



2025-2026

Kern Community College District

District Office Administrative Unit Review

Institutional Research & Reporting

Submitted by:

Emma Blackthorne,
Associate Vice Chancellor
Institutional Research and Reporting

2024-25 District Office Administrative Unit Review for: Institutional Research & Reporting

Executive Summary

a) In one paragraph or with bullet points, summarize the key points learned in this evaluation. *[list the highlights of the document]*

Over the past three years (2021-2024), the Office of Institutional Research & Reporting has made significant strides in enhancing the quality and impact of the data it collects, reports, and analyzes across the district. Through a focus on both innovation and efficiency, the office has positioned itself as a vital resource for data-driven decision-making, supporting the district's continuous improvement efforts.

Looking forward, our focus for the 2024-2025 academic year is to build on these accomplishments, with a specific emphasis on data governance, data science, and strategic planning. We will prioritize the completion of the first phase of our data warehouse platform and expand the use of the Tableau platform, leveraging it to enable self-service data request fulfillment across the district. We are committed to providing ongoing training for all employees to help them utilize these new tools effectively.

A key area of focus will be collaborating with Educational Services and IT to ensure accurate and timely MIS reporting, while delivering actionable data insights from our Data Science projects, including the AWS Program Success Project and Enrollment Fraud Project. In addition, we will work closely with IT to fully leverage the potential of the new Banner platform if it is launched this year.

As we narrow our focus on MIS data validation and submission, we will prioritize project management for essential data integrity processes. This includes documenting and redesigning data governance in partnership with iData, aligning our data sources with the Invoke Data Warehouse as our primary source of truth, and expanding district-wide access to Tableau. Additionally, we will work to streamline Tableau user license assignments, redesign and deploy an efficient request tracking system, and curate Tableau visualizations based on dashboard functionality and staff roles across the district. Throughout this process, we will remain committed to supporting local college research needs and advancing data-driven decision-making at every level.

By maintaining our focus on these critical initiatives, the Office of Institutional Research & Reporting will continue to drive innovation and operational excellence, ensuring that the district is well-positioned to achieve its strategic goals.

Future Directions of the Unit

a) Provide a brief abstract of synopsis of your unit's current circumstances and future needs. Please include any college priorities that affect your unit, and the connection to college planning and priorities.

The Office of Institutional Research & Reporting is currently focused on supporting and expanding its suite of deployed research tools, including Tableau, iData, and the Invoke Data Warehouse, all of which are crucial for data-driven decision-making across the district. To continue meeting the district's evolving data needs, the following key priorities have been identified:

1. Ongoing Support for Research Tools: Ensuring the continued functionality and enhancement of Tableau, iData, and Invoke Data Warehouse to provide reliable data insights for the district.
2. Expanding Tableau Usage: Broadening the use of Tableau across the district, empowering more users to access data and create visualizations.
3. Implementing Data Governance: Deploying iData's Cookbook to establish strong data governance practices, ensuring data integrity and consistency.
4. Transitioning to a Single Data Warehouse Shifting all visualizations to a single, vetted source of truth within the Invoke Data Warehouse to streamline reporting and analysis.
5. Securing Ongoing Budget Support: Ensuring sustained financial backing for essential research systems and tools critical to district operations. (additional 200K) Software License GL
6. Selecting a New Reporting Tool: Identifying and implementing a replacement for Cognos to improve reporting efficiency and ease of use.
7. Streamlining Critical Reporting: Enhancing processes for MIS, 320, and IPEDS reporting to ensure compliance and accuracy.
8. Department-Level Curation of Visualizations: Promoting the creation and curation of visualizations at the department level to support localized decision-making.
9. Increasing Use of Data Storytelling: Expanding the use of visual data storytelling methodologies to communicate insights more effectively.
10. Enhancing Research Staff Skills: Fostering the development of research staff by increasing their proficiency in script writing and building stronger visualizations.

These initiatives align with district-wide goals for improving data accessibility, accuracy, and governance, while also supporting college planning priorities through enhanced research capabilities and more impactful data storytelling. These efforts will ensure that the district's research infrastructure remains robust, forward-looking, and equipped to handle the increasing demand for actionable data insights.

Section One: Unit Overview

a) What is the purpose of the unit and what populations (internal and external) are served by the unit? *[why does the unit exist and how does the unit support the mission and vision of the Kern Community College District, who benefits directly from the services provided by the unit]*

The Office of Institutional Research & Reporting (IRR) plays a central role in gathering, organizing, analyzing, and sharing key data across the Kern Community College District. This includes everything from student and financial aid data to faculty workload, budget, human resources, course, and student success data. Our work ensures that data-driven decision-making is embedded at all levels of the district and colleges.

IRR's contributions come in the form of data reports, research studies, and data extraction services, supporting district and college staff in areas such as program and policy evaluation, strategic planning, and self-improvement efforts. We also handle mandated reporting to state, federal, and accreditation agencies. Our services touch nearly every unit in the district office and the colleges, reaching all students and several external stakeholders. Below is a high-level summary of the services we provide.

District Office	Completes federally mandated IPEDs survey for the district, works with IT to submit MIS data to Chancellor's office, facilitate transition to new student centered funding formula, provides projections about enrollment and FTE, direct long and short term strategic planning
District Office Academic Services	Provide data on student enrollment and student success, community demographics and economic trends, program level data for CTE programs and Adult Education, support grant funding with data support, manage district wide surveys, Assist with validation of MIS Financial Aid Data, Coordinate business practices required to submit MIS and 320 data accurately. Assist in incorporating data into new processed and initiatives such as Pell Fraud Processes and Transition Committee Work.
District Office Business Services	Calculates FTES enrollment for allocation and budgeting process, provides data for state budget allocation process (320 Report) and assists with audit process
District Office Human Resources	Assists with submission of state mandated employment reporting, provides consultation in analysing staffing data, assists with MIS HR submission and IPEDS HR Submission
District Office Information Systems	Facilitate efforts between colleges and IT to increase data integrity in MIS reporting
Colleges	Provide colleges with data and reports on enrollment, financial aid, student success, and faculty workload. Provide College IR offices with data structure and methods for doing college specific research projects
Kern Community College District Service Area Constituents	Provide relevant data to public on enrollment and student success at each of the colleges on the KCCD website, coordinate data research efforts with other local education agencies such as CSUB and the Kern County Superintendent of Schools.

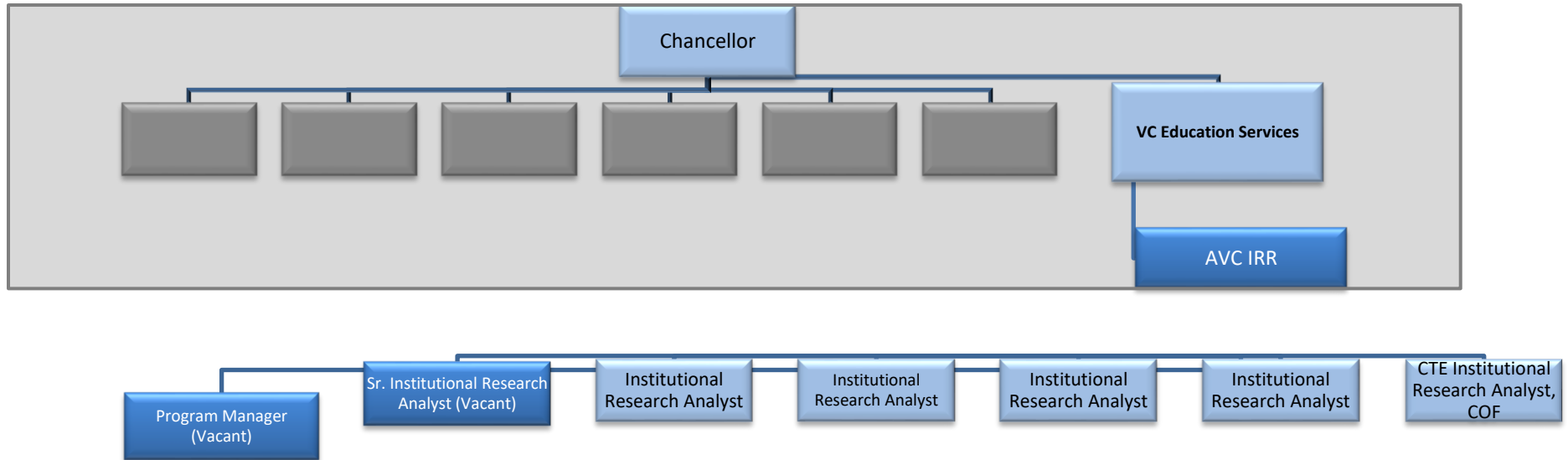
b) Describe how the unit supports the colleges in achieving their mission and their efforts to improve student learning and achievement.

The Office of Institutional Research & Reporting oversees the collection and distribution of institutional data to be used in decision making processes. Our work is deeply aligned with the mission of KCCCD by:

1. **Supporting Student Success:** Through data analysis on student outcomes, course completion, and retention rates, we provide the insights necessary to identify gaps in achievement and inform the development of programs and initiatives designed to improve learning outcomes.
2. **Empowering Data-Driven Decisions:** IRR delivers data products that enable faculty, staff, and administrators to monitor and evaluate the effectiveness of academic programs and student support services, ensuring continuous improvement in teaching and learning practices.
3. **Enhancing Program and Policy Evaluation:** By offering research studies and reports, IRR helps guide strategic planning and policy development. These data-backed evaluations are essential for assessing the effectiveness of current programs and designing new initiatives aimed at improving student success and access.
4. **Facilitating Mandated Reporting:** IRR manages reporting to state, federal, and accreditation agencies, ensuring compliance while highlighting key performance indicators related to student achievement and institutional effectiveness.
5. **Fostering Innovation through Research:** Our focus on data science and visual storytelling enhances how decision-makers understand complex data, driving innovation and forward-thinking strategies to meet the diverse needs of the student population.

By providing essential data services across all units, IRR supports the district and its colleges in fostering a culture of excellence, ensuring they remain responsive to the evolving educational landscape and the needs of their students.

c) **How is the unit structured within the district?** Modify the org chart template below to illustrate the unit's organization.



Section One: Unit Overview *(continued)*

d) For the positions included in the unit's organizational chart, please provide a brief description of what primary processes or areas each position is responsible for as it relates to the work of the unit, district and colleges.

Position	Primary Functions/Processes	Supplemental Functions/Processes	Additional notes
AVC IRR	Supervise staff Provide Strategic Direction for Institutional research Coordinate District Wide IR Activities Ensure all reporting and compliance are completed in a timely and accurate manner	Train and Develop Staff Oversee MIS data collection process Create research agenda for district office	
Analyst	320 Report IPEDS Reporting/Dashboards Enrollment Cycle Reporting	Ad Hoc Reporting and Research	

	HR Reporting		
Analyst	Student Success Reporting/Dashboards MIS Validation Academic Program Review/Dashboard New Report Building	Ad Hoc Reporting and Research	
Analyst	District and Campus Surveys/Dashboard Qualitative Research Financial Aid Reporting	Ad Hoc Reporting and Research	
Analyst	Data Warehouse Management and Development Surveys/Dashboard MIS Validation Qualitative Research HR Reporting	Ad Hoc Reporting and Research	
CTE Analyst	CTE Program Reporting Adult Ed Program Reporting Special Admit Program Reporting	Ad Hoc Reporting and Research	Funded by Strong Workforce
Sr. Research Analyst	Data Warehouse Management and Development Advanced Dashboard Analytics Advanced SQL view and table MIS Validation	Vacant	Not budgeted in 2024-25
Program Manager/Director	Project coordination Supervise and coordinate department planning and operations; personnel supervision, including development and evaluation of all support staff.	Vacant	Not budgeted in 2024-25

Section Two: Administrative Unit Outcomes (AUOs)

- a) **List all the AUOs for the unit.** AUOs describe what a customer or end-user will understand, experience or obtain as a result of the service the unit provides to the colleges and other internal stakeholders. Describe the method of assessment and the criteria used to determine success in the service provided. The assessment method should include some way of measuring college, internal or external stakeholders' demand or need for and satisfaction with the service (add additional rows as necessary.)

