



**2020-2021**

*Kern Community College District*

*District Office Administrative Unit Review*

Institutional Research & Reporting

Submitted by:

Bob Ngo, Director of 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]*

In 2019-20, the Office of Institutional Research & Reporting has accomplished much towards its goal of improving the quality of the data that the district collects, disseminates, and utilizes data. It has done so by

- Continuing to work collaboratively with IT and the colleges to improve the MIS data collection process. By identifying issues with the intake process and identifying ways to improve the quality of the data, KCCD can be more confident in the data that they see both from KCCD and the state Chancellor's office. The work has continued to correct previous years data that has resulted in higher levels of funding via the Student Centered Funding Formula
- Providing in depth analysis of FTES and student success data by creating reports and dashboards that help District and College staff to better understand the apportionment process
- Created and disseminated enrollment reports during COVID-19 Pandemic that allowed District and College Staff to react quickly to volatile enrollment trends.
- Fulfilling over 108 different ad hoc data requests and data research projects for District and College Staff
- Creating online data dashboards that allow District and College staff greater accessibility to institutional data to use in their day to day work
- Creating Data presentations and dashboard for the KCCD website that help to better tell KCCDs story to the public and show the difference that KCCD is making in the community

For the 2019-20 academic year, the Office of Institutional Research will need to build on the progress made by concentrating on achieving the following

- Publishing data and reports more quickly so that college staff can react to data needs quickly and effectively. This will be done by continuing work on the data warehouse which will allow for a standardized data source for all college and district staff to use.
- Continue to improve data dashboards/reports that will allow decision makers to make better decisions
- Coordinate research projects between the colleges that will inform how the district allocates resources aimed at improving student success
- Facilitate the use of data by the district and colleges by presenting more analysis and encouraging discussion of data by district and college staff
- Taking more of a leadership role within the district in directing business processes and data collection so that more analysis can be done on various facets of district administration

## 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 2019-20 really saw the District IR unit improve their capacity to provide the district with accurate and timely data, as well as start to really pull together the many disparate data sources required to provide the kinds of data that is actionable. The number and quality of data dashboards available to district staff have grown as a direct result of training programs that the IR staff has participated in. The new program review dashboards have been received positively and utilization of the tableau platform continues to grow as the IR office has provided trainings at all three colleges on how to utilize the dashboards to get data that can assist with the program review process. This momentum is continuing with the new suite of student success dashboards which make student success data more accessible than ever and provides a richer depth to the analysis than before. The new dashboards all include a focus on equity and allow college and district staff to address this particular issue better than ever.

The IR office is starting to carve out a leadership role in making sure that data across sources are consistent and accurate for the whole district. Utilizing more direct data from the Banner SIS, the IR office has been able to identify key business practices that need to be updated, as well as further align the data that is used by the Chancellor's office in its various initiatives and the data that is used on a day to day basis by college and district staff. By working with the IT staff, the understanding of how the data flows from the SIS into both the 320 apportionment report and the MIS data submission has helped KCCD be in a good position as the state braces for possible budget uncertainty.

A larger trend that the IR office has also been involved in is the creation of a more developed culture of using data in the planning process. The requests for data from our offices and the College IR offices continue to increase every year, as the new data available spurs questions from planners and decision makers.

For the coming year, understanding equity and providing colleges and district staff with data that will inform their planning is a high priority for the district and the colleges. Increasing the district's ability to access this data more efficiently and effectively is the largest need for the IR office to continue to improve its services to KCCD. The data warehouse is in its final stages and when operational this will only increase the amounts of data and reports available to staff. To keep up with this demand the IR office will need to acquire additional tableau licenses as that seems to be the most popular method of receiving data.

COVID-19 has also made the SCFF more complex to analyze and parse than ever. Much effort will be dedicated this year to providing a comprehensive way for colleges and districts to understand the apportionment numbers and how they affect funding for the colleges.

## 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

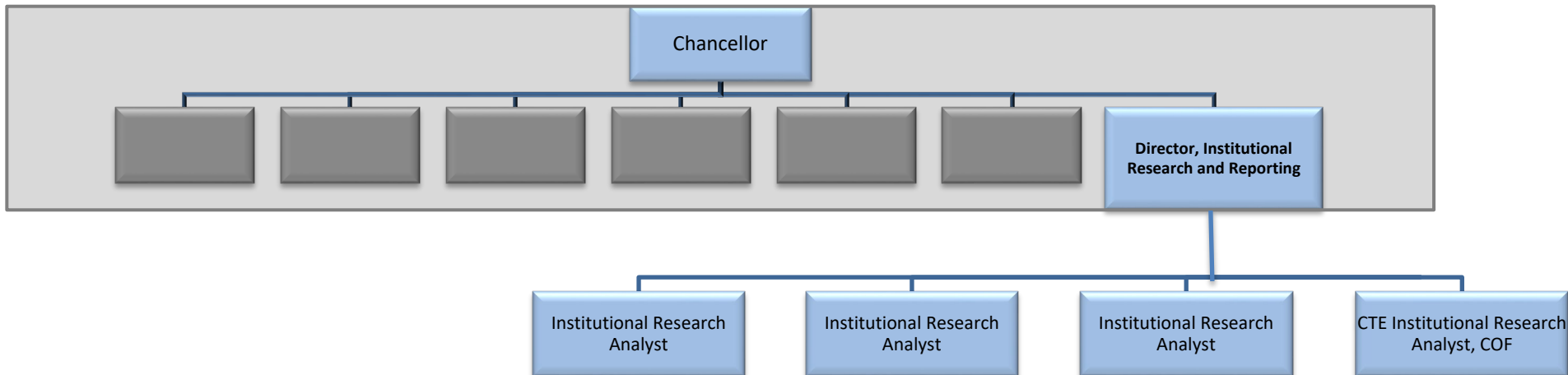
District Office	Completes federally mandated IPEDs survey for the district, works with IT to submit MIS data to Chancellor's office, facilitate transition to new student centered funding formula, provides projections about enrollment and FTE, direct long and short term strategic planning
District Office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

**Section One: Unit Overview** Section One: Unit Overview *(continued)*

**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 of institutional data, including all the student success metrics as defined by the Chancellor's office and the colleges. Institutional data includes enrollment data, student progress and success data, and faculty workload data. Working with the college IR departments, colleges then use this data to assess and improve their services to students with the goal of improving the college's performance in these metrics. The District Office of IR coordinates district wide research projects such as the climate survey, the At the Gate Transfer Study, and Predictive Model of Success. Additionally, the Office of Institutional Research also provides the data that drives much of the funding for the district and the colleges, including 320 Apportionment Reporting, Student Centered Funding Formula Data, SSSP Grant data support, Title III and IV Federal grants.

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



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
Director	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	
Analyst	320 Report IPEDS Reporting/Dashboards Enrollment Cycle Reporting HR Reporting	Ad Hoc Reporting and Research	
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 MIS Validation HR Reporting Qualitative Research Financial Aid 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

## 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	2019-2020	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	2019-2020	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	2019-2020	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	2019-2020	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	2019-2020	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	2019-2020	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	2019-2020	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	2019-2020	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	2019-2020	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 IRR Office has been successful in meeting many of its goals, including publishing more dashboards and creating new and improved reports. We have also been successful in furthering increasing the accuracy and reliability of MIS and Banner Data. The MIS process continues to improve and IR shepherded the initiation of the MIS HR module that will automate the MIS Process for HR.

The IRR was also to provide enrollment data during the COVID-19 transition period in a timely manner. This culminated in providing the colleges with the names of students who had dropped out of all their classes completely in hopes of getting them to re-register in the fall.

While informal feedback was mostly positive, the climate survey indicated that only more than half of the respondents were satisfied or extremely satisfied with IR services. The disconnect between the two indicates two things. First, services still can be improved. While data request turnaround is getting faster, there is still room for improvement. Second, the IRR office needs to do a better job of making sure that people understand that the data and analysis that is coming from our office is sourced from us. The IRR office will be more intentional in branding its services as well putting out more data products in the coming year.



### Section Three: Key Performance Indicators (KPIs)

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)	2019-2020	Comments
External facing dashboards completed	5	
Website hits for external facing dashboards	11,645	
Internal Data dashboards completed	24	
Website hits for internal dashboards	24,114	
IR reports published	8	
Ad Hoc Data Requests Fulfilled	108	
Research Studies Completed	5	
Grants applications supported	6	
All Federal and State reporting completed accurately	Completed	

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?**

Like every unit, the transition to remote work due to COVID-19 has been an ongoing effort. Staff with children have experienced more difficulty as they try to parent and work at the same time. Technology has been mostly functional, but a lot of times, issues such as internet connection quality has been out of the IRR team's hands.

The IRR team also suffered a loss when Velda Pena, our CTE analyst passed away in June. The emotional toll has been hard on the team. They have valiantly stepped up and assisted in taking up the work load, but the level of support that the IRR office has been able to provide to the CTE team has decreased due to the loss. We have recently filled the position and are hopeful the additional staff will help with the increased workload for all.

Additionally, the entire BC IR team turned over in three months. While Craig Hayward was rebuilding his team, the district took on a lot of the support work that his analysts would normally do. The trend data suggests that the demand for data and analysis is ramping up quickly in the district. A strategic plan to meet this demand needs to be formed by the district staff and the college staff. As part of this, the IRR office will be examining the current job position descriptions as all analysts have the same position description. This makes it difficult to recruit. The IRR and the college IR teams will need to come up with a plan for modernizing to attract better talent and find entry level analysts with higher potential to meet the future data needs of the district.

**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.)
1. Reorganize and streamline ODS database into a more efficient data source consistent with modern IR practices	Goals 5, 3, 1	<input checked="" type="checkbox"/> Ongoing: 10/12/20	IT and IR have worked together to make many improvements to the ODS database. This year has consisted mostly of validating data and mapping out how data gets put into ODS. The coming year will see the deactivation of unused tables and the transitioning of current Cognos reports to the newer and streamlined tables.		
2. Create efficient and effective process for submitting MIS data for the district	Goals 5, 3, 1	<input checked="" type="checkbox"/> Ongoing: 10/12/20	The MIS HR has been fully implemented and we hope that will improve HR and staff analysis for the future. Other MIS processes have been improved such as student groups and enrollment data. However, there is still more work to be done as the extent of the misalignment shows new mismatches every time we look at a new field.		

Recreate public facing data on website and increase amount of data available to the general public about KCCD and its colleges	Goals 5,4,3	<input checked="" type="checkbox"/> Ongoing 10/12/20	Public Facing Dashboards are in the process of being revamped to be more informative and more user friendly and will be up soon.		
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	Goal 5	<input checked="" type="checkbox"/> Ongoing: 10/12/20	COVID-19 prevented the retreat from happening, but we are hoping to have an online retreat in January.		
Update report and data delivery interface for internal data	Goal 5,1	<input checked="" type="checkbox"/> Completed: 10/12/20	Program Review Dashboards and student success dashboards have been completed and operational. Several trainings have been done to		
Shift focus of IR operations from reporting, which will be automated to completing management and institutional improvement studies	Goal 5,1,3	<input checked="" type="checkbox"/> Ongoing: 10/12/20	The Climate survey report was completed, but the dual enrollment joint research project with KCSOS and CSUB got delayed by COVID-19. We will start again once we get the new CTE analyst situated.		
Facilitate use of data in student success efforts and long range planning	Goal 5,4	<input checked="" type="checkbox"/> Revised: 10/20/20	Reporting still takes up most of our efforts. But this year, IR staff will be required to create narrative reports to accompany data reports.		
Create Intern/Student Worker position to assist with data entry and management aspects of IR	Goal 5	<input checked="" type="checkbox"/> Ongoing: 10/12/20	Contact CSUB MEd program and discuss adding KCCD IR as a site for program candidates to get experience and training oat KCCD.		

functions allowing Analysts more time to do research			Discuss with HR how to set up position.		
--	--	--	---	--	--

**Section Five: New or Revised Goals**

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

<b>Replacement Goal</b>	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.)
Update current Job Descriptions and expand analyst job descriptions into three types of analysts	Goal 5	Work with HR and the College IR directors to ensure that the current job descriptions match up their current duties and responsibilities. Create two new tiers of analysts to provide College IR and District IR offices more flexibility in recruiting and hiring.	All three colleges IR departments have asked for the expansion and update of job descriptions.	

