

## Executive Summary

### Institutional Innovation & Effectiveness Plan –

Kern Community College District's Institutional Innovation and Effectiveness (I&E) Plan advances a districtwide strategy to strengthen decision-making through trusted data, responsible use of artificial intelligence, and sustained investment in data literacy. The plan responds directly to long-standing challenges related to data consistency, access, and transparency, while positioning the District to responsibly leverage emerging AI technologies in support of enrollment management, resource allocation, and program effectiveness.

The plan focuses on three integrated priorities. First, the District will solidify data governance and infrastructure by formalizing shared ownership between Institutional Research & Reporting (IRR), Institutional Effectiveness (IE), and Information Technology (IT). This includes establishing a Data and Reporting Team (DART), transitioning to validated and vetted data tables capable of addressing the majority of district reporting needs, and developing a districtwide data dictionary to ensure common definitions and standards.

Second, the District will enhance analytic capacity by integrating AI-enabled tools within its Tableau environment. Through the development of clear administrative AI policies and a controlled pilot of an AI agent embedded in enrollment management dashboards, the District will improve access to insights while maintaining strong commitments to privacy, equity, and ethical use.

Third, the plan builds long-term sustainability through professional development. Faculty, administrators, and staff will participate in structured data literacy and data coaching initiatives designed to improve confidence, consistency, and effectiveness in the use of data and AI-enhanced tools across the District.

Together, these efforts create a cohesive framework that moves beyond isolated tools or one-time fixes. Success will be reflected in faster and more reliable access to data, reduced duplication of effort, clearer accountability for data quality, and a shared culture of evidence-informed decision-making. The requested IEPI investment of \$211,900 supports targeted consulting, technology enhancements, and professional learning necessary to achieve these outcomes by December 2026.



# California Community Colleges Institutional Effectiveness

## Institutional Effectiveness Partnership Initiative Partnership Resource Teams Institutional Innovation and Effectiveness Plan

Date: December 3, 2025

**Name of Institution: Kern Community College District**

Area of Focus	Objective	Responsible Person	Target Date for Achievement	Action Steps	Measure of Progress	Status (for Visit 3) As of Date:
A. Improving data access to more effectively inform enrollment management, resource allocation, and program effectiveness (STAGE 1)	<ol style="list-style-type: none"><li>1. Solidify districtwide data governance and structure between IRR, IE, and IT to ensure validated and accessible data for decision-making.</li><li>2. Using the DART from Hartnell charter an operational team</li><li>3. Officially transition to validated, vetted tables that can answer the 90%</li></ol>	Associate Vice Chancellor, Institutional Research & Reporting (Lead); Chief Information Officer; IRR Leadership Team	December 2026	<ol style="list-style-type: none"><li>a. Work toward the development of a formal Data Governance structure.</li><li>b. Develop a districtwide data dictionary using iData Cookbook, integrating state, federal, and internal definitions.</li><li>c. Establish and charter an operational Data and Reporting Team (DART) to manage standards, workflows, and data definitions.</li><li>d. Conduct assessment of short- and long-term data warehouse needs,</li><li>e. Contract consulting for table development in Invoke.</li><li>f. Create a functional process map delineating ownership of processes between IRR, IE, and IT.</li></ol>	<ul style="list-style-type: none"><li>• Functional Map completed and adopted (February 2026).</li><li>• Operational Team (DART) convened (March 2026).</li><li>• Analysis of the data warehouse developer for IRR work. Is this a short-term or a long-term need? (July 2026)</li><li>• Data Dictionary populated and accessible (September 2026).</li><li>• Data Governance Charter drafted (Dec 2026).</li></ul>	
B. Enhance technology applications, specifically in integrating an AI agent with Tableau	<ol style="list-style-type: none"><li>1. Develop and deploy AI-enhanced data applications integrated with Tableau to improve insight generation, access, and automation.</li><li>2. Develop and recommend adoption of AI policy within the following specific domains: Privacy and Data Security; AI in Administrative and Support Services; Philosophic and Equity Commitments</li></ol>	IRR Leadership Team IT Team	December 2026	<ol style="list-style-type: none"><li>a. Establish a cross-functional AI Task Force with subject-matter experts from IT, IR, and IE.</li><li>b. Develop an AI use framework (policies and procedures for administrative and data-related use).</li><li>c. Implement and test Tableau Next (Einstein) features using Invoke data tables.</li><li>d. Deploy a pilot AI agent within the Enrollment Management dashboard to support decision-making.</li><li>e. Evaluate integration outcomes and publish internal report.</li></ol>	<ul style="list-style-type: none"><li>• AI Task Force charter approved (February 2026).</li><li>• Tableau Next Environment launched (Spring 2026).</li><li>• AI agent prototype operational (Summer 2026).</li><li>• AI Administrative Use Policy adopted (Fall 2026).</li></ul>	

