Cradle-to-Career Governing Board Staff Report

Date Report Issued: January 16, 2024

Attention: Members of the Ad Hoc Committee for the Governance Manual Review

Subject: **Governance Manual Review Modified Wording Changes**

Staff Contact: Marykate Cruz Jones, Chief of Strategic Initiatives and Partnerships

At this meeting, the Committee for Governance Manual Review (Committee) will have the opportunity to review drafted language related to four specific areas 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.

Background:

The Committee first met on Monday, December 11, 2023 and reviewed the proposed changes provided by the Office of Cradle-to-Career Data (Office). There were three categories of edits: stylistic edits, technical additions, clarifications, or corrections, and potential changes for member discussion. During the meeting, the Committee approved 22 types of corrections that fell into the categories of stylistic edits and technical additions, clarifications, or corrections. The Committee further deliberated four specific areas of corrections related to Governing Board member expectations, Advisory Board member expectations, the Advisory Board recommendation process, and the congruency of the role of the Community Engagement Advisory Board versus

the authority. The Committee selected two members to work offline in tandem with the Office to provide draft language edits on the four sections discussed in member deliberation. Below is proposed wording based on those sections.

Section One: Governing Board Member Expectations

Below is the referenced section of the Governance Manual (page 19 of the redlined version) with corrections and additions made in red.

Member Expectations

All members of the Governing Board are expected to:

- Ensure that appropriate resources are aligned to support the work of the Cradle-to-Career System;
- Ensure that a true statewide focus is maintained and ensure multiagency cooperation;
- Attend all Board meetings, or if statutorily authorized, provide a designee to attend and participate with voting rights provide a designee to attend and participate with voting rights;
- Advocate for the Cradle-to-Career System to key stakeholders;
- Complete all required paperwork and trainings;
- Support the governance culture with a focus on ambassadorship. Ambassadorship entails volunteering for liaison roles with the Office and serving in committee or leadership roles; being responsive to and communicative with the Office; representing the appointing agency as well as the vision of the data system and the work of the Office. Additionally, data partner members may be asked to uphold internal deadlines between the Office and their home agency; translate the vision of the data system to their home agency; and be responsible for practical coordination with their home agency and the Office.

Section Two: Advisory Board Member Expectations

Below is the referenced section of the Governance Manual (pages 35 and 38 of the redlined version) with corrections and additions made in red.

Member Expectations and Responsibilities

All members of the [Data and Tools and Community Engagement] Advisory Boards are expected to:

- Advocate for the Cradle-to-Career System to key stakeholders;
- Complete all required paperwork and trainings;
- ~~Attend meetings.~~ Attend all meetings except in case of emergency circumstances providing advance notice to the Office with as much as possible. If a member misses more than one meeting in a year, the Office has the authority to ask the member to step down and offer the position to the runner up that was approved during the selection process.

Section Three: Advisory Board Recommendation Process

Below is the referenced section of the Governance Manual (page 35 of the redlined version) with corrections and additions made in red. Please note this section is related to the Data and Tools Advisory Board.

The Data and Tools Advisory Board will convene in a public session in the spring. At this meeting, the Advisory Board will review and approve a proposal form and a rubric. The proposal form will be made publicly available on the C2C website at least one month prior to the summer meeting, which will allow any member of the public (including Community Engagement Advisory Board members) to submit a proposal form.

At least two weeks prior to the summer Advisory Board meeting, proposal forms will be due from members of the public. The Office intends to post the forms it receives from members of the public on the C2C website for the Data and Tools Advisory Board members' review. The Office may provide additional context or screen out spam or inappropriate submissions. At the summer Advisory Board meeting, the Office will convene a public meeting where Advisory Board members can learn more about available data points and submit questions to the data providers about additional information that might be useful to access through C2C. This meeting would help to share

information about data that are only available through C2C's data providers. Additionally, members will be provided dedicated time to publicly discuss the ideation of recommendations received from the public. At the summer meeting, members will also determine if they would like to form an ad hoc committee of up to five members who will convene publicly and write a report with their recommended prioritization of the proposal forms submitted by Data and Tools Advisory Board members. The report will be due and posted on the C2C website at least one week prior to the pre-meeting survey.

The proposal form must be submitted by Data and Tools Advisory Board members at least one month before the fall Advisory Board meeting and posted on the C2C website. Members may choose to submit their own proposal form, sponsor a proposal form that was received over the summer, or further refine concepts from a form that was submitted over summer. Members can submit a proposal form(s) recommending adding one data point or several clearly related data points to the data system. Forms may also be submitted for changes to tools or the data request process. Using a pre-meeting survey, Advisory Board members will rank order proposals. Advisory Board members will use a rubric developed by the Office that was discussed in the spring meeting to evaluate the proposals to examine potential impact and to align it with the C2C vision, mission, and authority. Additionally, members would review the final report written by the committee with a prioritization of the proposals if an ad hoc committee was formed over the summer.

At the fall Advisory Board meeting, up to three proposals that were prioritized in the pre-meeting survey will be considered. The Advisory Board member who submitted the proposal will present the idea to the Advisory Board, followed by public comment. Then the Advisory Board members will discuss the proposal, to evaluate whether the proposal would effectively address the issue that has been flagged and would meaningfully advance the work of C2C. Advisory Board members may make amendments to the proposal.

Advisory Board members will be asked to vote on whether the proposal should be advanced to the Office, so that the Office can conduct a feasibility study regarding data availability, reliability, and validity; legal requirements; startup and ongoing costs to the Office and to the data providers; potential approaches for collecting the information; and any political or other implications that would jeopardize the neutrality of the Office. Before voting, there will be another period of public comment.

Below is the referenced section of the Governance Manual (page 38 of the redlined version) with corrections and additions made in red. Please note this section is related to the Community Engagement Advisory Board.

The Community Engagement Advisory Board will convene in a public session in the spring. At this meeting, the Advisory Board will review and approve a proposal form and a rubric. The proposal form will be made publicly available on the C2C website at least one month prior to the summer meeting, which will allow any member of the public (including Data and Tools Advisory Board members)to submit a proposal form.
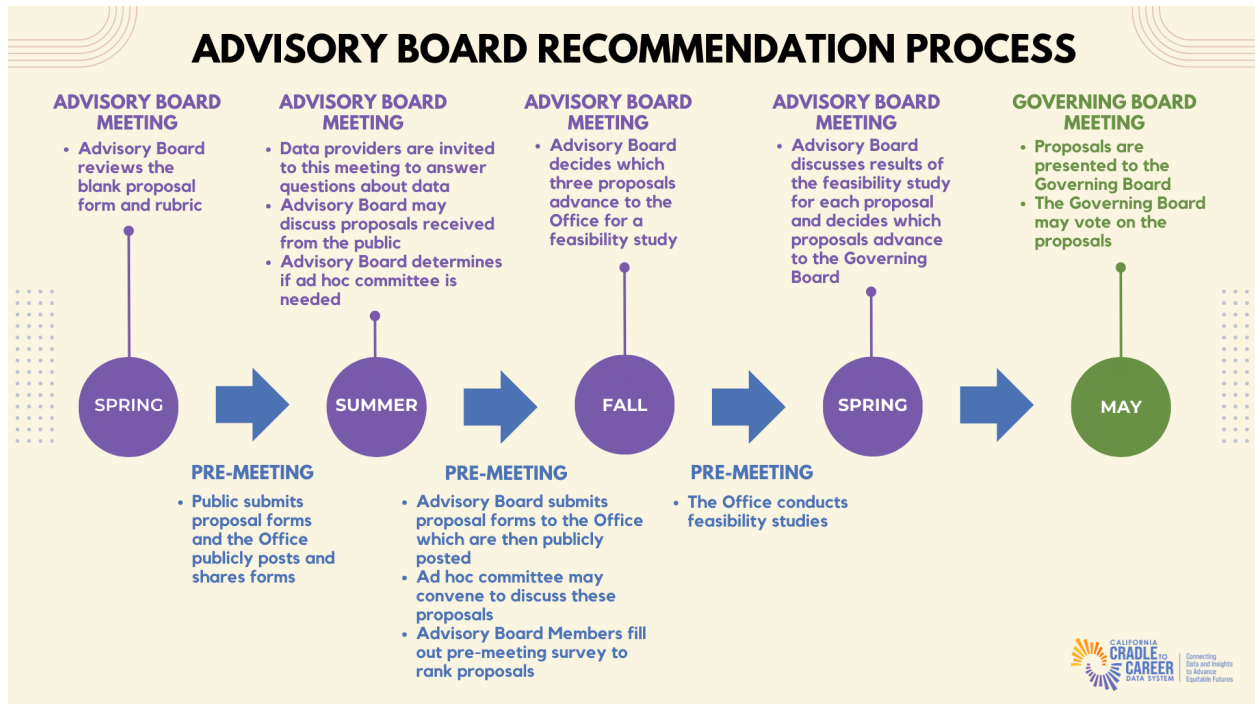
At least two weeks prior to the summer Advisory Board meeting, proposal forms will be due from members of the public. TThe Office intends to post the forms it receives from members of the public on the C2C website for the Data and Tools Advisory Board members' review. The Office may provide additional context or screen out spam or inappropriate submissions. At the summer Advisory Board meeting, members will be provided dedicated time to publicly discuss the ideation of recommendations received from the public. At the summer meeting, members will also determine if they would like to form an ad hoc committee of up to five members who will convene publicly and be charged with writing a report with the recommended prioritization of the proposal forms received. The report will be due and posted on the C2C website at least one week prior to the pre-meeting survey.

The proposal form must be submitted by Community Engagement Advisory Board members at least one month before the fall Advisory Board meeting and posted on the C2C website. Members may choose to submit their own proposal form, sponsor a proposal form that was received over the summer, or further refine concepts from a form that was submitted over summer. Using a pre-meeting survey, Advisory Board members will rank order proposals. Advisory Board members will use a rubric developed by the Office that was discussed in the spring meeting to evaluate the proposals to examine potential impact and to align it with the C2C vision, mission, and authority. Additionally, members would review the final report written by the committee with a prioritization of the proposals if an ad hoc committee was formed over the summer.

At the fall Advisory Board meeting, up to three proposals that were prioritized in the pre-meeting survey will be considered. The Advisory Board member who submitted the proposal will present the idea to the Advisory Board, followed by public comment. Then the Advisory Board members will discuss the proposal, to evaluate whether the proposal would effectively address the issue that has been flagged and would meaningfully advance the work of C2C. Advisory Board members may make amendments to the Proposal.

Advisory Board members will be asked to vote on whether the proposal should be advanced to the Office, so that it can conduct a feasibility study regarding legal requirements; startup and ongoing costs to the Office and to the data providers; and any political or other implications that would jeopardize the neutrality of the Office. Before voting, there will be another period of public comment.

Given that these two sections of the Governance Manual are filled with many details and nuances, it could be helpful to provide a graphic to assist with the digestion of the information. It is recommended that the below graphic be added to both the Data and Tools and Community Engagement sections after the detailed text defining the recommendation process.

ADVISORY BOARD RECOMMENDATION PROCESS

ADVISORY BOARD MEETING
- Advisory Board reviews the blank proposal form and rubric

ADVISORY BOARD MEETING
- Data providers are invited to this meeting to answer questions about data
- Advisory Board may discuss proposals received from the public
- Advisory Board determines if ad hoc committee is needed

ADVISORY BOARD MEETING
- Advisory Board decides which three proposals advance to the Office for a feasibility study

ADVISORY BOARD MEETING
- Advisory Board discusses results of the feasibility study for each proposal and decides which proposals advance to the Governing Board

GOVERNING BOARD MEETING
- Proposals are presented to the Governing Board
- The Governing Board may vote on the proposals

SPRING → SUMMER → FALL → SPRING → MAY

PRE-MEETING
- Public submits proposal forms and the Office publicly posts and shares forms

PRE-MEETING
- Advisory Board submits proposal forms to the Office which are then publicly posted
- Ad hoc committee may convene to discuss these proposals
- Advisory Board Members fill out pre-meeting survey to rank proposals

PRE-MEETING
- The Office conducts feasibility studies

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Office Perspective on Section Three Changes

At the fall Advisory Board meetings, through letters sent to the Office by the public, and from conversations held with Advisory Board members, there was a clear request for changes to the Advisory Board recommendation process as currently laid out in the Governance Manual. An underlying commonality amongst the universe of suggestions to the process is the desire for more specificity, clear direction, and mechanisms related to the process.

The Governance Manual charges the Office with "ensur[ing] that all parties understand that community members provide critical expertise necessary for the implementation of the data system and thus should be participating as decision makers and co-creators" (page 13); "identify barriers to implementing the mission and vision and develop recommendations for the Governing Board on how to address these challenges" (page 38); and Education Code section 10862 (b) stipulates that the Office "serve as a neutral administrative body".

Given that it is the responsibility of the Office to uplift the voices of community members, identify barriers, and remain neutral, it is the recommendation of the

Office to implement the modified wording of the Governance Manual. As previously mentioned, there were numerous requests from the public and Advisory Board members to update this process. The modifications provided in this report outline a mechanism for the public to be involved in a structured manner and simultaneously outline the role of the Office. Although page 31 of the Manual specifies that the public can reach out to the Office with ideas via info@c2c.ca.gov, no specificity is given beyond that. The proposed modifications empower the Office to post proposal forms received, and simultaneously provides the Office the discretion to filter through the information received. The Office has the bandwidth to perform a cursory review of proposal forms received prior to posting; conversely, the Office would not have the ability to perform a preliminary feasibility study on each form received prior to posting. The expansion of this process to include the public, the cross pollination of Advisory Boards proposals, and defining that proposals will be publicly posted, will create a rich repository of ideas. The repository allows the Office to remain neutral and provides a designated space for institutional knowledge. This modification supports the governance culture the Governing Board is actively working to cultivate and embodies one of the Office's core values which is transparency.

Section Four: Congruency of the Role of the Community Engagement Advisory Board Versus the Authority

Below is the referenced section of the Governance Manual (page 37 of the redlined version) with corrections and additions made in red.

Authority

The responsibility of the Community Engagement Advisory Board is to examine whether the Office is creating strong feedback loops with data users, supporting evidence-based decision making and analytical capacity, and ensuring equitable access to actionable information. Members are encouraged to suggest communication structures that ensure a broad range of Californians know about and are using the tools and recommend tools that will address strategic objectives for the data system.

Additional Changes Stylistic Changes:

The staff report for the December 11, 2023 Committee meeting listed six stylistic or grammatical changes. The below table lists three additional changes, which have been noted in the updated redlined version of the Governance Manual.

Correction Number	Correction Description	Page Number in Manual
7	Update the term Cradle-to-Career Data System	Throughout
Reason for Correction 7: The Office can be called one of two things, California Cradle-to-Career Data System, or the Office of Cradle-to-Career Data.		
8	Addition of semicolons	Throughout
Reason for Correction 8: Semicolons have been added to bullet pointed lists found throughout the Governance Manual.		
9	Update the travel expense reimbursement information	24
Reason for Correction 9: Effective January 1, 2024 the California Department of Human Resources updated meal and incidental rates, as well as short-term lodging reimbursement rates. As reimbursement rates are constantly evolving, language related to specific reimbursement rates should be removed in an effort to keep the Governance Manual from being out of date.		

Additional Notes:

In the December 11, 2023 Governance Manual Review Committee staff report, correction number 14 proposed clarifying the election timing and transition of leadership protocols. The proposed change included moving elections to the May Governing Board meeting; however, with member term expirations coinciding with the fiscal year, it would be premature to have elections at the May meeting. For this reason, it would be in the best interest of the Governing Board to leave elections for the August Governing Board meeting. Correction number 14 has been removed from the redlined manual.