

## Cradle-to-Career Governing Board Staff Report

Date Report Issued: November 30, 2023  
Attention: Members of the Ad Hoc Committee for the Governance Manual Review  
Subject: **Governance Manual Review Inventory of Changes**  
Staff Contact: Marykate Cruz Jones, Chief of Strategic Initiatives and Partnerships

At this meeting, the Ad Hoc Committee for Governance Manual Review (Committee) will have the opportunity to review drafted edits and deliberate specific topics slated for change in the [Governance Manual](#) in accordance with the Committee [charter](#) for recommendation to and approval by the Governing Board (Board).

### Requested Action:

After review and consideration of the scope of work in the Committee charter, proposed edits, and this staff report, Staff recommends that the Committee approve the proposed items.

- ❖ Move to approve the proposed edits as specified in the report and delegate to the Committee Chair and another Committee member to work offline with C2C staff to incorporate any additional amendments proposed by the Committee.

### Background:

The [Governance Manual](#) states “[it] will be a living document, which will be amended by the Governing Board over time to reflect the evolution of the Cradle-to-Career (C2C) System. Changes to the manual will be considered by an ad hoc board committee at least once per year, at the second meeting after the start of the fiscal year. Additional changes may be considered based on proposals brought to Governing Board meetings and approved by the agreement threshold established in law, regulation, and/or the Governance

Manual.” At the November Board meeting, the Board approved the formation of this Committee along with the charter.

This staff report is broken down into three sections: section one pinpoints stylistic changes to bring the manual in compliance with the Office of Cradle-to-Career Data System (Office) style guide as well as grammatical edits; section two details recommended additions, clarifications, or corrections; and section three surfaces main areas of deliberation and choice points for member discussion.

### Section One: Stylistics Changes

Below is an inventory of grammatical or stylistic changes. All edits from this section have been color coded and highlighted orange in the redlined manual.

<b>Correction Number</b>	<b>Correction Description</b>	<b>Page Number in Manual</b>
1	Capitalization of the term Advisory Board	Throughout
Reason for Correction 1: The Governing Board is consistently capitalized in the manual. Capitalizing Advisory Board will provide congruence in the naming conventions.		
2	Removal of term Ad Hoc in reference to the committees	Throughout
Reason for Correction 2: The Governing Board has established four committees, the Executive Director Review Committee, the Governance Manual Review Committee, the Selection for Advisory Boards Committee, and the Strategic Planning Committee. It is anticipated that the Executive Director Review Committee, the Governance Manual Review Committee, and the Selection for Advisory Boards Committee will convene annually. Given that they are standing, the term ad hoc is a misnomer. To keep naming conventions consistent, point forward the committees will be referred to as the Executive Director Review Committee, Governance Manual Review Committee, the Selection for Advisory Boards Committee, and the Strategic Planning Committee.		

3	Update the term practical tools	Throughout
<p>Reason for Correction 3: The Office has adopted the term practical tools. Previously this was referred to as operational tools. A new term was adopted as it is more descriptive and understandable.</p> <p>Making this correction provides congruence in the naming conventions in the approved <a href="#">2023-24 workplan</a>, <a href="#">5-Year timeline</a>, and <a href="#">Strategic Plan</a>.</p>		
4	Update the term analytical data	7
<p>Reason for Correction 4: The Office has adopted the term analytical data. Previously this was referred to as analytical tools. A new term was adopted as it is more descriptive and understandable.</p> <p>Making this correction provides congruence in the naming conventions in the approved <a href="#">2023-24 workplan</a>, <a href="#">5-Year timeline</a>, and <a href="#">Strategic Plan</a>.</p>		
5	Capitalization of the term Governing in reference to the Governing Board	14
<p>Reason for Correction 5: The word Governing in reference to the Governing Board is not capitalized.</p>		
6	Addition of the word by	20
<p>Reason for Correction 6: Previously the sentence was missing a preposition.</p> <p>By providing this clarification, both Governing Board members and the public can reliably know that the Governing Board meetings dates will be established at the spring meeting prior to the start of the new fiscal year.</p>		

## Section Two: Technical Additions, Clarifications, or Corrections

Below is an inventory of recommended additions, clarifications, or corrections. All edits from this section have been color coded and highlighted yellow in the redlined manual.