## 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	
<b>Staffing</b> (list current staffing levels)	<ul style="list-style-type: none"> <li>• 1.0 FTE Director</li> <li>• 3.0 FTE Research Analyst</li> </ul>	<ul style="list-style-type: none"> <li>• 1.00 FTE COF Analyst (Funded by strong workforce)</li> </ul>
<b>Technology / Equipment</b>	<ul style="list-style-type: none"> <li>• 5 Desktop computers</li> <li>• 5 Laptop computers</li> <li>• Printer for Director's Office</li> </ul>	<ul style="list-style-type: none"> <li>• Copier/Scanner in Analysts Office</li> <li>• One Television for presentation/group work in Director's office and in Analysts Office</li> <li>• 12 creator licenses for tableau data visualization software</li> <li>• 5 explorer licenses for district to access dashboards</li> <li>• 5 SAS Statistical software license</li> </ul>
<b>Space / Facilities</b>	<ul style="list-style-type: none"> <li>• Director's Office – Standard workstation furniture, office storage cabinets and furniture for a conference table for four people</li> <li>• 1 office suite with six cubicle workspaces, including one for an associate director, 1 conference area with seating for four people, storage cabinets</li> </ul>	
<b>Budget (Unrestricted) Total</b>	\$587,898.62	<b>Notes (if any)</b>
1000 (Academic Salaries)	\$0.00	
2000 (Classified Salaries)	\$359,675.12	
3000 (Employee Benefits)	\$188,423.50	
4000 (Supplies & Materials)	\$ 900.00	
5000 (Operating Expenses and Services)	\$ 37,900.00	
6000 (Capital Outlay)	\$ 1,000.00	
7000 (Other Outgo)	\$0.00	
<b>Budget (Restricted) Total</b>	\$0.00	
<b>Budget (Contract/Community Ed) Total</b>	\$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
<p><b>Positions: Intern/Student Worker \$0-\$4500</b></p> <p><b>IT Data Warehouse Administrator – 1 FTE for IT</b></p>	<p><input checked="" type="checkbox"/> 1: Classified Staff  <input type="checkbox"/> 2: Administrator</p>	<p>Much time and effort is spent on data entry and cleanup. While essential to reporting, this is something that could be handled with more administrative staff. As described in the replacement goal, an Internship might be a way to provide this cost effectively. This could possibly be an unpaid internship, but paying a reasonable internship stipend will yield better candidates. Alternatively, a student worker could be used.</p> <p>Funding for the current IT staff dedicated to the development and maintenance of the data</p>		<p>3 - IT data Warehouse administrator</p> <p>2 – additional administrative support</p>

		warehouse is currently provided by grant that has 1-2 years left on it. After that, it will be essential that a permanent position pick up the work of the COF position. This is actually a request for the IT department to get an FTE to hire someone dedicated to maintaining the data warehouse, which will be needed once the contract with Phytorian expires.		
<b>Professional Development:</b> <i>Describe briefly, the effectiveness of the professional development your unit will be engaged in (either providing or attending) during the next cycle</i>	<input type="checkbox"/> 1: Provide Professional Development <input type="checkbox"/> 2: Attend Professional Development			
<b>Facilities:</b> <i>If your unit receives a building remodel or renovation, additional furniture or beyond routine maintenance, explain how this request or requests will impact your unit's service to the colleges.</i>	<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			
<b>Technology:</b> \$14,000 to fund the purchase of additional Tableau viewer licenses that will allow staff single sign on ability with their KCCD login.	<input type="checkbox"/> 1: Replacement Technology <input type="checkbox"/> 2: New Technology <input checked="" type="checkbox"/> 3: Software <input type="checkbox"/> 4: Other _____	Our current set of licenses allows college staff to login but the data distribution system will work more effectively and efficiently if individuals can login with their KCCD login. Doing this will also increase the security of the dashboards and the data. Futhermore, should KCCD choose to go to administering our own Tableau server, this will provide IT with a training period to familiarize themselves with	All Colleges	1



		how to administer this particular software membership system.		
--	--	---	--	--

Resource Category	Resource Requested <i>(Include Cost)</i>	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. <i>(Leave blank if no college requests the new resource.)</i>	Rank
<b>Other Equipment:</b> Three of the analysts desktops are going into their fourth year and need to be replaced (\$9,000)	<input type="checkbox"/> 1: Replacement <input checked="" type="checkbox"/> 2: New <input type="checkbox"/> 3: Other _____	The increased data load and platforms require updated computers. Not having updated machines will slow down data gathering and analysis considerably.		
<b>Total cost of resource needs over and above current budget allocation:</b>			\$20000-\$22,000	

## Section Eight: Conclusions

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):

The District Office of Institutional Research and Reporting continues to build on its successes. The latest reiteration of the dashboards has been well received by the colleges and allows IR staff at the district and the college to quickly look up information for ad hoc data requests. The COVID-19 crisis also showed how using direct querying of data allows the IRR office to be nimble and responsive to the district needs. As the analysts at the district and at the colleges improve their skills with dashboard building and data analysis, the IRR office should be able to push out data products faster and more efficiently to meet the growing demand for data at the district.

## Routing and Review

Submitter's Name: Your Name

Title: Title

Submitter's Signature: \_\_\_\_\_

Date Submitted: \_\_\_\_\_

Submitter's Immediate Supervisor: \_\_\_\_\_

Date of Review: \_\_\_\_\_

Chancellor's Signature: \_\_\_\_\_

Date of Review: \_\_\_\_\_

Date of Presentation to Administrative/Consultation Council: \_\_\_\_\_