Area of Focus	Objective	Responsible Person	Target Date for Achievement	Action Steps	Measure of Progress	Status (for Visit 3) As of Date:
C. Professional development opportunities to train faculty and administrators on the effective use of AI-enhanced data tools (STAGE 3?)	1. Build districtwide capacity in data literacy, coaching, and ethical use of AI tools among faculty, administrators, and staff.	Associate Vice Chancellor, IRR; Institutional Effectiveness Committee; College Research Teams	December 2026	<ul style="list-style-type: none"> <li>a. Conduct a districtwide needs assessment on data and AI literacy (Spring 2026).</li> <li>b. Develop a Data Coaching framework informed by RP Group and AIR resources and best practices.</li> <li>c. Launch Data Literacy pilot using the AIR 12-week Institute for a pilot including a cohort of 30 employees.</li> <li>d. Provide follow-up professional development workshops focused on AI tools and data-informed decision-making.</li> <li>e. Evaluate pilot outcomes and identify strengths, gaps, and areas for improvement and scaling districtwide.</li> </ul>	<ul style="list-style-type: none"> <li>• Completed needs assessment (Spring 2026).</li> <li>• 30 participants completed Data Literacy Institute (Summer 2026).</li> <li>• First cohort of trained Data Coaches active (Fall 2026).</li> <li>• PD evaluation results reported to Cabinet (Winter 2026).</li> </ul>	

## Request for IEPI Resources to Support Institutional Innovation and Effectiveness Plan

Applicable Area(s) of Focus <i>(Copy from table above.)</i>	Applicable Objective(s) <i>(Copy from table above.)</i>	Description of Resource Needed <i>(Refer to Action Steps above as appropriate.)</i>	Cost of Resource
Enhance technology applications, specifically in integrating an AI agent with Tableau.	Develop and deploy AI-enhanced data applications integrated with Tableau to improve insight generation, access, and automation.	Implement and test Tableau Next (Einstein) features using Invoke data tables.  Deploy a pilot AI agent within the Enrollment Management dashboard to support decision-making.	\$67,000 – Tableau Next upgrade  \$2500 Team Agent Training
Improving data access to more effectively inform enrollment management, resource allocation, and program effectiveness	Officially transition to validated, vetted tables that can answer the 90%	Contract consulting for table development in Invoke	\$60,000 – Invoke Table/View Consulting
Improving data access to more effectively inform enrollment management, resource allocation, and program effectiveness	Develop a districtwide data dictionary using iData Cookbook, integrating state, federal, and internal definitions.	Consulting for definition and specification setup, and documenting existing tables, newly developed tables, within the invoke data warehouse, streamline implementation	\$45,000 Consulting and Overtime support for staff hours
Professional development opportunities to train faculty and administrators on the effective use of AI-enhanced data tools	Build districtwide capacity in data literacy, coaching, and ethical use of AI tools among faculty, administrators, and staff.	Develop a Data Coaching framework informed by RP Group and AIR resources and best practices. Non instructional material costs, training enrollment costs  Develop and Maintain a Data Governance Program AIR Workshop x4 IR/IE Directors/Leadership  Launch Data Literacy pilot using the AIR 12-week Institute for a pilot including a cohort of 30 employees.  Provide follow-up professional development workshops focused on AI tools and data-informed decision-making.	\$20,000 for AIR Data Literacy  \$1,400 AIR Data Governance  \$15,000 to support local training to develop data coaching
<b>Total IEPI Resource Request (not to exceed \$250,000)</b>			\$211,900

Approval	
Chief Executive Officer	
Name:	
Signature or E-signature:	Date:

Collegial Consultation with the Academic Senate	
Academic Senate President <i>(As applicable; duplicate if needed for district-level I&amp;EP)</i>	
Name:	
Signature or E-signature:	Date: