensive inventory audit to identify all EOL hardware, including desktops, laptops, servers, networking gear, and peripherals.
2. Prioritize replacements based on criticality, usage, and impact on instructional or operational functions.
3. Develop and implement a multi-phase replacement plan aligned with budget cycles and institutional priorities.
4. Establish a standardized hardware lifecycle policy to ensure consistent and proactive equipment refresh moving forward.
5. Coordinate with purchasing and vendors for bulk pricing and efficient procurement processes.

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E. Briefly explain how you will measure the goal/outcome.

1. Track the number and percentage of EOL devices replaced within the defined timeline.
2. Monitor reduction in support tickets related to hardware failure or performance issues.
3. Evaluate user satisfaction through targeted surveys before and after equipment upgrades.
4. Assess system performance improvements, such as faster boot times, reduced downtime, and improved application responsiveness.

F. Please list resources (if any) that will be needed to achieve the goal/outcome.

1. Capital funding for hardware procurement and potential infrastructure upgrades.
2. Asset management tools to assist with inventory tracking and lifecycle monitoring.
3. IT staff time and support for equipment deployment and end-user training as needed.
4. Collaboration with finance and administration for procurement planning and approvals.

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### GOAL #2

Strengthen IT and Applications staff capabilities through targeted professional development and industry-recognized certification programs to enhance service delivery, increase system reliability, and elevate overall departmental performance in alignment with institutional goals.

#### Expected Service Area Outcome/Administrative Unit Outcome

The Information Technology department will enhance staff performance and service quality through targeted training and certification, resulting in improved system reliability, faster support response, and higher user satisfaction.

A. This Goal/Outcome is

New  
 Continued  
 Modified

*If modified please list how and why.*

Click or tap here to enter text.

B. Alignment to BCC Strategic Priority (*Select at least one but choose all that apply*)

Strategic Priority 1: Innovate to Achieve Equitable Student Success

Strategic Priority 4: Achieve Sustainable Excellence in all Operations

Strategic Priority 2: Ignite a Culture of Learning and Innovation

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## Strategic Priority 3: Build Community

### C. Relationship to Guided Pathways

- Clarify the Path
- Entering the Path
- Staying on the Path
- Support Learning

### D. Please list actions/strategies for achieving this goal/outcome.

1. Enroll staff in structured training programs through Stormwind Studios, focusing on current technologies, cybersecurity, infrastructure, and application support.
2. Align training with relevant industry certifications (e.g., CompTIA, Cisco, Microsoft, AWS) based on staff roles and departmental needs.
3. Implement regular internal knowledge-sharing sessions to reinforce training and promote cross-functional learning.
4. Establish a development plan for each team member with clear timelines, training milestones, and certification goals.

### E. Briefly explain how you will measure the goal/outcome.

1. 80% of IT staff complete training programs and obtain certifications  
*Assessment Method:* Track completion rates through training logs and certification records.
2. 20% reduction in support request response and resolution times  
*Assessment Method:* Analyze IT helpdesk ticket data to compare pre- and post-training metrics.
3. 25% decrease in system downtime and/or instability  
*Assessment Method:* Review system monitoring reports and incident logs.
4. 30% increase in successful IT project completions  
*Assessment Method:* Use project management tools to track completion rates against targets.
5. 15% increase in user satisfaction ratings  
*Assessment Method:* Conduct post-service satisfaction surveys and analyze trends.
6. Improved skill development and training relevance  
*Assessment Method:* Conduct pre-/post-training assessments and gather qualitative feedback from staff on training applicability.

### F. Please list resources (if any) that will be needed to achieve the goal/outcome.

1. Subscription/license to Stormwind Studios online training platform.
2. Funding for certification exam fees and preparation materials.
3. Dedicated time allocation for staff to participate in training during work hours.

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4. Management support for training schedules and participation tracking.

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### GOAL #3

Redesign and implement a robust, role-based administrative security model across the institution's ERP system (e.g., Banner, Experience) and reporting platforms (e.g., Argos, Tableau) to enhance access control, protect data integrity, and support institutional compliance.

#### Expected Service Area Outcome/Administrative Unit Outcome

The institution will maintain a clearly defined and consistently applied role-based access model that limits data access to authorized users only, resulting in fewer security exceptions, improved audit compliance, and enhanced user accountability across ERP and reporting systems.

A. This Goal/Outcome is

- New
- Continued
- Modified

*If modified please list how and why.*

Click or tap here to enter text.

B. Alignment to BCC Strategic Priority (*Select at least one but choose all that apply*)

Strategic Priority 1: Innovate to Achieve Equitable Student Success

Strategic Priority 4: Achieve Sustainable Excellence in all Operations

Choose an item.

Choose an item.

C. Relationship to Guided Pathways

- Clarify the Path
- Entering the Path
- Staying on the Path
- Support Learning

D. Please list actions/strategies for achieving this goal/outcome.

1. Review Argos Access Groups and update group/departmental setup.
2. Reconfigure so departments/groups are the only way access is granted outside superadmins.
3. Create a BP with HR to ensure we are notified of terminated/retired employees who should no longer have access to our system.
4. Build SOP for Management of User Access Requests and ensure departmental/supervisor

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approvals.

5. Potentially build out training and SOP for communication with management on how this should be handled.
6. Review each application that grants access to PII and build a workflow, SOP and internal and external processes to support the management of security for each type of application. This should be the baseline for any integration handling PII moving forward.

E. Briefly explain how you will measure the goal/outcome.  
By systematically doing in-depth analysis and reconfiguration of security measures for any applications that grant access to PII.

F. Please list resources (if any) that will be needed to achieve the goal/outcome.  
We have the tools we need, we just need direction, approval and time to move forward/prioritize this goal.

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### Previous Goals/Outcomes

Were any outcomes discontinued or completed? Please speak to outcomes you are not carrying forward from the previous program review cycle and discuss why.

**Not applicable** – This item does not apply, as the most recent NIPR (Non-Instructional Program Review) was completed collaboratively across multiple departments, and individual ownership or accountability for this specific area cannot be isolated.

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### IV. Resource Requests

Did you receive any resources over the last cycle? Did the funding of resource(s) have the positive changes the discipline or program was looking for?

Click or tap here to enter text.

*What does the area need to meet its goals and outcomes? Resource requests should be evidence-based and tied to goals and objectives stated above.*

*Resources may be requested from the following categories:*

- a. Personnel/Staffing
- b. Technology Resource
- c. Facilities Resource
- d. Professional Development
- e. Other

**For all resource requests departments/areas should utilize the Budget Allocation Proposal form and submit with their program review.**

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Goal/ Outcome #	Resource Required	Estimated Cost	BAP Required? Yes or No	If no, indicate funding source
1	56 Cisco Switches	Switches = \$170k	YES	Click or tap here to enter text.
2	Security Certifications for Key Staff	\$3,000	YES	Possibly HR Staff Development Fund
Click or tap here to enter text.			Click or tap here to enter text.	Click or tap here to enter text.
Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.

## Non-Instructional Program Review Template

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