KCCD
KERN COMMUNITY COLLEGE DISTRICT

2018-19

Kern Community College District

District Office Administrative Unit Review

Institutional Research and Reporting

Manager's Name: Bob Ngo

Title: Director of Institutional Research & Reporting
Submitted by: Bob Ngo

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

- Up until this year, the focus of the IR office has been to create annual reports and fulfill ad hoc data requests. To accommodate this focus the infrastructure of the data tables and report system were based on IR depending on IT to update data and to structure data. That structure was highly reliant on the institutional knowledge and relationship between the Director of Institutional Research and the Director of ODS in IT. Both of those persons are no longer with KCCD.

- Not having a permanent director for 10 months prevented any development of new systems or reports in a time when data is becoming more important to the district. The implementation of the student centered funding formula by the state requires KCCD to put more resources towards submitting accurate MIS data as well as learning how to use the data to improve the metrics that will drive funding for the foreseeable future.

- There has been little to no oversight or quality control over the compilation or submission of MIS data, which is what IPEDs and official district data is based on. Several errors that could have cost the district millions in funding were discovered and corrected this year, but a more comprehensive process must be created to ensure that MIS data is validated before submission to the Chancellor's Office.

- Student Success as well as other types of data was only reported once a year, a full year after the end of the academic year. So student success data for 2016-17 could not be reported until summer of 2018. This is partly due to IR's dependence on IT to populate the tables that created the reports in Cognos. Since so much of the new Student Centered Funding Formula is dependent on this data, it will be imperative that data and analysis be done in a timelier manner to allow colleges and the district to do short term and long term planning around improving the student success metrics

- The analysts do not do much analyzing. Rather they publish reports as mentioned previously. The colleges and the district will need an Institutional Research office that is capable of producing research that yield insights on how to improve student success at KCCD colleges. The focus of the office will need to shift from reporting to research & analysis

- The IRR non salary/benefits budget has decreased/remained the same over the past five years. This lack of funding probably has contributed to the IR practices to fall behind what has become standardized at many other higher education institution. Any development of the office from a reporting entity into a research entity will require additional investment from the district.

Future Directions of the Unit

a) How will your unit address internal and external trends in the next 3-5 years? *[how will the unit respond and improve in the future]*

Facilitating the shift from reporting to research & analysis will require several steps.

1. MIS data must be used as the official data for the district. To use the data to perform analysis on how to improve student success and equity metrics, definitions used in operational reporting must be keyed to the official MIS definitions as provided by the Chancellor's Office. Currently the ODS data warehouse which is used for most operational reporting, does not match up with MIS. To align the two data sources and to better leverage the data, a data warehouse of MIS data must be constructed and made available to IR analysts district-wide to conduct longitudinal research analysis. This work has already started by signing a contract with a third party vendor Phytorian. The district office will need to work closely with IT and with BC's IR office, who is administering the grant that is funding the data warehouse, in the construction of the data warehouse to make sure it fits the district's needs. 20%-30% of the work that the District Office IRR office will do in the next year or so will need to be dedicated to working with Phytorian to create the data warehouse.

2. The ODS which will shift in purpose to an operational data warehouse only, will need to be reconfigured to match up with the data warehouse so that day to day operations can be conducted with the long term strategic goal of improving student success at KCCD. The ODS also currently contains a couple hundred tables, many of which are ad hoc tables that were never cleaned up or properly incorporated into a consistent structured data model. IRR will need to work closely with IT to purge all of the redundant tables out of ODS, reorganize the current tables to match up with the new data warehouse, and reconfigure current Cognos reports so that they work with the new tables. Doing this will allow easier training of new users as analysts and other IR personnel move in and out of the system.

3. Standard practice at most Higher Education IRR shops is the use of data dashboards and data visualization. Visualization allows a greater engagement with data and analysis by not only the researcher but also the target audiences of faculty, college staff, and district staff. Cognos while a useful reporting tool does not provide the kind of analytical or visualization tools needed to dig in depth into the data to yield usable insights. Furthermore, nearly everyone has expressed to IR that Cognos is not user friendly or useful in their work. The only people who use Cognos are those who have no choice since their day to day work requires them to extract data from Cognos reports. Moving all external and internal reporting and data requests to the Tableau software platform will offer a level of depth and interactivity to data extraction and data analysis that the district has not seen. The district has already begun this transition by purchasing licenses to Tableau for all of the IR analysts in the district. Much positive feedback has been received from any staff member who has been able to use the dashboards constructed so far. Currently, Tableau is paid for by IEPI grant funding secured by Cerro Coso College. Permanent funding will need to be incorporated into KCCD's budget to expand on the already successful use of Tableau by KCCD.

