



# Institutional Unit Annual Review (AUR)

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*Integrated Planning Template - Fall 2025*

**Note:** This process is completed annually by KCCD Office Units. A full review (all sections) is submitted in odd years (e.g., 2025), and an abbreviated update (Sections I, II, III, and VI only) is submitted in even years (e.g., 2026).

**Unit/Department Name:**

Information Technology

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**Review Period:**

2025-2026

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**Prepared By:**

David Barnett

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**Date Submitted:**

November 21, 2025

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## I. Executive Summary & Mission Alignment

**Executive Summary:**

The Information Technology (IT) unit supports the Kern Community College District by providing dependable and secure technology services that enable effective teaching, learning, and administration. IT serves nearly every member of the District through enterprise systems, infrastructure, security, and 24/7 help desk operations that ensure consistent access to critical tools and resources.

In 2024–2025, IT advanced security, infrastructure, and enterprise systems across the District. Multi-Factor Authentication was extended to all student accounts, and security training expanded in frequency and delivery. The team deployed zScaler Remote Access to mitigate vulnerabilities, established new backup circuits for Ridgecrest, Bishop, and Mammoth, and installed additional security cameras and mass-notification systems. Cloud optimization efforts reduced AWS costs by approximately \$4,000 per month, and the transition to the Rave

emergency notification platform will save \$60,000 annually beginning in 2026–27. The Enterprise Applications team launched Ellucian Experience and Intelligent Learning Platform, implemented five new system integrations, and procured the Argos reporting system to replace Cognos.

The unit continues to face challenges in project intake, demand management, and workload forecasting. Implementation of the TeamDynamix help desk software and a new governance structure will enhance data-driven decision-making, transparency, and prioritization.

Key goals for 2025–2027 include improving IT visibility across campuses, supporting the district’s exploration of artificial intelligence, completing Banner integrations, transitioning reporting to Argos, modernizing identity management, and replacing core network and communication infrastructure.

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### **Unit Mission Statement:**

The primary mission of Information Technology is to provide students, faculty, and staff with reliable, high-quality technology solutions, support, and innovation that advance learning and operational excellence across the Kern Community College District. We strive to provide a transparent and collaborative environment for technology planning and decision-making, encouraging district-wide communication and shared progress.

As we continue transforming into a responsive, service-focused organization, we are committed to improving the effectiveness, security, and reliability of our systems. Our success is measured by the success of those we serve.

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### **Scope of Services and Key Functions:**

The Information Technology (IT) unit provides district-wide leadership and comprehensive support for technology systems and services that enable the academic and administrative missions of the Kern Community College District and its colleges. The unit is responsible for the strategic planning, implementation, and maintenance of information systems, infrastructure, and security frameworks that ensure reliable, efficient, and secure technology operations. IT services support both instructional and business processes, ensuring that students, faculty, and staff have consistent access to the tools and systems necessary for success.

The unit’s key functions include the administration and support of enterprise systems such as Banner ERP, DegreeWorks, Canvas integrations, and district data reporting platforms; the design, deployment, and management of network, server, storage, Wi-Fi, telecommunications, and other critical infrastructure; oversight of information security operations, compliance with federal and state requirements, and delivery of user training and cybersecurity initiatives; coordination of enterprise project and portfolio management to ensure timely and cost-effective delivery of technology initiatives; operation of districtwide help desk and end-user support services to maintain high system availability and responsive assistance for students, faculty, and staff; and facilitation of technology governance, vendor partnerships, and long-range planning to align IT services with institutional goals and emerging needs.

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### **Primary Service Recipients/Customers:**

The Information Technology unit serves nearly all members of the Kern Community College District. Primary service recipients include faculty, staff, and students who rely on district systems such as Banner, Canvas, email, Wi-Fi, and Help Desk support. The unit also provides

services to administrators as well as to state and federal reporting agencies, vendors, and other external partners that interact with district systems.

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### **How the Unit Supports Student Success and Equity:**

The Information Technology unit supports student success and equity by ensuring reliable, secure, and equitable access to technology across all colleges. Expanded Wi-Fi coverage, including outdoor learning spaces, removes connectivity barriers for students who rely on personal devices or study in nontraditional settings. Cloud-based systems and secure remote access allow students to engage with coursework, resources, and services from any location and at any time, ensuring that distance or schedule does not limit opportunity. The 24/7 help desk provides around-the-clock technical support, allowing students to receive assistance whenever they need it. Core systems such as Banner, Canvas, and single sign-on services provide consistent and streamlined access to registration, academic records, and learning tools. Together, these services create a technology environment that empowers all students to fully participate and succeed, regardless of their circumstances

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## **II. Staffing Profile & Changes**

### **Current Organizational Chart or Staffing List:**

[DOIT - ORG CHART Nov 2025.pdf](#)

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### **Review of Organizational Structure:**

KCCD DO IT believes this structure and staffing level is appropriate, assuming we can implement a governance system to effectively prioritize demand.

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### **Notable Staffing Changes:**

KCCD DO IT has recently hired our Associate Director of Infrastructure and IT Support Specialist. Recruitment is currently underway for our vacant Systems Administrator (COF) and (2) of our ERP 1 positions.

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## **III. Look Back: Assessment and Gap Analysis**

### **Narrative Summary of Major Projects/Initiatives:**

During the 2024–2025 cycle, the Information Technology team delivered a series of high-impact initiatives that strengthened KCCD’s security posture, expanded infrastructure resiliency, and improved enterprise system performance and compliance.

#### **Security**

This year marked a significant milestone in our cybersecurity maturity. Building on prior progress

with employee security measures, Multi-Factor Authentication (MFA) was successfully extended to all student accounts, providing critical protection against phishing and unauthorized access. The team also conducted an in-depth assessment of KCCD's custom identity management and governance platform, identifying a sustainable long-term solution to enhance automation and operational efficiency. Security awareness training was expanded in both frequency and delivery, ensuring ongoing reinforcement of best practices districtwide.

## Infrastructure

In response to multiple zero-day vulnerabilities affecting the previous remote access solution, the team rapidly deployed zScaler Remote Access Services in an accelerated timeframe, maintaining secure connectivity with minimal disruption. Infrastructure improvements continued across the district, including the design and implementation of mobile security camera systems at Bakersfield College and the installation of 42 permanent outdoor video cameras at the BC main campus, with additional deployments at BC Arvin, Cerro Coso Gym, and Cerro Coso's Child Development Center.

Significant progress was made in expanding network capacity and redundancy, including new or upgraded infrastructure supporting BC Arvin, CC Sports Complex, and PC Allied Health facilities. Backup WAN circuits were added at Ridgecrest, Bishop, and Mammoth, enhancing operational resiliency in remote areas, and a new dedicated WAN circuit was established for California City, replacing MiFi-based connectivity that was previously used. The District Office also saw the addition of parking lot Wi-Fi, new security cameras, and mass notification speakers. Cloud infrastructure optimization efforts reduced ongoing AWS expenses by approximately \$4,000 per month.

The District also lead a selection committee that chose the RAVE Texting Platform, replacing Blackboard Connect to improve reliability and performance. Through strategic use of CalOES funding, this change will save approximately \$60,000 annually in General Unrestricted funds beginning in FY 2026–27.

## Enterprise Applications

The Enterprise Applications team implemented multiple initiatives to enhance functionality, integration, and compliance across district systems. Five new systems were integrated (AwardSpring, iData Cookbook, PantrySoft, ClockWorks, and Element451) to streamline reporting, student services, and outreach. The team implemented required changes to maintain compliance with new state mandates including AB 607 (course costs), AB 2683 (sexual harassment training), and AB 1111 (common course numbering).

