Cradle-to-Career Data Governing Board Staff Report

Date Report Issued: November 6, 2024

Attention: Members of Cradle-to-Career Data Governing Board

Subject: **Executive Director Review Process (Agenda Item 11)**

Staff Contact: Roni Jones, Leading Resources Inc. (LRI)

At this meeting, the Governing Board (Board) will have the opportunity to review the key components and milestones of the Executive Director (ED) Review process.

Requested Action:

There is no requested action on this item. This is an informational item only.

Background:

The Governance Manual states that "the yearly performance review of the [... ED] is a critical activity of the [... Board], which is intended to support the individual leading the Office of Cradle-to-Career Data (Office) and ensure the data system fulfills its mission. The performance evaluation is part of an ongoing, forward-looking, and clarifying process between the Board and the [... ED]" (page 25).

Section One: Survey Procedures

Understanding the overall process is as crucial to understanding the underlying nuances of the process. This staff report lays out the components of the process, a timeline and key milestones, and defines the performance evaluation window.

Section One, Part A: ED Review Components and Key Roles

The ED performance review includes the following components:

Component	Responsible Party	CalHR File
Self-Evaluation	Executive Director	Yes

Survey	Governing Board Members	No
Survey Results (Raw Data)	LRI (Third-Party Consultants)	No
Survey Summary	LRI (Third-Party Consultants)	No
Performance Review	Chair and Chair Elect	Yes
Response to Review	Executive Director	Yes
Letter to CalHR	Chair	Yes

Section One, Part B: ED Review Process Timeline and Key Milestones

The current timeline provides:

Date	Activity
September 12, 2024	Executive Director Review Committee (Committee) Meeting One: will review the ED review survey for a recommendation to the Board
November 15, 2024	Board Meeting Presentation: will have an opportunity to adopt the Committee recommended changes to the ED review survey
November 27, 2024	ED Completes Self-Evaluation: using the survey form, the Executive Director will complete a self-evaluation
December 2 to 16, 2024	Member Survey Period: survey will be shared with all Board members to complete CEA Interview Period: Chair and Chair Elect conduct individual interviews with Career Executive Assignments (CEA) staff that directly report to the ED

December 16 to December 20, 2024	<u>Leading Resources Inc. (LRI) Prepares Survey Summary</u>: from the survey results (raw data)
December to early January 2025	<u>Board Chair Prepares Performance Evaluation</u>: taking into consideration the survey results and survey summary, the Chair will prepare a draft performance evaluation
January 16, 2025	<u>Committee Meeting Two</u>: will review the draft performance evaluation written by the Chair in closed session
January 2025	<u>Chair and Chair Elect Meet with ED</u>: to discuss the Committee's recommended performance evaluation
February 28, 2025	<u>Board Meeting Presentation</u>: will consider the adoption of the Committee recommended performance evaluation in closed session

Section One, Part C: ED Performance Review Period

Last year's performance evaluation covered one full calendar year, from November 2022 to November 2023. This year's survey collection should begin from November 2024; therefore, the evaluation period will run from November 2023 to November 2024, one full calendar year.

It is worth noting that one element of the ED review is tied to the 12-Month Workplan and 5-Year Timeline, which coincide with the fiscal year. Given that the Office provides bi-annual updates on these reports, as well as quarterly ED updates, the Board is kept abreast, thus not substantiating a need to align the ED review the fiscal year.

Section Two: Survey Content, Design, and Logistics

The foundation of the performance review is the survey. The following section outlines the content, design approach, and logistics of the survey.

Section Two, Part A: ED Self Review

The ED Self Survey is the same as the Board Member Survey. The ED will be completed *before* the Board member's receive the survey and the completed survey will be provided to Board members to inform their completion of the survey.

Section Two, Part B: Proposed Survey Questions

LRI has worked with the Committee to refine the survey. The goals of the refinement process included reducing redundancy of questions and clarifying questions for members. This year, the survey will have 8 topics with 15 multiple choice questions and 3 open ended questions. The draft survey can be found in Attachment A.

Section Two, Part C: Survey Logistics of the Performance Evaluation

LRI will administer the survey and deliver the survey link to members through Survey Monkey. The goal is a 100% response rate. The survey period is December 2-16, 2024. LRI will provide support for members to access the survey and updates about completion rates.

Section Two, Part D: Post Survey Process of the Performance Evaluation

Although the survey is a major component of the ED review process, there is much work that happens once the results are collected. This section walks through the survey collection and summarization process as well as the performance review process itself and collaboration with California Department of Human Resources (CalHR).

Once survey results are in, LRI will maintain the survey results in raw data form. The raw data will be the quantitative ratings from the multiple-choice questions,

along with any of the open-ended answers and additional comments. LRI will share the survey results (raw data) with the Chair and Chair Elect.

LRI will analyze survey results (raw data) and compile the results into a summary. The summary will include the quantitative data for the multiple choice questions along with themes from the open-ended questions. The survey summary will be provided to the Chair, Char Elect, and Committee.

Once the survey summary is complete, the Chair will draft a formal performance review. The performance review may incorporate the takeaways from the Executive Director self-review, survey summary, along with other additional information. The Chair Elect then reviews the performance review. The Committee will then meet to discuss (Committee meeting two) the draft performance review and their recommendation to the Board in closed session. The Board will then determine if it would like to adopt the performance review (action will be taken at the February meeting in closed session).

Draft Governing Board Survey for Executive Director Performance Evaluation

This survey is reviewing the Executive Director's performance from November 2023 to November 2024.

Instructions: The [C2C 5-Year Projected Timeline outlines Year 3 activities](#) in 4 areas: Strategy and Operations, Engagement, Analytical Tools and Operational Tools. Based on those, please rate how much the Executives Director's Performance has resulted in the achievement/success of those activities. Note, the Executive Director may have significantly contributed to the achievement/success of an activity, but the activity itself may not have been completed for circumstances beyond the Executive Director's control. Please evaluate based on the Executive Director's performance.

Year 3 activities are listed below for your reference.

1. ***Strategy and Operations***
   a. *Ensure sustainability of efforts*
   b. *Continuous improvement on office operational metrics and efficiency*

2. ***Engagement***
   a. *Annual student experience audit*
   b. *Provide public trainings on using data tools*

3. ***Analytical Tools***
   a. *Develop and implement research data request process*
   b. *Expand analytical data set to include independent colleges*
   c. *Expand teacher credentialing analytical data set*

4. ***Operational Tools***
   a. *Expand access to californiacolleges.edu planning tools and high school electronic transcript infrastructure*
   b. *Assess possibilities for integrating artifacts for competency-based education into eTranscript infrastructure*

Rating Scale:

3. Performance consistently <u>exceeds</u> expected standards

2. Performance fully meets expected standards

1. Improvement needed for performance to meet expected standards

0. Not enough information to evaluate

Board Relations

5. Builds effective relationships with Board members, working both individually and collaboratively, offering clarity and direction around purpose, goals, and roles.

6. Timely informs and advises the Board about issues, needs, and the operations of C2C, providing information and recommendations as appropriate.

Stakeholder Relations:

7. Actively engages and establishes effective working relationships with diverse community groups to advance C2C's mission and vision.

8. Develops effective relationships and cooperative arrangements with data providers and partner organizations.

Staff Relations

9. Creates a workplace which attracts, recruits, and retains a diverse staff of active contributors.

Operations, Business, and Finance

10. Recommends the allocation of resources to achieve C2C's mission, oversees efficient use of resources, and ensures sound financial practices.

11. Ensures operations, including human resources, finance, facilities, procurement, contracts, and administration, are managed effectively.

Strategy & Communications

12. Ensures C2C has a long-range strategy to achieve its mission through goals, objectives, projects, and measures of success, towards which it reports consistent and timely progress.

Leadership

13. Creates clarity around C2C's mission and vision, goals, and objectives to collaboratively achieve results and highlight achievements and outcomes.

14. Deals with problems directly and effectively before they significantly impact performance or create unacceptable risk to the organization.

Professionalism

15. Operates with honesty and integrity, modeling ethics and accountability, and considers biases, risks, and their broader implications.

16. Demonstrates a commitment to their own professional development through reading, conferences, and professional affiliations to maintain a working knowledge of significant developments and trends in the field.

Program Management

17. Ensures equity considerations are central to all aspects of the data system, including engaging diverse communities in its purpose, design, and use.

18. Ensures data privacy and security by effectively implementing policies and practices, and mitigating incidents if they occur.

19. Ensures continuous improvement by learning from prior work, soliciting feedback, and adjusting policies, practices, and services as appropriate.

Open-Ended Questions

20. What do you consider to be the Executive Director's most significant achievements over the past year?

21. What do you consider to be the Executive Director's most effective leadership qualities and behaviors?

22. What leadership qualities and behaviors would you encourage the Executive Director to strengthen?