

Cradle-to-Career Data Governance Manual Review

Committee Report

Date Report Issued: January 16, 2025
Attention: Members of the Governance Manual Review Committee
Subject: **Governance Manual Review Changes (Agenda Item 3)**
Staff Contact: Stephanie Gutierrez-Valdez, Board Liaison and Governance Specialist

At this meeting, the Governance Manual Review Committee (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 and make determinations regarding the key choice points outlined in the report.

- ❖ Move to approve the proposed edits as specified in the report and determined by the Committee.

Background:

The Committee first met on Friday, December 6, 2024 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 four edits 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 succession planning, per diem for Committees and Subcommittees,

representation of Advisory Board members, and the Advisory Board recommendation process. In preparation for the second Committee meeting, the Committee requested the Office to provide a high-level analysis and overview regarding these four specific areas of corrections. The Committee also selected two members to work offline with the Office to provide draft language edits on the four sections discussed during member deliberation.

Section One: Succession Planning

Annually, the Board elects a new Chair Elect at its August Board meeting; however, this year, no statements of interest were submitted for the role. How the Chair and Chair Elect positions are currently structured in the Governance Manual necessitates turnover in leadership each year. The current model builds in annual turnover in leadership and does not contemplate a situation in which no members express interest in performing a leadership function.

Cradle-to-Career Data's (C2C) current leadership structure is unique among other boards within the state. While some boards, such as the California Workforce Development Board¹, have appointed officers, a more typical leadership model involves holding annual elections to select a Chair and Vice Chair, as seen with the California Board of Accountancy² and the California Public Employees' Retirement System³. Notably, the typical leadership model does not necessitate annual turnover in leadership, however, while some boards impose limitations on consecutive terms, others have no such restriction, allowing officers to serve multiple terms consecutively.

¹ The [California Workforce Development Board](#) bylaws specify "the Chair shall be a business representative on the board appointed by the Governor and shall serve at the pleasure of the Governor."

² The [California Board of Accountancy](#) bylaws specify that officers "serve a one-year term and may not serve more than two consecutive one-year terms. The newly elected [officers] shall assume the duties of their respective offices at the conclusion of the November meeting at which they were elected."

³ The [California Public Employees' Retirement System](#) governance policy specifies that the election of the "Board President and Vice president will be elected annually by members of the Board in open session at the January meeting of the Board for the term of one calendar year."

At the inaugural Committee meeting on December 6, 2024, the Committee requested that the Office draft new language for the Governance Manual that moves toward having annual elections for Chair and Vice Chair, with no requirements for annual terms. The proposed revisions are outlined below.

Proposed Revisions:

Below is the referenced section of the Governance Manual (pages 21 and 22 of the [redlined version](#)) with changes made in red.

Chair of the Governing Board

The Governing Board will elect a Chair ~~and Vice-Chair to serve one year terms at the first meeting of the fiscal year. to serve two-year staggered terms. In the first year of the term, the newly elected Chair-Elect will support the existing Presiding Chair. In the second year of the term, the Chair-Elect will become the Presiding Chair.~~ The Chair ~~Elect~~ and the ~~Presiding~~ Vice-Chair may not be from the same institution.

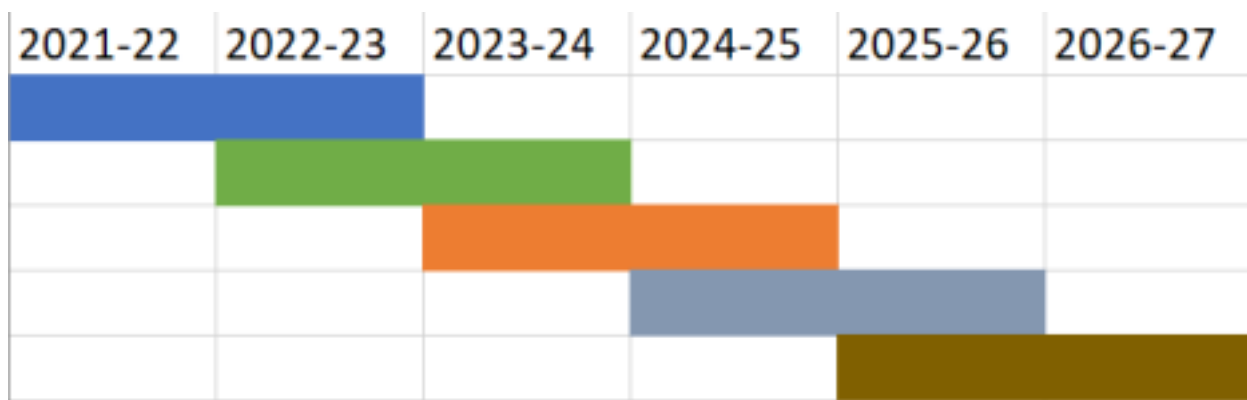
All eligible Board members who are interested in serving as the Chair ~~Elect~~ or Vice-Chair will submit a statement of interest for discussion and a vote at the first Governing Board meeting of each fiscal year. ~~Such statements should be submitted at least two weeks before the scheduled date for that meeting.~~ If a single candidate does not receive the minimum threshold of 14 votes, a runoff will be held between the top two candidates. ~~The newly elected Chair and Vice-Chair shall assume the duties of their respective offices at the conclusion of the meeting at which they were elected. A Board Member may serve as Chair or Vice-Chair for more than one term, without any limits placed on the number of terms that may be served within their time appointed on the Board. If the Vice-Chair position becomes vacant before the end of a term, the Chair will appoint a new Vice-Chair. If the Chair position becomes vacant, the Vice-Chair will become Chair and appoint a Vice-Chair for the remainder of the term. The individual who is elected will start as Chair-Elect immediately upon election.~~