Major platform enhancements included the launches of Ellucian Experience and the Ellucian Intelligent Learning Platform (ILP), both of which modernized the student and faculty experience. The selection and procurement of the Argos Reporting System established a new foundation for district-wide data reporting and analytics. Additionally, the implementation of Banner 9 Self-Service modules for students and faculty modernized access to academic and administrative functions in advance of the official end of life from Ellucian. Finally, the successful resubmission of two years of MIS data addressed critical reporting requirements and ensured compliance with state and federal mandates.

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## Service Area Outcomes (SAOs) & KPIs

<b>Outcome or Indicator</b>	<b>SAO/KPI Description</b>	<b>Assessment Method(s)</b>	<b>Target</b>	<b>Prior Year Result</b>
myBanWeb Uptime	The percentage of time that myBanWeb is operational, not including scheduled maintenance.	Ellucian cloud service uptime reports.	99.5%	99.73%
Total Banner Integrations	The total number of Banner integrations that need to be maintained during the reporting period	Project Tracking		51
New Banner Integrations	The number of new integrations completed with Banner during the reporting period.	Project Tracking		5
Decommissioned Banner Integrations	The number of integrations that have been decommissioned during the reporting period.	Project Tracking		2
Critical ERP Outages	The number of ERP outages that disrupted student access or core college functions.	System Monitoring	0	3
Website Uptime	The percentage of time that the main (www) websites are operational, not including scheduled maintenance.	Monitoring Software	99.9%	99.999%
Network Uptime	The percentage of time that the network remains operational,	Monitoring Software	99.9%	99.9%
Help Desk: First Call Resolution	The percentage of time the tier 1 help desk agents resolve a call without escalating to tier 2.	Ticket Closure Data	70%	79.8%
Help Desk: Average Handle Time	For cases resolved on first contact, the average amount of time required to resolve incidents once a technician begins working the issue.	Help Desk Analytics	< 7.5 min	7.35 min
Help Desk Tickets	The total number of Help Desk service requests	Help Desk Reporting		16,134

Outcome or Indicator	SAO/KPI Description	Assessment Method(s)	Target	Prior Year Result
	received and processed during the reporting period.			
Phishing Awareness and Response	The percentage of employees who correctly identify and do not engage with simulated phishing emails during campaigns.	Quarterly Phishing Simulations	100%	98.6%
Security EndPoints Monitored	The number of desktops and servers protected by our threat response software	Crowdstrike dashboards		6,800

### Gap Analysis Narrative:

The Information Technology unit faces several gaps that need to be addressed to operate efficiently and strategically:

Our current ticketing system lacks the functionality needed to provide meaningful data, making it difficult to track performance, identify trends, or report on key metrics. We are in the midst of implementing Team Dynamix, which is expected to improve these capabilities significantly over the coming years. Until then, it remains difficult to have meaningful KPIs or robust reporting tools, and IT cannot accurately demonstrate workload, response times, or service quality, hindering data-driven improvement.

Demand management and governance are also major gaps. While a system exists, it is not widely followed and has not proven effective in managing demand. The absence of a consistent, enforced intake process leads to a constant stream of ad-hoc demands that compete for limited resources. Without a reliable framework for prioritization and reassessment, reactive work dominates the schedule and leaves little capacity for proactive planning or strategic initiatives. To address this, IT needs to establish a defined demand management cycle with clear phases so that assessment occurs in planned intervals rather than continuously. In the absence of such a structure, IT feels pressure to seek additional staffing to manage workload and meet demand, a pattern that is not sustainable long-term.

Resource and capacity planning is difficult to forecast. IT often faces urgent hardware and software replacements, unplanned security updates, and legislative mandates that require urgent attention and often arise without sufficient lead time. These pressures, combined with unclear visibility into total workload, create a cycle of constant urgency that limits the ability to forecast needs, plan staffing, delays in planned projects, or sustain focus on long-term improvements.

Roles, responsibilities, and decision-making authority between IT and those we serve are not consistently defined. Over the years, some duties and decisions have ended up in places that may not be optimal. Documentation gaps have also led to a loss of institutional knowledge over time.