Administrative Unit Outcomes (AUOs)	Strategic Plan Alignment	Review Period	Method of Assessment	Criteria for determining success in service provided
1. Provide timely and relevant enrollment management information	Goal 3: Ensure Student Access - Optimize Student Enrollment	2025-2026	Personnel who receive the weekly Enrollment Update reporting will be surveyed to assess their level of usage of and satisfaction with the reporting as well as to gather feedback for improvements.	85% of all respondents should be satisfied with the reporting.
2. Ensure all data reported internally and externally is accurate and timely	Goal 5 – Strengthen Organizational Effectiveness - Meet and exceed internal and external standards and requirements	2025-2026	Survey each data area head about how accurate the data being reported to internal and external agencies.	All data area heads are satisfied with the accuracy of data.
3. Create Student Success reports and dashboards to support short and long term strategic planning of District and Colleges	Goal 1 - Maximize Student Success - All goals	2025-2026	Measure usage of dashboards via website metrics	College and District officials access dashboards and use data in decision making
4. Create public facing data dashboards and documents	Goal 4: Enhance Community Connections - Reflect the communities we serve	2025-2026	Creation of dashboards on IRR website, Measure usage of public facing dashboards via web metrics.	Data about KCCD and its colleges available to public
5. Create and maintain infrastructure for college IR offices	Goal 5 – Strengthen Organizational effectiveness - Increase trust and create a collaborative culture	2025-2026	Measure the usage of data warehouse and District Office reports and data sets by college IR offices	College IR offices use/build on district office reports and data for college specific IR projects
6. Communicate effectively and accurately the mandated state and/or federal reporting and compliance activities to colleges, district and stakeholders.	Goal 5 – Strengthen Organizational effectiveness - Provide effective professional development, Meet and exceed internal and external standards and requirements, Increase trust and create a collaborative culture	2025-2026	Assess whether or not colleges and district are in compliance with federal, state, and other agencies, and that District office and College Staff understand the compliance process	Colleges and Districts stay in compliance with federal, state, and other agencies, District Staff and College Staff are aware of their role in the collection of data for the compliance process

7. Attend professional development to enhance knowledge and understanding of IR relevant issues and current practices	Goal 5 – Strengthen Organizational effectiveness - Provide effective professional development	2025-2026	Assess whether analysts use new techniques and technology in providing services to District Office and Colleges	Analysts apply new techniques and knowledge in their work.
8. Support new initiatives and grants that College’s pursue by providing the data needed.	Goal 5 – Strengthen Organizational effectiveness - Increase trust and create a collaborative culture	2025-2026	Count number of grants and new initiatives that IR provides data support for	All grant applications use institutional data in making their case for funding
9. Design and execute management and institutional improvement research studies	Goal 5 - Strengthen Organizational Effectiveness - Meet and exceed internal and external standards and requirements	2025-2026	Count number of research projects completed and reported on; Count number of research projects requested	Research findings used in short term and long term decision making process

b) Summarize the results from any AUOs evaluated during the past year, including feedback on services rendered during the past year. Provide details regarding findings and plans for change or improvement of service, if needed.

The program review dashboards have undergone significant improvements, with a focus on formalizing single, uniform data sources to support visualizations. This shift ensures consistency and reliability across all data products, enabling more accurate program assessment for the colleges. Additionally, we are transitioning from traditional data sheets to data stories, which provide richer, more contextual insights. These narratives are designed to make complex data more understandable and actionable. Furthermore, we are developing an intentional curation of visualizations tailored to support department-level work, allowing departments to engage with data in ways that directly align with their specific goals and initiatives. This approach has been well-received by College Admissions & Records staff and Scheduling staff, particularly for the enrollment management dashboards, which offer a comprehensive view of the enrollment cycle—from application to enrollment to completion and transfer. These enhancements have proven instrumental in advancing data-driven decision-making throughout the district.

The staff climate survey and focus groups were successfully completed, and while the findings took some time to release, they were shared this fall. The results have already begun to inform the accreditation processes at both the district and college levels, providing critical insights into areas of opportunity for improvement and growth. Moving into the next phase, IRR has proposed adopting the UNICEF methodology to measure employee well-being. This approach, typically used to assess childhood well-being, will be adapted to focus on key factors such as work-life balance, professional satisfaction, and mental health. The goal is to provide a more holistic understanding of the factors contributing to employee success and engagement, which will ultimately enhance institutional effectiveness and the student experience. Our understanding and processes for submitting MIS data have made great strides in recent years, particularly with HR and Financial Aid submissions, which now follow a standardized process. This has greatly improved the accuracy and timeliness of our state and federal reporting, and we've seen smoother processes as a result.

b) Summarize the results from any AUOs evaluated during the past year, including feedback on services rendered during the past year. Provide details regarding findings and plans for change or improvement of service, if needed. (cont.)

Section Three: Key Performance Indicators

a) List the KPIs for the unit along with the relevant outcomes for the last 3-5 years. KPI data tracks process efficiency and demand for services. Examples of KPIs include a count of customers served, a count of services performed, the average time to complete a service, etc. They are closely related to the AUOs and should reflect the unit’s core function or purpose

Key Performance Indicators (KPIs)	Time		Comments
Data Governance Implementation Progress	2024-25	ongoing	<i>KPI:</i> Percentage completion of iData Cookbook implementation and data governance documentation across district departments. <i>Target:</i> 100% of core processes documented and governance framework fully deployed by the end of the academic year.
Tableau Usage Expansion	2024-25	ongoing	<i>KPI:</i> Increase in the number of district-wide Tableau users with access to visualizations and self-service reports. <i>Target:</i> 25% growth in Tableau user adoption and 100% of departments utilizing at least one Tableau dashboard for decision-
MIS Data Submission Timeliness and Accuracy	2024-25		<i>KPI:</i> Percentage of MIS, 320, and IPEDS submissions completed on
Employee Well-Being Measurement Implementation	2024-25		<i>KPI:</i> Completion and integration of the UNICEF methodology to measure employee well-being across the district. <i>Target:</i> Full deployment of the employee well-being framework
Data Storytelling and Visualization Curation	2024-25		<i>KPI:</i> Number of curated data visualizations and data stories

b) What unexpected changes or challenges did your unit encounter this cycle? How does your trend data impact your decision-making process for your unit?

This cycle, the Office of Institutional Research & Reporting encountered several unexpected changes and challenges that impacted our operations and planning:

1. **Projects at Various Stages of Implementation and Development:** One of the key challenges we faced was managing multiple projects that are at different stages of implementation. This created bottlenecks in resource allocation and time management. For instance, while we made significant progress on the expansion of Tableau and data governance initiatives, other key projects—such as the transition to a single data source for all visualizations—are still in development. Balancing ongoing work with new initiatives required constant prioritization and reallocation of resources.
2. **No Budget to Support Key Project Initiatives:** A significant challenge this cycle was the lack of budgetary support for critical project initiatives. Key tools and platforms that are central to our operations, such as expanding Tableau licenses or implementing a new reporting tool to replace Cognos, have faced delays due to insufficient funding. This has impacted our ability to scale important projects and fully support district-wide data needs.
3. **Mismatched Skills with Project Needs:** Another challenge we faced was a misalignment between the existing skill sets within our team and the specific needs of certain high-priority projects, such as advanced data visualization and data storytelling techniques. This created a gap in our ability to efficiently execute on projects that require specialized skills, such as script writing for advanced data analysis and creating impactful visualizations. As a result, we’ve had to explore professional development opportunities and external support to meet these needs.

Impact of Trend Data on Decision-Making:

Our trend data has been critical in shaping how we navigate these challenges. For example, usage data from Tableau and ad hoc data requests have shown a growing demand for self-service analytics across the district, which further reinforces the need to expand our capacity and skill sets in data visualization. The insights we’ve gained from staff climate surveys also highlight the importance of addressing employee well-being and skill development to retain a high-performing team.

Section Four: Progress on Unit Goals

a) List the unit's current goals. For each goal, discuss progress and changes. Provide an action plan for each goal that gives the steps to completing the goal and the timeline. If unit goal is for service to a group outside of the unit, indicate which group in the last column. (Add additional rows as necessary.)

Unit Goal	Which institutional goals from the KCCD Strategic Plan will be advanced upon completion of this goal?	Progress on goal achievement (choose one)	Status Update — Action Plan	Colleges requesting accomplishment of this goal or colleges' planning indicating this need. (Include supporting documentation.)	Other group (besides ones of the colleges) requesting accomplishment of this goal. (Include supporting documentation.)
Build Research Staff Capacity and Skills					
Develop Advanced Data Storytelling Capabilities					
Enhance MIS and Reporting Efficiency					
Expand Access and Utilization of Tableau					
Strengthen Data Governance Framework					

Section Five: New or Revised Goals

a) List new or revised goals, if applicable. (Add additional rows as necessary.)

Replacement Goal	Which institutional goals from the KCCD Strategic Plan will be advanced upon completion of this goal?	Status Update — Action Plan	Colleges requesting accomplishment of this goal or colleges' planning indicating this need. (Include supporting documentation.)	Other group (besides ones of the colleges) requesting accomplishment of this goal. (Include supporting documentation.)
		1)		

Section Six: Current Unit Resources

- a) List the unit's current resource levels by outlining existing staff, listing (major) technology/equipment the unit uses, describing the space the unit occupies, and the unit's current budget.

Resources	Current Level		
Staffing (list current staffing levels)	<ul style="list-style-type: none"> • 1.0 FTE AVC • 450 FTE Research Analyst 	<ul style="list-style-type: none"> • 1.00 FTE COF Analyst (Funded by strong workforce) • .25 Administrative 	
Technology / Equipment	<ul style="list-style-type: none"> • 6 Desktop computers • 6 Laptop computers • Printer for Director's Office 	<ul style="list-style-type: none"> • Copier/Scanner in Analysts Office 	<ul style="list-style-type: none"> • 20 creator licenses for tableau data visualization software • 130 viewer licenses for tableau data visualizations •
Space / Facilities	<ul style="list-style-type: none"> • AVC Office 		
Budget (Unrestricted) Total	\$678,312.42	Notes (if any)	
1000 (Academic Salaries)	\$0.00		
2000 (Classified Salaries)	\$534,134.70		
3000 (Employee Benefits)	\$317,886.20		
4000 (Supplies & Materials)	\$2,380		
5000 (Operating Expenses and Services)	\$49,120		
6000 (Capital Outlay)	\$4,500		
7000 (Other Outgo)	\$0.0		
Budget (Restricted) Total	\$0.00		
Budget (Contract/Community Ed) Total	\$0.00		

Section Seven: Resource Request Analysis

Discuss the impact of new resources your unit is requesting for next year's cycle that are in addition to what your unit currently has in this cycle. Indicate the expected cost along with the rationale. If a college is not requesting the new resource, leave the "College(s) requesting" column blank. Rank the proposals in order of their importance to the unit ("1" is most important; "5" is least important)

Resource Category	Resource Requested (Include Cost)	Discuss how the new resource will impact your unit's effectiveness in providing service to the colleges or other groups and what college planning reflects or suggests this need.	College(s) requesting this new resource to your unit. (Leave blank if no college requests the new resource.)	Rank
Positions: Sr. Research Analysts Program Manager/director	2 positions salaries plus benefits	<p>1. Program Manager/Project Manager</p> <p>The Office of Institutional Research & Reporting (IRR) has experienced significant growth in both the volume and complexity of projects. With initiatives such as the expansion of Tableau usage, the implementation of data governance frameworks (iData), the transition to a single data warehouse, and the integration of data storytelling methodologies, we are managing multiple, large-scale projects simultaneously. This has created the need for a Program Manager/Project Manager to ensure timely execution, coordination, and monitoring of these projects.</p>		2

Justification:

- **Project Coordination:** With projects in varying stages of development, a dedicated Program Manager would streamline workflows, track progress, and ensure that deadlines are met across all initiatives.
- **Cross-Departmental Alignment:** As IRR works closely with IT, HR, Business Services, and college-level research teams, a Program Manager would serve as a central liaison, ensuring all stakeholders are aligned and that resources are effectively allocated.
- **Efficiency Gains:** By managing timelines, budgets, and resources, a Program Manager

		<p>would free up technical staff to focus on the core analytical and research work, increasing overall department productivity.</p> <ul style="list-style-type: none"> ○ Risk Mitigation: A Program Manager would help identify project risks early and implement mitigation strategies, reducing the likelihood of delays or cost overruns, especially with high-stakes initiatives like MIS submission improvements and the new Banner platform. <p>2. Senior Research Analyst As the district increasingly relies on data-driven decision-making, the demand for more sophisticated and timely data analysis has grown. This includes the need for more advanced data visualizations, the transition to a unified data warehouse, and the growing use of data science techniques for projects such as enrollment fraud detection and</p>		
--	--	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--	--

the AWS Program Success project. To meet these demands, IRR requires a **Senior Research Analyst** with advanced analytical skills to lead complex research projects, create high-impact visualizations, and support data-driven strategic planning across the district.

Justification:

- **Advanced Analytics Expertise:** A Senior Research Analyst would bring specialized skills in statistical analysis, data mining, and data visualization, which are increasingly critical for projects like the analysis of student success metrics, enrollment trends, and predictive modeling.
- **Data Storytelling and Visualization:** With the shift toward more visual data storytelling and the need for department-level curated visualizations, a Senior Research Analyst would take

		<p>the lead on creating dynamic, actionable visualizations that are tailored to specific audiences.</p> <ul style="list-style-type: none">○ Support for Strategic Planning: As KCCD expands its focus on strategic planning and growth initiatives, a Senior Research Analyst would provide the in-depth analysis needed to guide decision-making on resource allocation, program evaluation, and long-term planning.○ Increased Capacity for Ad Hoc Requests: The growing volume of ad hoc data requests from district and college staff requires additional capacity. A Senior Research Analyst would handle complex data queries and ensure that IRR can continue to meet		
--	--	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--	--

		<p>the district's evolving data needs in a timely and accurate manner.</p> <p>By adding these two positions, IRR will be better equipped to handle the increasing complexity and volume of projects, ensuring the timely delivery of high-quality data and insights to support KCCD's mission of improving student success and institutional effectiveness.</p>		
Professional Development:				
Facilities:	<input type="checkbox"/> 1: Space Allocation <input type="checkbox"/> 2: Renovation <input type="checkbox"/> 3: Furniture <input type="checkbox"/> 4: Other <input type="checkbox"/> 5: Beyond Routine Maintenance			
Technology: Total of 200K to pay for continued use of Invoke Clarity Platform (~\$75,000) and multi-year Tableau Platform with full coverage of viewer license (~175,000)	<input type="checkbox"/> 1: Replacement Technology <input type="checkbox"/> 2: New Technology <input checked="" type="checkbox"/> 3: Software <input type="checkbox"/> 4: Other _____	The data warehouse works on an annual subscription. Not sure what the status of Cognos is with IT, but whatever was being paid for Cognos should be used towards paying for the data warehouse, expansion of the number of tableau licenses, and whatever other reporting platform that IT decides on. Cognos does not seem like it fits into the long term plans of KCCD so the district should move immediately towards replacing it. Tableau is preferred	All Colleges	1

		by many college and district staff and will keep KCCD in line with the current trends in Data Reporting and Analysis in Higher Education.		
--	--	-------------------------------------------------------------------------------------------------------------------------------------------	--	--

Other Equipment:				
Total cost of resource needs over and above current budget allocation:	750,000			

Section Eight: Conclusions

As the Office of Institutional Research & Reporting continues to evolve in response to growing demands for data-driven decision-making, it is critical to have the appropriate staffing and budgetary support in place. The addition of a **Program Manager/Project Manager** and a **Senior Research Analyst** will ensure that our projects are efficiently managed, that advanced data analysis needs are met, and that we can sustain and expand the essential services we provide to the district and colleges. These roles are key to maintaining the progress we've made in areas like data governance, visualization, and strategic planning, while also enhancing our capacity to meet future challenges.

Additionally, there is a pressing need to secure ongoing budget support for the institutionalization of key software tools such as Tableau, iData, and the Invoke Data Warehouse. These platforms are foundational to the district's ability to harness accurate, reliable, and actionable data at all levels. Without consistent funding, our ability to maintain and expand these tools will be limited, potentially stalling critical initiatives that drive student success and operational efficiency.

To fully institutionalize these efforts and meet the district's strategic goals, we require a **sustainable budget allocation** that supports both staffing growth and the maintenance of essential software systems. This will ensure that IRR can continue to deliver high-quality data insights and analytics, empowering KCCD to make informed decisions that support long-term success for students, faculty, and staff.

Present any conclusions and findings about the unit and its connection to the work of the colleges. (ACCJC Std IV.D.2, IV.D.5, IV.D.7):