The ~~Presiding~~ Chair will be responsible for facilitating board meetings and setting agendas, acting as the Governing Board's primary point of contact for the Office Executive Director, supporting the Office staff with communications, and conducting the annual review of the Office Executive Director based on an established performance evaluation process.

The Vice-Chair ~~Eleet~~ will be responsible for ~~the Chair's assigned duties when the Chair is absent or otherwise unable to fulfill those duties; and for~~ convening topical committees for tasks such as appointing Advisory Board members, onboarding new Governing Board members, conducting exit interviews with outgoing Governing Board members, ~~working with the Chair to conduct the annual review of the Office Executive Director,~~ and working with the Office to onboard new Advisory Board members.

The ~~Presiding~~ Chair and Vice-Chair ~~Eleet~~ may adjust specific divisions of tasks between themselves as needed.

~~The visual below demonstrates the overlap of terms for the Chair-Elect and Presiding Chair.~~



**Note: The corresponding visual will be removed from the Governance Manual. This proposed revision will be reflected in the final version of the Governance Manual.*

Section Two: Per Diem for Committees and Subcommittees

[Education Code Section 10865 \(a\)](#) states “the governing board shall provide the governance structure for the data system by developing and revising, from time to time, a self-governance process to ensure that the governing board, among other actions, does all of the following ... (4) [a]llows governing board members to receive per diem and reimbursement of travel expenses.” Statue does not address whether this provision applies to Advisory Board members. To ensure equity between the Board and Advisory Boards, and notwithstanding any statutory prohibitions on per diem and travel reimbursement for Advisory Board members, the Office provides members the opportunity to receive per diem for their participation in full Board or Advisory Boards meetings. As requested by the Committee at the December 6th Committee meeting, the Office has provided a breakdown of both current per diem totals for Fiscal Year (FY) 2023-24 and FY 2024-25 for the Board and both Advisory Boards, as well as projected per diem totals, which is included in Attachment A.

Proposed Revisions:

Below is the referenced section of the Governance Manual (pages 23 and 24 of the [redlined version](#)) with changes made in red.

Per Diem, Meals, and Travel Expenses

Governing Board members do not receive compensation but are allowed to receive per diem and reimbursement of travel expenses, per [Education Code Section 10865\(a\)\(4\)](#). Additionally, Advisory Board members will be provided the same opportunity to receive per diem and reimbursement of travel expenses.

Eligibility for per diem compensation for Advisory Board members is contingent upon budget availability. Members of the Governing Board and Advisory Boards may request per diem compensation for attending the annually scheduled full Board meetings. Per diem is not provided for committee, subcommittee, or brief virtual meetings. ~~Receipts must be maintained and submitted as part of the Travel Expense Claim form.~~ Governing Board and Advisory Board members ~~must~~ ~~are expected to~~ follow the State of California's Travel Reimbursement policy to

receive reimbursements. Members must make travel arrangements, maintain and submit receipts, and complete Travel Expense Claims in accordance with the Office's policies and deadlines.

Section Three: Representation of Advisory Board Members

[Education Code Section 10865 \(b\)\(2\)](#) specifies that “members of each of the [two] Advisory Boards shall be appointed by the governing board.” While statute⁴ outlines the composition of the Board and provides detailed guidance⁵ on the appointment of public members to the Board, it does not provide similar criteria for the appointment of Advisory Board members. To ensure the Advisory Boards are also reflective of California’s cultural, racial, geographical, economic, and social diversity, the Governance Manual establishes procedures for the selection of Advisory Board members. The Governance Manual states that in appointing Advisory Board members, the Board will focus on “how the incoming slate of candidates would improve diversity, lived experience, skills, expertise, and planned activities” (page 24). The Governance Manual also states that “in order to ensure that Advisory Board members represent the public ... a person who works for an organization or person represented on the [Board] may not be selected to serve on an Advisory Board. An organization is defined as a state agency or representative of a segment ... as opposed to providers that report to an agency...” (page 24-25).

Pursuant to statute, Advisory Board members are appointed to “serve three-year terms” ([Education Code Section 10865 \(b\)\(2\)](#)). To ensure Advisory Board members represent the public, the application includes questions on an applicant's employment and experience; however, the Governance Manual does not address situations where a seated Advisory Board member changes employment during their term to an organization already represented on the board. This poses an issue, as the Governance Manual explicitly states that “representatives of specific institutions serve no more than one consecutive term

⁴ [Education Code Section 10864](#)

⁵ See [Education Code Section 10864 \(c\)\(1\) and \(2\)](#)

and can only have one seat on the ... Advisory Board at one time" (page 32, page 36).

Additionally, the current language in the Governance Manual appears to conflate an individual's role as a representative of their employer, with respect to serving consecutive terms, rather than as an independent representative. While term limits for individuals are common, the Office could not identify other Advisory Boards that explicitly restrict unique representatives of specific institutions from serving consecutive terms. The Committee may choose to leave the language unchanged but should consider whether it aligns with the goal of ensuring diverse and independent public representation or creates confusion about the nature of such representation.

In Option A below, the term "an organization" could be challenging for potential Advisory Board applicants to interpret. For example, the University of California has more than 260,000 employees. A potential applicant may wonder whether the University of California counts as the organization or a specific campus or a specific department/lab within a campus? If the Committee chooses a more complicated definition of an "organization," Advisory Board applicants may find it confusing to navigate. The Committee may consider these trade offs in the context of weighing the language in Option A vs. Option B for this section.

Option A: Proposed Revisions: Data and Tools Advisory Board

Below is the referenced section of the Governance Manual (page 32 of the [redlined version](#)) with changes made in red. The edits below would also be reflected in the section for the Community Engagement Advisory Board (page 36 of the [redlined version](#)). Committee members will note that, as Option A and Option B represent a decision point, the proposed changes have not been incorporated into the redlined version. Instead, the relevant sections have been highlighted for review.

Membership and Terms

The Data and Tools Advisory Board members shall consist of 16 public members, appointed by the Governing Board. The Data and Tools Advisory Board members will consist of end users of the data including practitioners, families, students, adult learners and workers, community organization staff, research organization staff, and advocacy organization staff.

Data and Tools Advisory Board members serve three year terms **and serve no more than one consecutive term.**

Representatives of specific institutions ~~serve no more than one consecutive term~~ **and** can only have one seat on the Data and Tools Advisory Board at a time. **In the event that a seated Data and Tools Advisory Board member accepts employment with an organization already represented on the Data and Tools Advisory Board, they shall be deemed ineligible to complete their three-year term. However, the member may continue to serve in their Data and Tools Advisory Board capacity on a provisional basis until the Governing Board conducts its annual approval of Advisory Board appointments. Should the other member with overlapping representation choose to resign instead, the same criteria shall apply.**

Option B: Proposed Revisions: Data and Tools Advisory Board

The edits below would also be reflected in the section for the Community Engagement Advisory Board.

Membership and Terms

The Data and Tools Advisory Board members shall consist of 16 public members, appointed by the Governing Board. The Data and Tools Advisory Board members will consist of end users of the data including practitioners, families, students, adult learners and workers, community organization staff, research organization staff, and advocacy organization staff.

Data and Tools Advisory Board members are appointed as individuals based on their experiences, expertise, and perspectives and do not represent the organization that employs them. An exception applies if an Advisory Board member or applicant is employed by an entity with representation on the Governing Board, as outlined in the selection criteria detailed on page 24.

Data and Tools Advisory Board members serve three year terms and serve no more than one consecutive term.

~~Representatives of specific institutions serve no more than one consecutive term and can only have one seat on the Data and Tools Advisory Board at a time.~~

Section Four: Advisory Board Recommendation Process

[Education Code Section 10865 \(b\)\(1\)](#) establishes “two Advisory Boards to provide input and feedback to the Governing Board,” both with distinct scope and authority⁶. Per [Education Code Section 10863](#), a primary role of Advisory Board members is to listen to and work with the public; understand their needs and be able to communicate these effectively to fellow Advisory Board members, the Office, and Board members. In establishing the Governance Manual, the Board outlined the authority of the two Advisory Boards, defined the scope of recommendations they may provide, and established the process by which Advisory Board members submit proposed recommendations to the Board to potentially act on the recommendations.

Context:

Given the relatively recent establishment of C2C, this marked the second year the Advisory Boards have participated in the recommendation process and the first year both boards have operated under the current structure, as approved by the Board at the [February 28, 2024 Board meeting](#).

⁶ See [Education Code Section 10865 Sections \(b\)\(A\) and \(B\)](#)

The current recommendation process allows Advisory Board members to form a subcommittee during the summer Advisory Board meeting. This subcommittee meets over the summer to draft a report prioritizing recommendations for proposals. The report is then shared with the Advisory Board to serve as a resource for completing the pre-meeting survey prior to the Fall meeting. At least one month prior to the Fall meeting, Advisory Board members complete the pre-meeting survey to rank order proposals and up to three proposals that were prioritized in the pre-meeting survey are considered at the Fall Advisory Board meeting. Following deliberation, the Advisory Boards vote on whether to advance each proposal, including any proposed amendments, to the Office for a feasibility study.

The recommendation process last year, and the one currently underway, have overall functioned as described in the Governance Manual. Members of the public submitted their ideas for consideration by the Advisory Board members for potential sponsorship. Advisory Board members submitted their proposals, some of which incorporated ideas proposed by the public. The feasibility study process is currently underway, and the results will be presented during the upcoming Spring Advisory Board meetings.

Questions and challenges:

C2C's Advisory Board recommendation process is distinct from the process of other state advisory bodies. Unlike other advisory bodies, C2C's current Advisory Board recommendation process grants Advisory Board members the ability to prioritize proposals they deem most important each year and provides them with the authority to vote on recommendations for the governing body's action. By contrast, other state advisory bodies typically do not take direct action during meetings. Instead, they provide advice by sharing information through annual reports to the governing body and/or managing entity⁷, provide advice

⁷ The [Advisory Commission on Special Education](#) releases an Annual Report of the Commission's work over the previous fiscal year, which "provides information on the year's emphasized themes and highlights the items chosen for the agendas of each of the Commission's five yearly meetings."

during public meetings⁸, or review and give input on guidelines, policies, and upcoming plans⁹.

Over the past two rounds of recommendations, the Office observed that the recommendation process is challenging to navigate, both for Advisory Board members and C2C staff. The Office heard from some Advisory Board members that they felt limited in prioritizing up to only three recommendations a year. These recommendations then progress through the feasibility study process conducted by the Office, which may uncover feasibility issues before making it to the Governing Board, without an opportunity for other ideas to be elevated. The Office uses substantial staff time for these feasibility studies. The current structure of the process provides limited opportunity for Advisory Board members to present their ideas to each other, modify or combine ideas where relevant, and edit or strengthen multiple proposals in response to feasibility considerations shared by the Office. Overall, the process did not allow for as much collaboration and iteration in public meetings as may be typical in advisory bodies.

Additionally, procedural questions and concerns were raised by Advisory Board members regarding the recommendation process. These questions and concerns primarily focused on the following issues: (1) the use of a pre-meeting survey to define which three proposals would be on the agenda for the Fall meeting; and (2) the rationale behind the Advisory Board subcommittee's recommendations, particularly when the top three proposals prioritized via the pre-meeting survey differed from the subcommittee's summer report on proposal prioritization.

⁸ The [Department of Developmental Services Consumer Advisory Committee](#) bylaws specify two standing agenda items for each meeting, one of which will "consist of issues on which the Department wants the advice of the CAC" and one which will "consist of issues on which CAC members wish to advise the Department."

⁹ The [California Interagency Transportation Equity Advisory Committee](#) charter specifies that the Committee acts in an advisory capacity and "may review, advise, and make recommendations on transportation-related plans, programs and policies."

Choice point for the committee:

The committee can decide among:

- ❖ Option A: leave the current process as is, or
- ❖ Option B: change the recommendation process to consolidate all deliberation on prioritizing recommendations into the Fall meeting of the Advisory Board. This Option keeps the vote process to select 3 proposals per Advisory Board, but eliminates the pre-meeting survey and eliminates the pre-meeting subcommittees, or
- ❖ Option C: change the recommendation process to enable Advisory Board members to create recommendations which are posted online and discussed in the Fall public meeting. A report of the Advisory Board, authored in collaboration with the Governing Board liaison to that Advisory Board, would highlight the ideas presented, summarize the discussion of the Fall meeting, share the Office's feasibility study results, and be refined via the Spring meeting.

Option B: Explanation and Analysis

This change would eliminate the summer subcommittee meetings and the pre-meeting survey conducted prior to the Fall meeting. It could create a potential scenario where members would need to discuss up to 16 proposals and to vote on which 3 will advance to a feasibility study during a single Fall Advisory Board meeting. In this process, the Office would do its best to provide rapid-response information to proposers with context that could enable them to clarify or amend their proposals two weeks prior to the Fall meeting. However, Option B would retain the aspect of the current process which winnows the proposals down to three prior to the feasibility studies conducted by the Office.

To allow sufficient time for this process, the proposal submission period for Advisory Board members would be moved to an earlier date.

Option B: Proposed Revisions: Data and Tools Advisory Board

Below is the referenced section of the Governance Manual (pages 34 and 35 of the [redlined version](#)) with changes made in red. The edits below would also be reflected in the section for the Community Engagement Advisory Board (pages 37 and 38 of the [redlined version](#)). Committee members will note that, as Option A and Option B represent a decision point, the proposed changes have not been incorporated into the redlined version. Instead, the relevant sections have been highlighted for review.

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 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. The Office will convene a summer meeting where Advisory Board members can learn more about available data points and ask questions of 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, **at the summer 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 a subcommittee 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~~ **two months** 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 the~~ At least one month prior to the fall Advisory Board meeting, the Office shall collaborate with proposers to obtain clarification regarding their proposals if needed and may provide initial written feedback. This feedback will be shared with the Advisory Board and posted on the C2C website one month before the fall meeting.

~~Advisory Board members may make amendments to the proposal two weeks prior to the fall meeting, and the Office will post revised proposals. An amendment should clarify the proposal.~~

~~The Office will share the~~ 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 a subcommittee was formed over the summer.~~

~~At~~The objective of the Fall Advisory Board meeting; is twofold. First, Advisory Board members shall be provided the opportunity to hear brief presentations of all proposals submitted prior to the meeting. ~~up to three proposals that were prioritized in the pre-meeting survey will be considered. The~~ Advisory Board members who submitted ~~the~~ a proposal will present their idea to the Advisory Board, followed by a period for questions from other members ~~public comment~~. This meeting will include a designated period for public comment directly following the presentation of all proposals. The allotted time for presentation and

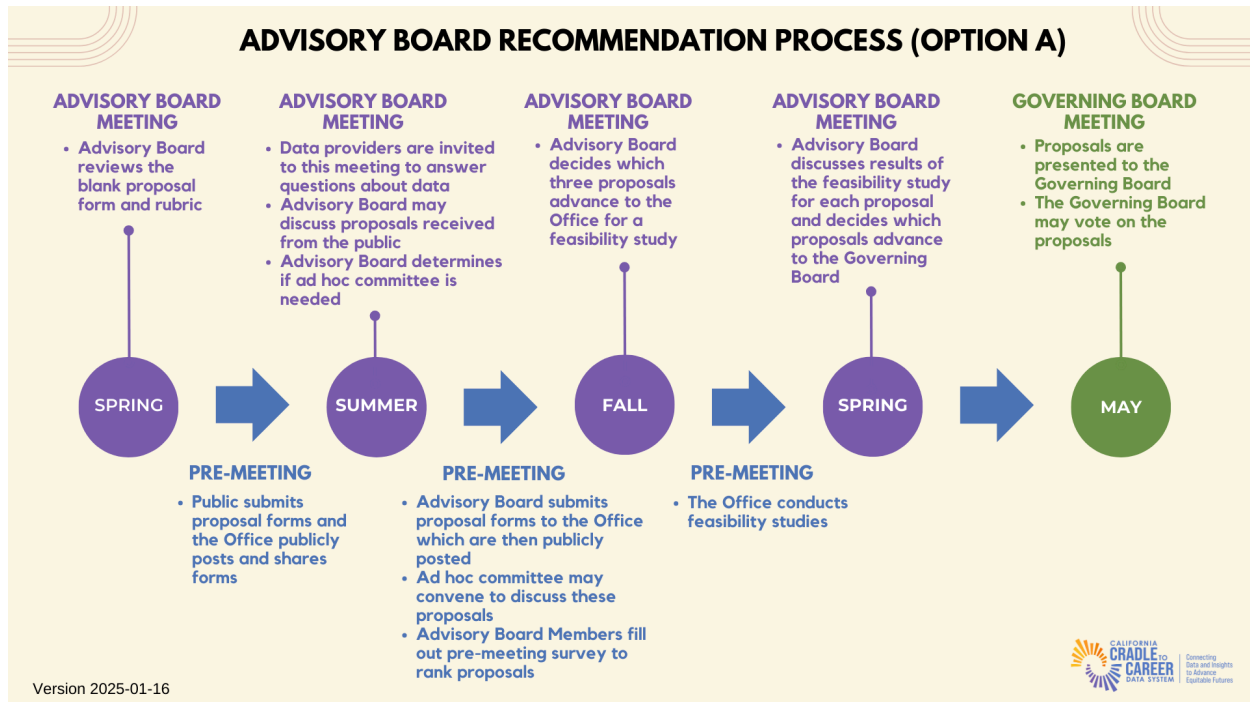
discussion will be divided based on the number of submitted proposals. Then utilizing the rubric shared by the Office in advance of the fall Advisory Board meeting, the board members will each rank order all presented proposals via a public vote. The Office will tabulate the results and, if needed, facilitate a second round of voting if any ties need to be resolved to prioritize three proposals.

The ~~three~~ proposals prioritized by the Advisory Board will advance to the Office, so that it 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.

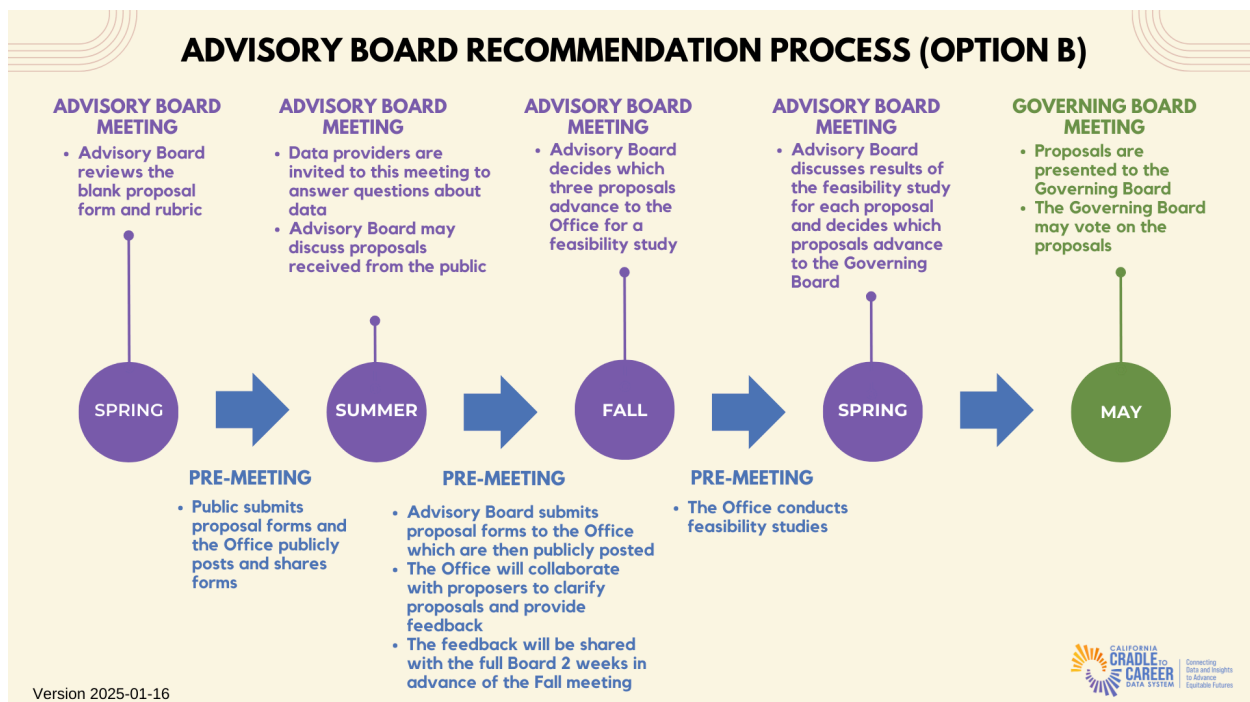
~~The vote shall require a simple majority of those present.~~

- ~~• Advisory Board members can vote to approve a motion.~~
- ~~• Advisory Board members can vote against a motion by disagreeing.~~
- ~~• Advisory Board members can also abstain.~~

At the Spring Advisory Board meeting, the Office will present on the feasibility studies. The Advisory Board will discuss the findings, amend the proposal if needed, and then vote on whether the proposal should be advanced to the Governing Board as a recommendation. The same voting protocol will be used as in the decision to implement a feasibility study.



**Note: The corresponding visual will be replaced with the image below in the final version of the Governance Manual.*



Option C: Explanation and Analysis

This option gives each Advisory Board member the opportunity to prepare and present a proposed recommendation. Each recommendation would be posted to the C2C website and remain in the recommendations repository as a resource in future years.

Instead of focusing the Advisory Board's efforts on selecting three options among many to progress to a feasibility study, the Advisory Board's Fall meeting would focus on discussing the proposed ideas, sharing feedback with each other about the potential impact of the ideas, synergies among different proposals, and members' thoughts on which ideas may have the strongest combination of feasibility and positive impact.

After the Fall meeting, all the proposed ideas would then receive a light-touch feasibility analysis from the Office. The Governing Board member who serves as the liaison to that Advisory Board would then facilitate the drafting of a report from the Advisory Board, in collaboration with up to two Advisory Board members. The draft report would be reviewed and discussed by the Advisory Board at its Spring meeting and then presented to the Governing Board at the May meeting.

In practice, this means that each proposal would have visibility and the opportunity to be discussed and refined across the process, instead of being locked into a one-time prioritization and amendment voting process. Each proposal would be discussed in at least one, and potentially multiple public meetings, and each proposal would be linked to the Advisory Board's report. The Advisory Board members could work together in their meetings to share their individual or consensus thoughts on the recommendations they would most want to emphasize to the Governing Board.

The report to the Governing Board can inform the Governing Board's work in multiple ways. It could inform concrete actions the Governing Board takes across the year, including its guidance to the Office in the annual work plans.

For any additional data points for the P20W data set where the Governing Board would like to take action, the Governing Board could ask the Office to resolve any open feasibility questions with the data provider and work on file upload specifications in preparation for formal Governing Board action.

Option C: Proposed Revisions: Data and Tools Advisory Board

The edits below would also be reflected in the section for the Community Engagement Advisory Board. Note, as Option C constitutes a more substantive modification to the Advisory Board recommendation process, to enhance readability and provide greater clarity, this section is presented in a clean format, rather than a redlined comparison.

The process for recommendations from the Data and Tools Advisory Board begins with the opportunity for members of the public to submit their recommendations via the C2C Proposal Form each year by May 1. Members of the Community Engagement Advisory Board are also welcome to submit their ideas to the Data and Tools Advisory Board through this public mechanism. 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.

The Summer meeting of the two Advisory Boards is typically a joint meeting, where Advisory Board members can learn more about available data points and ask questions of 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.

The Fall meeting focuses on the discussion of the C2C Proposal Forms submitted by Data and Tools Advisory Board members. Members must submit their forms by

the due date (typically 6 weeks prior to the Fall meeting). Members may choose to submit their own proposal form, sponsor a proposal form that a member of the public submitted, or further refine concepts from ideas submitted by the public or proposed in prior years. Advisory Board members may wish to collaborate together on a proposal. To be in compliance with Bagley-Keene, the number of members working on a joint proposal must be less than half of the board. To avoid any unintentional violations of Bagley-Keene, the Office recommends that no more than five members collaborate on submitting a joint proposal. Members can submit a proposal form recommending adding one data point or several clearly related data points to the data system. Proposals can also recommend changes to data tools or the data request process.

The Office will post all the proposals submitted by Data and Tools Advisory Board members to the C2C website two weeks prior to the Fall meeting. Advisory Board members should use the Proposal Rubric in their review of the proposals to examine potential impact and alignment with the C2C vision, mission, and authority.

At the Fall meeting, each member (or team of members) will present their proposal. Presentation time will be divided based on the number of proposals submitted to ensure the board hears about all of the proposals. Members of the public will have an opportunity for public comment. The members will then discuss the ideas, including how different proposals may complement or contrast. Members can voice their opinions on which proposals they find most promising for advancing C2C's ability to provide actionable information to people of California. The Governing Board's liaison to the Data and Tools Advisory Board will attend the meeting to learn from the discussion.

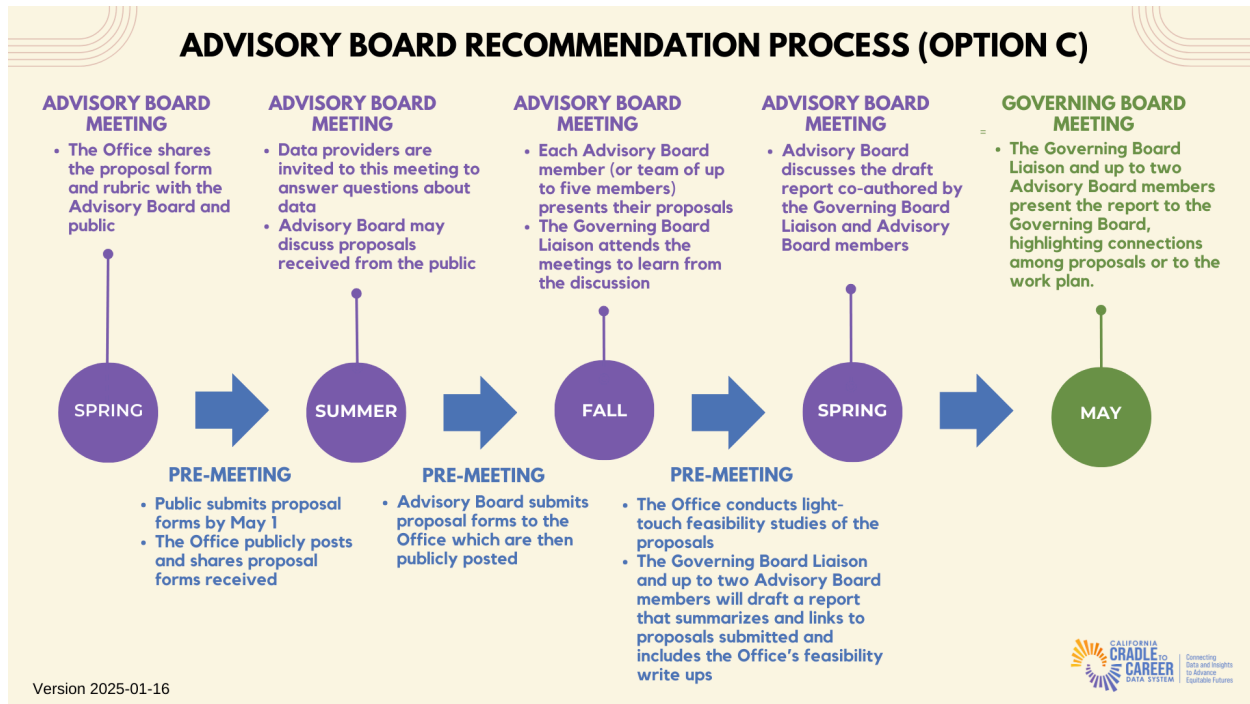
Between the Fall and Spring meetings, the Office will conduct a light-touch feasibility study of the proposals covering topics including data availability, reliability, and validity; legal requirements; startup and ongoing costs to the Office and to the data providers; potential approaches for collecting the

information; and any political or other implications that would jeopardize the neutrality of the Office.

Before the Spring meeting, the Governing Board's liaison to the Data and Tools Advisory Board, along with up to two Advisory Board members, will draft a report that links to all proposals members submitted, summarizes the discussion at the Fall meeting, and includes the Office's light-touch feasibility write ups. Proposal authors may update or clarify their ideas in response to the Office's feasibility process, and the Office will update the linked proposal prior to the Spring meeting.

At the Spring meeting, Data and Tools Advisory Board members will discuss the draft report and share any comments or reflections on the overall report in the meeting. The Governing Board's liaison may update the report based on the discussion, if desired. At the Governing Board's May meeting, the Governing Board Liaison and one or more Advisory Board members will share the report with the Governing Board.

The Advisory Board's report to the Governing Board can inform the Governing Board's work and deliberations. For any additional data points for the P20W data set where the Governing Board would like to take action, the Governing Board could ask the Office to resolve any open feasibility questions with the data provider and work on file upload specifications in preparation for formal board action.



Additional Changes: Stylistic Changes

The [staff report](#) for the December 6, 2024 Committee meeting listed one stylistic change. The below table lists one additional change, which has been noted and highlighted in the updated [redlined version](#) of the Governance Manual.

Correction Number	Correction Description	Page Number in Manual
2	Removal of excess spacing	12
Reason for Correction 2: Excess spacing between wording has been removed to create a consistent layout throughout the manual.		

Additional Changes: Technical Additions, Clarifications, or Corrections

The [staff report](#) for the December 6, 2024 Committee meeting listed three technical additions, clarifications, or corrections. The below table lists three additional changes, which have been noted and highlighted in the updated [redlined version](#) of the Governance Manual.

Correction Number	Correction Description	Page Number in Manual
5	Update to leadership terminology	Throughout
Reason for Correction 5: The Committee has proposed a transition from the current governance structure with a Chair and Chair Elect model to a Chair and Vice Chair model. To ensure congruence in terminology, all references to “Presiding Board Chair” in the manual have been updated to “Chair” and all references to “Chair Elect” have been updated to “Vice Chair.”		
6	Clarification to Advisory Board Selection Procedures Regarding Organizational Representation	25
Reason for Correction 6: At the December 6, 2024 Committee meeting, the Committee deliberated on whether individuals appointed to the Advisory Boards served as representatives of their respective organizations or as individuals in their own capacity. Should the Committee decide to proceed with Representation of Advisory Board Members Option B, it is essential to maintain the goal of ensuring a diverse Advisory Board that reflects a broad range of perspectives and experiences. To support this approach, the Advisory Board selection procedures must be clarified to specify that the Selection for Advisory Boards Committee and Governing Board will consider various factors, including the intent to avoid overrepresentation by employees of any single organization or type of organization. An exception applies if an applicant is employed by an organization represented on the Governing Board. To implement this decision, the following language is being proposed as a new bullet point: <ul style="list-style-type: none"> • When making appointments to the Advisory Boards, the Governing Board considers many factors, including ensuring that no single organization or type of organization is disproportionately represented. 		
7	Update to the Advisory Board Selection criteria	25*
Reason for Correction 6: Although the Committee may determine that an individual on the Advisory Boards is appointed as an individual and not a		

representative of their organization, an exception will still apply if an Advisory Board member is employed by an entity with representation on the Governing Board (as detailed on page 24). The Governance Manual does not currently address a situation in which an Advisory Board member changes employment to an organization that is already represented on the Board. This scenario creates a potential conflict of interest due to dual representation of the same organization on both the Board and Advisory Board. The Committee is being asked to determine whether, in the event this situation arises, it would require the immediate resignation of the member in question (Option A), or whether the member may continue to serve on the Advisory Board on a provisional basis until the Governing Board completes its annual review and approval of Advisory Board appointments (Option B). The Office has drafted the following language for Committee consideration:

- ❖ Option A: If a seated Advisory Board member accepts employment with an organization already represented on the Governing Board, the member shall promptly notify the Office of their change in employment and resulting ineligibility to continue their term. Upon such notification, the Advisory Board member will be required to step down from their position on the Advisory Board immediately. The seat shall remain vacant until the Governing Board completes its annual review and approval of Advisory Board appointments.
- ❖ Option B: If a seated Advisory Board member accepts employment with an organization already represented on the Governing Board, the member shall promptly notify the Office of their change in employment and resulting ineligibility to continue their term. Upon such notification, the Advisory Board member will be deemed ineligible to complete the remainder of their three-year term. However, the member may continue to serve in their Advisory Board capacity on a provisional basis until the Governing Board conducts its annual approval of Advisory Board appointments.

**Note: Committee members will note that, as Option A and Option B represent a decision point, the proposed changes have not been incorporated into the [redlined version](#). Instead, the relevant sections have been highlighted for review.*



Connecting
Data and Insights
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Equitable Futures

Attachment A

CURRENT TOTALS				
Board	FY 23-24	FY 24-25 (YTD)	Board Totals	
Governing Board	\$600.00	\$800.00	\$1,400.00	
Data and Tools Advisory Board	\$1,100.00	\$600.00	\$1,700.00	
Community Engagement Advisory Board	\$1,400.00	\$1,100.00	\$2,500.00	
All Boards	\$3,100.00	\$2,500.00	\$5,600.00	
PROJECTED TOTALS				
Board	# of eligible members	# of meetings per year	Max possible per diem payout, per year	
Governing Board	10	4	\$8,000.00	
Data and Tools Advisory Board	16	3	\$9,600.00	
Community Engagement Advisory Board	16	3	\$9,600.00	
All Boards	42	10	\$27,200.00	