4. Moving forward, most of the reports that are posted on the IR website will be converted to interactive dashboards and visualizations. This will streamline the data delivery process by eliminating the need to format and publish new PDFs every year. It will also reduce the time needed to manage and update the data, as many processes will be automated. Freeing the analysts from these tasks will provide more time and resources to dedicate to producing research studies.

5. 2 Additional classifications will be added possible job descriptions at the district, a senior research analyst, and a research technician. The Senior research analyst will facilitate the recruitment of skilled higher education researchers that can produce the kind of cutting edge research needed to

advance the district goals of growth and improved student success. The research technician will be a true entry level position that will provide IR offices a chance to bring on promising talent who can assist with conducting research in a research assistant capacity. In addition to performing the administrative tasks of research, the research technician will be able to conduct low level report writing and data analysis. Having these two additional positions will provide the IR offices, especially Cerro Coso College and Porterville College a little more flexibility as it is difficult to recruit for those two campuses.

6. More training must be provided to analysts in the areas of Data extraction via SQL, quantitative research methodologies, and the creation of data visualizations and data dashboards. The director is able to provide some of this training, but it will be worth investing in the analysts by providing them professional training in the form of conferences and training courses to improve their skills.

7. In consultation with the other departments, a formal research agenda will be created that will guide IRR in the projects that it embarks on. This will ensure that the research studies that IRR produces meets the needs of the district.

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) is responsible for the collection, organization, analysis, and dissemination of official data for the Kern Community College District. This data includes but is not limited to student data, financial aid data, faculty workload data, budget and finance data, human resources data, course data, and student success data. In doing so, it contributes to establishing a culture of data driven decision making at all levels of the district and each of the colleges. The work that IRR comes in the form of data reports, research studies, and data extraction services for the District and College staff, and is used for program and policy evaluation, short and long term planning, self-improvement efforts, and mandated reporting to state, federal, and accreditation agencies. IRR provides services for virtually all units at the district office, and at the colleges, all students, and several external groups. Below is a high level summary of these services

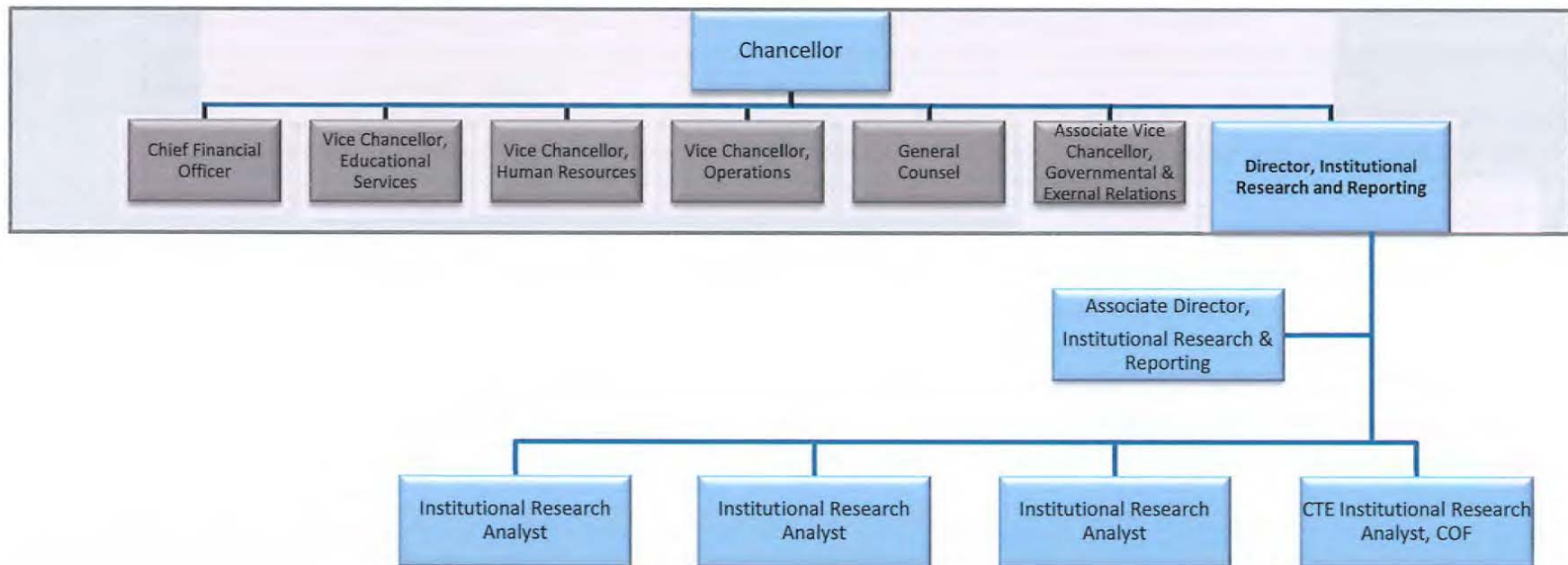|	
District Office	Completes federally mandated IPEDs survey and Gainful Employment reporting for the district, works with IT to submit MIS data to Chancellor's office, facilitate transition to new student centered funding formula, provides projections about enrollment and FTE,direct long and short term 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
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
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

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

IRR saw many changes this year. In Fall of 2018 the Director of Institutional Research & Reporting Lisa Fitzgerald retired. Michael Carley, the college institutional researcher at Porterville College stepped in as Interim Director on a part time basis, splitting time between the district office and Porterville College. Bob Ngo, the current director was hired in May of 2018, and Michael returned to his position full time at Porterville College. Additionally, the third analyst position that had been unfilled since March was filled in November by Rachel Ortiz. The office is currently in the middle of the search process for a COF Analyst position, whose main responsibility will be analysis on CTE programs. That position is expected to be filled by the end of January 2019. The associate director position remains vacant, and there are currently no plans to fill that position, but this will be re-evaluated for the next fiscal year.

District Office Staff:

- Director – Bob Ngo
- Associate Director – Vacant
- Institutional Research Analyst – Amber Anderson
- Institutional Research Analyst – Alex Castro
- Institutional Research Analyst – Rachel Ortiz
- CTE Institutional Research Analyst, COF - Vacant

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. Specify the time-period in which each AUO will be assessed (focus on 1 to 3 assessments per year). Describe the method of assessment and the criteria used to determine success.

Administrative Unit Outcomes (AUO)	Strategic Plan Alignment	Review Period	Method of Assessment	Outcome or Desired Outcome
1. Provide timely and relevant enrollment management information	Goal 3: Ensure Student Access - Optimize Student Enrollment	2018-2019	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	2018-2019	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	2018-2019	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	2018-2019	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	2018-2019	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	2018-2019	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	2018-2019	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	2018-2019	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	20118-19	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

It is difficult to assess the true success of any of the AUOs since the director only recently was made aware of their existence as goals to be assessing and monitoring. In fact, many of the AUOs are brand new initiatives that were not in IRR's last AUR, as the AUOs from previous simply no longer applied (i.e. provide training on Oracle Discoverer). Also with the time between permanent directors and lack of knowledge about the previous AUOs, there were no efforts to systematically measure any outcomes for reporting in this AUR. Moving forward, measuring these outcomes will become part of the IRR workflow. In the meantime, an evaluation of outcomes based on anecdotal and informal assessment is listed below.

1) Acquisition of Tableau license/Training of analysts – Using IEPI funding from Cerro Coso, KCCD purchased Tableau software licenses for all IR staff. The director has led several training sessions on how to create Data visualization and Data dashboards which are slowly being rolled out for use by staff and in Institutional Research Analysis. Moving forward Tableau will be one of the primary ways in which data and analysis is delivered and communicated to audiences.

2) Training of Analysts in Tableau and SQL – Previously, analysts relied on IT to extract data into flat data files that were then processed . All districts analyst have received training on how to extract the data on their own using SQL developer. This will result in timelier student success data. For example, Colleges have usually had to wait until the summer of the following year to get student success data. We have already published degree data for 2017-18, Transfer level English and Math

3) Validation and correction of MIS Financial aid data – IR led efforts to audit the MIS financial aid data that will be used in the funding formula. IR brought the financial aid directors and district IT to the same table to reconcile the numbers that would be submitted and as a result, KCCD has established a process for vetting the data. In this case, the amount of aid being awarded increased by several hundred thousand dollars, and several hundred recipients, which under the new funding formula translates into up to an additional $800,000 that would be allocated to KCCD.

4) Validation and correction of MIS student group data – IR audited the number of students that KCCD was reporting as being incarcerated and was able to correct the previous year's number from 3 to over 1400. Under the new funding formula this translates into up to $2.8 million that KCCD would have missed out on.