Correction Number	Correction Description	Page Number in Manual
7	Clarification of the role of Government Operations	5
Reason for Correction 7: In the preface, it is noted that Government Operations is the managing entity of the Office. A more accurate description would be that Government Operations was selected to create and house the Office. Page 10 references managing entity, and this correction will bring both of these sections in line with one another.		
8	Clarification of the section of statute	8
Reason for Correction 8: This section currently refers to subdivision (a), but does not clarify which part of statute from which this derives. This correction makes it clear that it is <a href="#">Section 10870</a> .		
9	Inclusion of Advisory Board members in Form 700 protocols	17
Reason for Correction 9: The Conflict of Interest section of the manual notes that "Governing and Advisory Board members are subject to the conflict of interest policy", however in subsequent sections related to compliance and reporting, Advisory Board members are not listed. To bring these sections in line with one another and ensure congruence between member expectations, the wording will be updated to include Advisory Board members.		
10	Clarification the term and use of designee	18, 19, 21, 22, and 26
Reason for Correction 10: <a href="#">Pursuant to Education Code Section 10864</a> , the Senate and Assembly Member appointed to, and the statutorily identified Data Providers members of, the Governing Board may appoint a designee. The manual utilizes the term alternate and provided that all Governing Board		

<p>members may designate an alternate, however, to conform the language with statute, the term alternate has been eliminated and the term designee has been adopted. The update also specifies which authorized members can designate a designee.</p>		
11	Updating the training and paperwork requirements for Governing Board and Advisory Boards	19, 35, and 38
<p>Reason for Correction 11: Under member expectations there are currently no requirements related to the administrative work that members need to perform. For example, California law mandates that all members complete an oath before assuming office; file the form 700 during onboarding, offboarding, and annually; and complete an ethics training within six months of appointment and then on a semi-annual basis. Additionally, as a new member there are other forms required by the California Department of Human Resources and the manual requires an onboarding training for new members. The inclusion of these corrections acknowledges preexisting requirements and memorializes them in member expectations.</p>		
12	Updating the Bagley-Keene requirements to be in compliance	21 and 23
<p>Reason for Correction 12: Currently <a href="#">Senate Bill (SB) 144</a> is in effect and <a href="#">SB 544</a> will take effect on January 1, 2024. SB 144 currently allows remote members to count towards quorum and SB 544 specifies when a participant from a remote location will count towards quorum. For this reason, the wording “any members participating remotely do not count towards establishing a quorum” on page 20 and the related footnote (25) should be removed from the manual as they are no longer accurate.</p>		
13	Updating the voting agreement scale	20, 21, 36, 37, and 39
<p>Reason for Correction 13: During the planning process that preceded the launch of the Office, an “agreement scale” was used for building consensus, which offered the following options:</p> <ul style="list-style-type: none"> <li>- Yes</li> <li>- Yes with reservations (with reservations entered into the record)</li> </ul>		

- No
- Abstain

While this approach was helpful in building consensus during the planning process, it can present challenges related to decision making and clarity for formal decisions of the Governing Board. Specifically, entering justifications into the record for “yes with reservations” but not for “yes,” “no,” or “abstain” votes puts more weight on a “yes with reservations” vote than a “yes,” “no,” or “abstain” vote.

These edits clarify that moving forward the Governing Board and Advisory Boards will have the following vote options:

- Yes
- No
- Abstain

The member discussion during the meeting where a board takes action is the opportunity for members to voice their reasons for supporting a motion or any reservations about it.

14	Clarification the election timing and transition of leadership protocols	22
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Reason for Correction 14: The manual currently states that elections for Chair Elect will occur at the “first Governing Board meeting of each fiscal year”. The manual also states that Governing Board meetings “will generally be held in August”, meaning the Chair Elect elections will occur in August. However the transition from Chair Elect to Presiding Chair takes place on July 1, the first day of the fiscal year, thus causing a gap in the transition of leadership. For this reason, the manual should be updated to reflect that elections should take place at the last meeting of the fiscal year, which will generally occur in May and the new Chair Elect will assume their role effective July 1 at the same time the Presiding Chair will transition to their new role.

15	Updating the California Public Records Act Code Section	24
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Reason for Correction 15: The California Public Records Act was recodified in a new section of Government Code. The changes made reflect the updated section.