The technology landscape across the district is fragmented. Multiple systems perform similar functions but lack integration or standardization, forcing IT to support redundant and

incompatible solutions. This inconsistency increases maintenance costs, systems that are difficult to use and complicates support, and prevents unified data reporting.

Rising hardware and software costs are exacerbated by deep vendor integrations that make switching providers difficult. As some vendors exploit this dependence (and other economic factors), pricing has increased with limited recourse for negotiation or substitution. This dynamic makes it increasingly difficult to control costs over the long term and heightens the district's exposure to vendor lock-in.

Account lifecycle and security processes are being reviewed to strengthen consistency and improve account provisioning and deprovisioning processes. IT is also working to increase participation in security awareness training to further enhance the district's overall security posture.

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## IV. Look Forward: Two-Year Strategic Plan

### Goal 1

#### Goal Title:

IT Project Intake, Analysis, and Prioritization Framework

#### Strategies & Action Items:

Establish a structured intake, analysis, and governance process that translates AUR-identified technology needs into a prioritized, achievable, and collaboratively agreed-upon District Office IT (DO IT) project portfolio.

#### Timeline:

Q3 2026

#### KCCD Strategic Goal Alignment:

Student Technology, Employee Culture, Employee Technology

### Goal 2

#### Goal Title:

Increase IT Visibility on Campus

#### Strategies & Action Items:

District Office IT will partner with College Presidents and campus IT Directors to establish a recurring schedule of campus visits for DO IT leadership. Feedback gathered during these visits will inform AUR updates, project planning, and governance discussions to ensure alignment with campus needs.

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**Timeline:**

Q2 2026

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**KCCD Strategic Goal Alignment:**

Employee Culture, Employee Technology

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**Goal 3**

**Goal Title:**

Support the exploration of Artificial Intelligence

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**Strategies & Action Items:**

Analyze results from current GenAI Pilot in Spring 2026, continue professional development trainings through Spring 2026, explore new automation opportunities, convene an AI task force group beginning in the Spring.

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**Timeline:**

Q3 2026

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**KCCD Strategic Goal Alignment:**

Employee Culture, Employee Technology

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**Goal 4**

**Goal Title:**

Complete Banner Integrations

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**Strategies & Action Items:**

Complete the following Banner integrations in a SaaS-safe way:

\* Parchment (Transcripts) (Target Q1 2026)

\* CourseDog Curriculum / Catalog (Target Q2 2026)

\* Support for Banner Integration for BC Student Housing vendor (Target TBD based on scope)

**Timeline:**

**KCCD Strategic Goal Alignment:**

Student Technology, Employee Technology

## **Goal 5**

**Goal Title:**

Transition District Reporting from Cognos to eVisions Argos

**Strategies & Action Items:**

Conduct a comprehensive usage inventory of Cognos reports and prioritize conversion based on business needs.

Sunset the Cognos environment by June 30, 2026 to reduce licensing and maintenance costs

**Timeline:**

Q3 2026

**KCCD Strategic Goal Alignment:**

## **Goal 6**

**Goal Title:**

## Ellucian SaaS Transition

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### **Strategies & Action Items:**

- \* Migrate to the Banner 9 self-service modules for employee, finance, and financial aid to replace legacy Banner 8 self service systems. (Q1 2026)
  - \* Implement Ellucian's CCCApply integration to replace CCC Tech Center's SuperGlue Integration
  - \* Migrate custom processes to Banner baseline or Ethos API compliant methods
  - \* Convert third-party integrations to SaaS supported architecture
  - \* Work with functional departments to support the redesign non-SaaS processes for cloud operations.
  - \* Coordinate cutover and validation testing with Ellucian team and college stakeholders
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### **Timeline:**

Q4 2026

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### **KCCD Strategic Goal Alignment:**

Student Technology, Employee Technology

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## **Goal 7**

### **Goal Title:**

Complete District Router Replacements

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### **Strategies & Action Items:**

- \* Replace Cisco routers at all KCCD site with SD-WAN (modernize) infrastructure
  - \* Validate QoS and failover configurations through testing.
  - \* Retire legacy routers and update configuration documentation.
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### **Timeline:**

Q4 2026

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### **KCCD Strategic Goal Alignment:**

## **Goal 8**

### **Goal Title:**

Complete the project plan for the replacement of the telephone system

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### **Strategies & Action Items:**

- \* Finalize vendor selection and architecture for VoIP replacement.
  - \* Develop project plan, phased roadmap, and FY 2026–27 budget request
  - \* Start Implementation in 2026-27
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### **Timeline:**

Q2 2026

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### **KCCD Strategic Goal Alignment:**

Employee Technology

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## **Goal 9**

### **Goal Title:**

Implement TeamDynamix Help Desk Software

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### **Strategies & Action Items:**

- \* Deploy TeamDynamix Help Desk system district-wide. (Q1 2026)
  - \* Configure service catalog, dashboards, and automation workflows. (Q2 2026)
  - \* Train support staff on Knowledge-Centered Support (KCS) and launch feedback surveys. (Q2 2026)
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### **Timeline:**

Q2 2026

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**KCCD Strategic Goal Alignment:**

Student Technology, Employee Technology

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**Goal 10**

**Goal Title:**

Modernize Identity Management

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**Strategies & Action Items:**

- \* Migrate existing 150 manually scripted access workflows into the access management platform to automate account provisioning and role-based permissions for students and employees
  - \* Implement automated deprovisioning to reduce manual workload.
  - \* Integrate identity management with Ellucian SaaS for seamless onboarding/offboarding and single-sign-on experience.
  - \* Conduct phased testing and user acceptance to ensure smooth transition.
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**Timeline:**

Q4 2027

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**KCCD Strategic Goal Alignment:**

Student Technology, Employee Technology

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**Goal 11**

**Goal Title:**

IT Portfolio Visibility

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**Strategies & Action Items:**

Develop and roll out a centralized dashboard to represent IT projects and workload to support transparency.

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**Timeline:**

**KCCD Strategic Goal Alignment:**

Employee Culture

## V. Resource Requests & Prioritization

**Staffing Requests:**

Reclassification of one of our vacant ERP 1 positions to an ERP 2 position.

**Professional Development Requests:**

**Facilities, Equipment & Space Requests:**

**Technology Requests:**

ChatGPT EDU account for all employees (estimated at \$250,000/yr, +125k from budgeted amount for current pilot level)

Telephone System Replacement: \$3M spread over 5 years (1.5M in 2026-27)

The district's current telephone system was deployed in 2013 and is nearing both end of hardware lifecycle and end of vendor support, creating escalating operational risk. Replacement parts and hardware repair services will no longer be available after 2028.

The existing platform cannot meet evolving requirements for E911 integration and hybrid work, limiting its ability to align with the district's needs. Early planning and phased replacement are necessary to prevent downtime and ensure reliable, compliant, and scalable communications for public safety and daily operations district-wide.

## VI. Follow-Up on Prior Requests

**Resource Request Follow-Up:**

In the 2024–25 AUR, Infrastructure requested funding for an IT Support Specialist to improve Help Desk responsiveness, provide consistent field support, and increase capacity for special projects. The position was approved and filled on November 3, 2025. Although newly hired, this role is already contributing to several key initiatives, including the TeamDynamix Help Desk

implementation, endpoint management improvements, and cloud-hosted application streaming efforts that enhance accessibility and ease of use for students and employees.

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## **VII. College Feedback**

### **Incorporation of College Input:**

No changes were made to the AUR

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### **Department Response to Feedback:**

The only feedback received was a request for clarification regarding the statement in the executive summary that the District would realize \$60,000 in annual savings beginning in FY 2026–2027 through the implementation of Rave. Specifically, the question asked whether this implied that Rave would be implemented on July 1, 2026.

I clarified that July 1, 2026 reflects the start of the fiscal year in which the savings would be realized, not the implementation date. The District has paid for service for Finalsity/Blackboard Connect through June 30, 2026. However, we anticipate that Rave will be operational prior to that date.

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