5) IR has created several new reports that have been used by college and district staff including
      1) A new high school data profile that provides service area high schools with data about the students who graduated from their high school that attend
      2) A new awards conferred dashboard that will be posted on the public website that will allow people to see in greater detail the different awards that KCCDs school hand out every year.
      3) A new registration cycle update dashboard that allows staff and college staff to see daily registration numbers during the registration cycle
      4) Many more dashboards including transfer rates, college level math and English, and CTE programs are coming very soon!

a) **List the KPIs for the unit along with the relevant outcomes for the last 3 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)	2018-19		
External facing dashboards completed			
Website hits for external facing dashboards			
Internal Data dashboards completed			
Website hits for internal dashboards			
IR reports published			
Number of times IR reports downloaded/viewed from website			
Ad Hoc Data Requests Fulfilled			
Research Studies Completed			
Grants applications supported			
All Federal and State reporting completed accurately			
Number of Staff and Public Presentations of data			
SQL and Tableau Training Sessions completed			

b) **Summarize any changes or findings.**

All of these are new metrics that have not been tracked previously, as the previous AUR did not have any KPIs developed or measured.

Section Four: Prior Year Goals

a) **List the Goals from the prior year.** Indicate the status and list an anticipated completion date if not complete. Were unit outcomes met and/or what findings were realized in the process? [*starting in 2017-18, this will relate directly to the goals and outcomes listed in section five*]

This section is blank because there were no goals indicated in the previous AUR for IRR.

Prior Goals	Status	Strategic Plan Alignment	AUO Alignment	Outcomes and/or Findings
1)				
2)				
3)				
4)				
5)				

a) Identify annual goals for the unit. Describe how progress toward the goals will be measured during the upcoming year. Describe the target to be met during the year and the timeframe for completion. Specify how the unit goals align with the goals and objectives outlined in the districtwide strategic plan and the unit's AUOs. Indicate whether additional resources will be needed. [*just a Yes or No – these will be described in section seven*]

Unit Goals	Assessment Method	Annual target and timeline	Strategic Plan Alignment	AUO Alignment	Resources Needed (Yes/No)
Reorganize and streamline ODS database into a more efficient data source consistent with modern IR practices	Count number of tables that have been audited that have been streamlined and eliminated from current ODSs system, % of historical MIS data loaded into ODS available for IR analysts to use	Ongoing as this is a multi-year project that will be working in conjunction with the creation of the IR Data Warehouse, but by the end of the 2019 Calendar Year, the eight major tables required to do basic research on student success: Student Term, Student Person, Student Course, Section, Academic Outcome, Application, Financial aid Award, and Financial aid Student will be reorganized and streamlined in ODS. MIS files should be loaded by the end of the 2018-19 academic year	Goals 5, 3, 1	AUO 5, 1, 2	Yes
Create efficient and effective process for submitting MIS data for the district	MIS data audited and submitted in a timely manner to State office. Calendar of processing/ auditing/approval/submission of all files created and approved by IT and related departments	Calendar established by end of academic 2018-19 Academic year and processes in place for submission of Spring 2019 MIS student data	Goals 5, 3, 1	AUO 5, 1, 2	Yes
Recreate public facing data on website and increase amount of data available to the general public about KCCD and its colleges	Completion of the following data dashboards published on the KCCD website by the end of the calendar year: Student enrollment, Grad/Transfer Rate, Student success and characteristics by major/pathway/degree type, financial aid, awards conferred, and transfer data	Dashboards should be live by the beginning of the 2019-20 Academic year	Goals 5,4,3	AUO 4,5	Yes

Reorganize report release schedule to make data available to college staff as soon as data is available	New metric based reports released as soon as data is available. (I.E.) Persistence data and reports will be done in Fall, shortly after census since that is when we will be able to measure which students returned for their third consecutive term at a KCCD school.	Term data will be available two weeks after MIS data is submitted each semester, and annual data compiled and released by January of the following year.	Goals 5, 3, 1	AUO 1,2,3,8,9	Yes
Have District Wide Institutional Research retreat to develop Updated Mission, Goals, Values for district and college offices and refine and formalize relationships and duties of District office in relation to college offices, as well as assure that goals align with District and college goals	Completion of Retreat	Retreat to be held in Summer of 2019	Goal 5	AUO 7	Yes
Update report and data delivery interface for internal data	Purchase and installation of Tableau viewer accounts that will allow IR staff to publish student level data in a secure environment which staff can access easily	Internal reports published and staff trainings completed by end of summer 2019	Goal 5,1	AUO 1,2,3,4,5,6,9	Yes
Train District and college IR staff on how to utilize updated ODS to extract data and create data visualizations and complete research studies	Ongoing - but the end goal is for IR staff to be able to access, extract, analyze, and publish data reports and research independently	IR staff can create, update, and extract data, data visualizations, and research studies using SQL, Tableua, and statistical packages by end of Summer 2019	Goal 5	AUO 7	Yes
Shift focus of IR operations from reporting, which will be automated to completing management and	Measure amount of hours spent on reporting vs hours spent on conducting research	Right now, the balance is about 90/10 in favor of reporting. Any reduction would indicate that reporting is taking up less time. Moving to 70/30 by the beginning by the 2019-20 academic year would be a reasonable goal to have.	Goal 5,1,3	AUO 5,9	Yes

institutional improvement studies					
Be more proactive about presenting data to District staff and colleges	Number of public presentations, staff presentations, and staff data trainings conducted	At least two public/staff presentations a semester starting in Spring 2019	Goal 5,4	AUO 6	Yes
Expand the number of classifications of analysts to three to met college and district staffing needs	Whether or not new classfications are added to IRA position	End of 2018-19 Academic Year	Goal 5	AUO 5	Yes

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)	• 1.0 FTE Director • 3.0 FTE Research Analyst	• 1.00 FTE COF Analyst (Funded by strong workforce)	
Technology / Equipment	• 6 Desktop computers • 2 Laptop computers • Printer for Director's Office	• Copier/Scanner in Analysts Office • One Television for presentation/group work in Director's office and in Analysts Office	• 12 creator licenses for tableau data visualization software • 5 SPSS Statistical software license • 1 SAS Statistical software license
Space / Facilities	• Director's Office – Standard workstation furniture, office storage cabinets and furniture for a conference table for four people • 1 office suite with six cubicle workspaces, including one for an associate director, 1 conference area with seating for four people, storage cabinets		

		Notes (if any)
Budget (Unrestricted) Total	$560,595.45	
1000 (Academic Salaries)	$0.00	
2000 (Classified Salaries)	$356,816.36	
3000 (Employee Benefits)	$175,529.09	
4000 (Supplies & Materials)	$1,250	
5000 (Operating Expenses and Services)	$24,000	Travel, Institution Dues, Software Licensing/Maintenance, and Consulting
6000 (Capital Outlay)	$3,000	Computer Equipment
7000 (Other Outgo)	$0.00	
Budget (Restricted) Total	$0.00	
Budget (Contract/Community Ed) Total	$0.00	

Section Seven: Projected Unit Resource Needs

a) **List the unit's needs above the current level.** [*if a Unit Goal in section five has a 'Yes' in the resources needed column, the need should be outlined here*] Describe the unit goal to which the request is related. Indicate the expected cost along with the rational. Rank the proposals in order of their importance to the unit (a rank of '1' would be the most important resource the unit needs in order to achieve its goals).

Resource Needs	Proposed Allocation, Need or Change	Related Unit Goal or AUO	Cost and Justification	Rank
Staffing	1 student worker	AUO 1, 2, 3	$5,200 - 1 worker at $10/Hrs a week for 52 weeks. There is much administrative work in institutional research, including data entry. Analysts time is better spent on other things if we can find a student worker to do these basic administrative tasks for us.	

| Technology | Incorporation of cost of Tableau software and accounts into standard operating budget of IRR | AUO 1,2,3,4,5,6,8,9 | $23,000 – 2018 saw KCCD start the use of Tableau as the primary data reporting and visualization tool for IRR. Cerro Coso College used IEPI grant funding to pay for creator licenses which allow district analysts to create data dashboards and visualizations. The cost for 13 licenses for district and college IRR staff is around $10,000 dollars anually. The addition of Tableau has increased the output of data to the colleges and within the district offices. Additionally, the college presidents, vice presidents, and other staff have all expressed great enthusiasm about receiving data in this format. Currently because of the way dashboards are constructed and published on the web, we can only publish high level data that can only be displayed as aggregate data. The true value of using Tableau will be in creating data dashboards that allow users to access and analyst data at a more granular level and have access to student information that we ca not publish on a public website.

