

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

Date Report Issued: April 26, 2023
Attention: Members of Cradle-to-Career Ad Hoc Committee for Strategic Planning
Subject: Summary of **Strategy and Operations** 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 discuss and recommend proposed goals and objectives to the Governing Board focused on Strategy and Operations.

Requested Action:

After review and consideration of the current duties completed by the Office of Cradle-to-Career Data System (Office) related to Strategy and Operations, as well as the requirements from [statute](#), the Ad Hoc Committee will determine what course of action it would like to pursue. Among its options are:

1. Approve the goal and objective(s) as presented.
2. Amend the goal and objective(s) as presented.

Background:

The authorizing legislation ([Assembly Bill 132, Postsecondary Education Trailer Bill, 2021](#)) created a new Office within the Government Operations Agency (GovOps). Within the first year, the Office, with the help of GovOps and WestEd, seated the 21 person Governing Board, appointed an Executive Director, defined leadership positions, and began initial staff recruitment.

During this current fiscal year, the Office has continued to recruit leadership and build the team. At present, the Office has 11 full time staff and one retired annuitant. Seven additional recruitments are in progress. The Office has also been working to secure and prepare a physical space for staff and to host Governing Board meetings and community engagement meetings.

In addition to these endeavors, there are also mandatory legislative requirements that need to be upheld. The Governing Board approved the projected five-year timeline and Governance Manual and finalized C2C's mission and vision. For this fiscal year, an annual strategic plan and budget were approved, as well as an annual work plan and budget. Additionally, the Office has been working with other collaborating entities to develop necessary policies, enter into appropriate contracts, and ensure compliance with the law. The Office oversees personnel and compensation, has onboarded new data providers, and beginning in the next fiscal year, the Office will procure external evaluations. Although the first steps of these mandatory reporting requirements have been completed, these projects will require continued maintenance and development. As the Ad Hoc Committee finalizes a goal and objectives related to strategy and operations, it is imperative to remember the other concurrent responsibilities set forth by the timeline and legislative requirement. For more information about ongoing projects, please reference [Appendix A](#) in the September 2022 Report to the Legislature.

Statement of the Problem:

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.

Strategy and 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.

Possible Objectives:

- Fill established positions for the Office (16 in total) by Summer 2023
- Fill proposed positions for the Office pending budget approval (10 in total) by Winter 2023
- Refine and establish necessary office procedures, policies, and frameworks by Fall 2023
- Define the fiscal and human resources needed to achieve C2C's statutory charge by Fall 2023
- House the C2C office in an inclusive space designed to foster community engagement by Spring 2024
- Operations, policies, and credibility of fully established new state entity in place by Summer 2026