16	Inclusion of Advisory Board members to the per diem and travel expense claim protocols	24
Reason for Correction 16: Currently the manual does explicitly allow for Advisory Board members to receive per diem or reimbursement of travel expenses. This correction would provide equity between Governing Board and Advisory Board member reimbursements.		
17	Updating the Advisory Board selection and terms to be reflective of current protocols	25, 34, 35, and 37
Reason for Correction 17: At the time that the manual was published, C2C was in its inaugural year and this is reflective in the section related to the selection of Advisory Board members. At that time, all 32 Advisory Board members were provided staggered terms. Currently when members are appointed, they are given a three year term and therefore the reference to staggered terms is not relevant.		
18	Inclusion of Advisory Board members in communications protocols	26
Reason for Correction 18: Currently the manual does not require Advisory Board members to coordinate with the Office in response to media requests in their Cradle-to-Career capacity. This correction would provide congruence between Governing Board and Advisory Board member requirements.		
19	Updating the Executive Director Review process to be in compliance	26-32
Reason for Correction 19: At the <a href="#">November 2023 Governing Board meeting</a> , the Governing Board voted to adopt changes to the Executive Director Review process. These changes have been committed.		
20	Clarification of Advisory Board meeting cadence and protocols	36, 38, and 39
Reason for Correction 20: Currently the manual states that “two months before the fall Advisory Board meeting, the Office will convene a public meeting” with Advisory Board members. Hosting up to four Advisory Board meetings within a two month period can pose its challenges for both the Office and		

members. The correction proposed is the addition of “at least” two months prior, which will allow the Office scheduling flexibility.

Similarly, the manual also states that “one month before the fall Advisory Board meeting” the proposal form must be submitted. This year one month prior to the meeting fell on the weekend; to allow the Office flexibility while still being able to comply with the manual, the inclusion of “at least” is recommended.

21	Updating the Education Code	44
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Reason for Correction 21: Appendix A refers to AB 132, however, the bill has been codified in statute and therefore the best practice would be to employ the education code section versus the original bill to cite authority.

22	Updating the table related to Governing Board member terms	44-47
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Reason for Correction 22: At the time that the manual was published, C2C was in its inaugural year and this is reflected in the section related Governing Board members and their terms. There are two columns for terms, one column denotes the term length and the other describes the term for the first appointment. The suggested changes condense the information, delete any duplicate or unnecessary information, and indicate current terms.

### Section Three: Potential Changes for Member Discussion

Below is an inventory of itemized areas where the Office will need very specific direction from the Committee. All edits from this section have been color coded and highlighted gray in the redlined manual.

Correction Number	Correction Description	Page Number in Manual
23	Governing Board member expectations	19

Reason for Correction 23: At the August 2023 Governing Board meeting, the Governing Board adopted an objective in the strategic plan related to the establishment of a “governance culture with a focus on ambassadorship”.



Additionally, at the November 2023 Governing Board meeting, the Governing Board approved in concept a liaison program. Conceivably, the ambassador and liaison work will be done in tandem with the Office. Currently this section of the manual does not outline any expectations related to members working in partnership with the Office or being responsive to the Office. As the Governing Board develops these programs and norms, it could be beneficial to provide clarity and roots in member expectations.

24	Advisory Board member expectations	35 and 38
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Reason for Correction 24: Although the manual does note that “all members of the Advisory Board are expected to attend meetings” there is not much more specificity given, including consequences for poor attendance. Annually the Advisory Boards convene three times, in the fall, spring, and summer. Each meeting is a crucial part of the Advisory Board recommendation process.

If the manual were to adopt an attendance policy and if an Advisory Board member were to be out of compliance and was asked to excuse themselves from their role, the runner up that was established during the selection of Advisory Board members would be appointed to the new vacancy.

25	Advisory Board recommendation process	35 and 38
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Reason for Correction 25: Both Advisory Boards, as well as the public, have vocalized support for updating and making changes to the Advisory Board recommendation process. The Chair of the Committee will meet with two members from each Advisory Board the first week of December to obtain a deeper understanding of their lived experiences, potential growth opportunities to the process, and any other additional clarifying information.

There is a substantive conversation that the Committee will need to have related to this process. The Chair will present his findings and any recommendations, which will help inform the Committee conversation. Further background information is available via the [recording](#) of the October 12, 2023 Data and Tools Advisory Board meeting. Additionally, Governing Board members received a public comment letter in advance of the November 1, 2023 Governing Board meeting advocating for changes to this process.

Based on the Committee's discussion of this topic on December 11, 2023, the Office will plan to support the Chair in drafting any relevant language for the Committee's review at the next Committee meeting on January 30, 2024.

26	Congruency of the role of the Community Engagement Advisory Board versus the authority	12 and 37
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Reason for Correction 26: Towards the beginning of the manual, there is a breakdown of the governance structure as well as roles and responsibilities, of which it denotes that of the Community Engagement Advisory Board. Additionally, in the Community Engagement Advisory Board section, it designates the Community Engagement authority. The authority is derived from [statute](#) and provides the parameters for their recommendation process. In reading both portions of the manual, the section on roles and responsibilities as it pertains to the Community Engagement Advisory, the scope seems wider and more descriptive.