The way for non-creator users to see data in a secure environment that will not violate FERPA policies is to purchase viewer licenses for staff members. The cost of viewer licenses is $600 per license, which is not very cost effective. However, Tableau also offers a group discount of 100 licenses for $13,000. These licenses can be divided up between the district office and the colleges to the key personnel who would need access to this data on a regular basis, and if colleges need more, then can add users for $130 a user. | |
|---|---|---|---|---|

| Technology, continued | | | | Purchasing the viewer licenses will open up a whole different way of accessing data for the district. Rather than wait until the summer to get student success data from the previous year (which is the current system), district and college staff will have access to data as soon as it becomes finalized in the new data warehouse. Furthermore, it will allow district college staff to explore the data on their own and try to understand their programs better and give them the data that they need to make better decisions for their colleges and their programs.

It was fortuitous that Cerro Coso College was able to fund KCCD's advancement to one of the newer standard practices of institutional research in higher education, but KCCD needs to incorporate the costs of into its yearly budget to keep reaping the benefits of faster and more effective methods of data dissemination. As mentioned before in this report, these new methods have already resulted in millions of dollars in additional funding for the district. As the ability to increase student success is more directly linked to future funding, using a modern data and research distribution model like Tableau will be essential to funding KCCD at a level that will benefit its students and allow KCCD to grow and succeed. | |
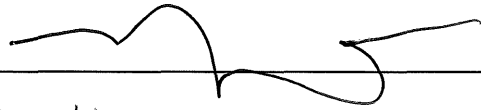
| Equipment / Supplies | 4 new laptops, docking station and wireless keyboards and mice for analysts | AUO 1,2,3,4,5,6,8,9 | $8,000: The nature of creating data dashboards and organizing a data warehouse requires much collaborative work. The director and the analysts have at least three group work sessions a week, each totaling between 2 and 6 hours. It requires each analyst to access a variety of resources and data that are only available via a computer. Currently, IRR only has two usable laptops. For three analysts and a director. Two of them are usable, but frankly underpowered for the kind of CPU intensive and RAM intensive work that data processing and data visualizations requires. The third laptop is borders on unusable as it takes 5 minutes just to start up when powered on. The third analyst just has to use one of the other analyst's laptop when they we work on their projects. Rather than have four different machines with different performance, it would make more sense to get all analysts on the same machine replacement cycle, and have the same buildout on each machine.

The IRR office will eventually transition to using only laptops with docking stations in the near future, eliminating desktops. The current desktops are in year two of their life-cycle, so are still usable in that they can do the work the analysts need to do when not working together, but as the IRR office puts out more data reports and visualizations, the analysts will each need their own portable machine to show data visualizations and make presentations with. | |

Space / Facilities	Change the layout of the Analysts office for larger workspaces for the analysts, and a larger conference/ group work area		$2,000 – cost of labor for disassembly of current modular furniture and re-assembly of furniture for larger workspaces for the analysts, and installation of whiteboard for conference/group work area. The current space was organized for the staffing and structure of the IR office form 5 years ago before each college adopted their own office. There are six spaces, two of which will go unused even after we take on a new analyst in January. As mentioned above, group work to develop programs and dashboards is ow a standard practice in the office and the current setup makes for a cramped space. Overall, it is an inefficient use of space with about 1/3 of the office going unused. Rearranging and remodeling the office would improve QOL for the analysts as well as increase productivity over all.	
Professional Development	Provide professional training to analysts on data visualization	AUO1,2,3,4,5,7,9	$10,000 – Send four analysts and Director to Tableau conference in Las Vegas NV in Fall 2019. It is important to establish the abilities of the IRR staff in data visualization and data analysis. It's also important to put the analysts in a position to succeed as the long term plans requires a shift in their previous duties and skills. The director has been providing basic training and will continue to but the best way to do that is to attend the annual conference that Tableau puts on every year. For many, attending the conference, which is basically a three day boot camp, really is the point that users understand how to unlock the full potential of Tableau. It has many sessions geared towards beginner or newer users and will provide KCCD's analysts with the ability to change the way that data is used to make better decisions. The conference is $1300 per person. $10,000 should cover the fee plus travel expenses.	
Other: *[describe]*				
Total cost of resource needs over and above current budget allocation:			$ 48,200	

Submitter's Name: <u>Manager's Name: Bob Ngo</u>
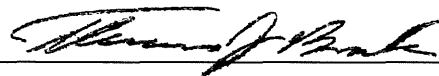
Title: <u>Title: Director of Institutional Research & Reporting</u>

Submitter's Signature:

Date Submitted: 12/18/18

Submitter's Immediate Supervisor:

Date of Review:

Chancellor's Signature:

Date of Review: 12 |18 |18

Date of Presentation to Administrative Council: