

Cradle-to-Career Ad Hoc Committee for Strategic Planning Staff Report

Date Report Issued: May 26, 2023
Attention: Members of Cradle-to-Career Ad Hoc Committee for Strategic Planning
Subject: Summary of the **Operations** Goal and Revised Objectives and **Analytical Tools** Approved Goal and Objectives
Staff Contact: Marykate Cruz Jones, Chief of Strategic Initiatives and Partnerships

At this meeting, the members of Cradle-to-Career's (C2C) Ad Hoc Committee for Strategic Planning will have the opportunity to review the modified Operations objectives and a new proposed objective that will be recommended to the Governing Board.

Requested Action:

After review and consideration of the new objective, Staff recommends that the Ad Hoc Committee approve the objective as presented for recommendation to the Governing Board.

- ❖ Move to recommend to the Governing Board to approve the new Operations objective as specified in the staff report.

Background:

At the Ad Hoc Committee for Strategic Planning meeting on May 5, 2023, approved the Analytical Tools goal and objectives, which have been included for reference. Additionally, the Committee voted to approve the Operations goal and objectives as amended and delegate to the Chair and Governing Board Chair to verify staff's incorporation of the amendments.

At the February 8th Governing Board meeting, Leading Resources Inc. provided a workshop to the Governing Board regarding the five habits of high-performing public agency boards. The conversation focused on five habits to assure high levels of performance throughout the organization. Habit four centers around the board developing itself so that it can effectively serve the organization's needs. After reflecting how the Governing Board can implement the five habits with a specific emphasis on habit four, participate in the Strategic Plan, and further the mission, vision, and goals of C2C, the Board Chair and Ad Hoc Committee Chair drafted a new objective for the review and approval of the Ad Hoc Committee.

New Operations Objective:

- Build the C2C Governing Board's governance culture with focus on ambassadorship as measured in progress boards discussed at every Governing Board meeting and in an annual governance survey starting in Fall 2023

Statement of the Problem (Analytical Data):

Data is siloed in different state-level entities, making it hard for decision-makers to answer important questions.

Analytical Data Goal:

Build a linked analytical dataset that connects existing state-level data on education and job outcomes that will empower decision-makers to answer important questions.

Analytical Data Objectives:

- Data providers submit reliable and timely data annually that C2C links and keeps secure with first submission by Fall 2023
- First dashboard on a priority topic by Spring 2024
- A query builder that enables disaggregation by Spring 2025
- Develop data request process for the Secure Data Enclave for researchers to conduct studies by Winter 2024

- By Summer 2026, the linked analytical data set contains multiple domains (education, workforce, health and human services)

Statement of the Problem (Operations):

Prior to C2C, there was no central, neutral state entity authorized and funded to bring together C2C-relevant data across different domains. No entity was empowered to facilitate this information integration across silos to provide insights, improve coordination, and remove barriers across large institutions.

Operations Goal:

Establish and operate a new state entity that uses secure, effective, and efficient processes and procedures to earn and keep the trust of data providers and the public.

Revised Operations Objectives:

- Annually share an updated transparent plan that clarifies timelines and expectations for C2C and collaborating organizations (data partners and state partners)
- Fill established positions for the Office (16 in total) by Summer 2023
- Refine and establish necessary office procedures, policies, and frameworks by Fall 2023
- Define fiscal and human resources needed to achieve C2C's statutory charge by Fall 2023
- Fill proposed positions for the Office pending budget approval (10 in total) by Winter 2023
- House the C2C office in an inclusive space designed to foster community engagement by Spring 2024
- Build C2C's organizational culture with a focus on equity and shared values, as measured in annual employee engagement survey starting in Spring 2024
- Be a fully functioning new state entity by Summer 2026