

Cradle-to-Career Data Governing Board Staff Report

Date Report Issued: February 14, 2025
Attention: Members of Cradle-to-Career Data Governing Board
Subject: **Proposed Edits to the Governance Manual (Agenda Item 12)**
Staff Contact: Stephanie Gutierrez-Valdez, Board Liaison and Governance Specialist

At this meeting, the Governing Board (Board) will have the opportunity to approve the changes to the Governance Manual that were proposed and deliberated by the Governance Manual Review Committee (Committee).

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 to the Governance Manual that were proposed by the Committee, as specified in the staff report.

Background:

The [Governance Manual](#) states that “[it] will be a living document, which will be amended by the Board over time to reflect the evolution of the Cradle-to-Career (C2C) Data System. Changes to the manual will be considered by the 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 the Board meetings and approved by the agreement threshold established in law, regulation, and/or the Governance Manual” (page 4).

At the November 15, 2024 Board meeting, the Board approved the formation of this Committee and the Committee [charter](#). The Committee first met on Friday,

December 6, 2024 and reviewed the [proposed changes](#) provided by the Office of Cradle-to-Career Data (Office), which were organized into three categories of edits: stylistic edits, technical additions, clarifications, or corrections, and potential changes for member discussion. During the meeting, the Committee approved one stylistic correction and three types of corrections that fell into the technical additions, clarifications, or corrections category. 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. The Committee selected Committee Chair Tagorda and Member Soublet to work offline in tandem with the Office to provide draft language edits on the four sections discussed during member deliberation.

The Committee reconvened on Thursday, January 30, 2025 to review and finalize the [draft language](#) pertaining to the four sections of the Governance Manual. At this meeting, the Committee deliberated and approved proposed draft language on the four sections of the Governance Manual. The Committee also approved one stylistic correction and three technical additions, clarifications, or corrections. Below is an itemized table of all edits approved by the Committee, which have been incorporated into the redlined Governance Manual found in Attachment A.

Section One: Stylistic Changes

Below is an inventory of stylistic changes. All corrections and additions from this section are reflected in red in the redlined manual.

| Correction Number | Correction Description | Page Number in Manual |
|---|--|-----------------------|
| 1 | Removal of excess spacing | 12 |
| Reason for Correction 1: Excess spacing between wording has been removed. | | |
| 2 | Removal of ampersand in reference to the Data and Tools Advisory Board | 32 |

Reason for Correction 2: For congruence to [statute](#) and the naming conventions used in the Governance Manual, the Governance Manual has been updated to remove the ampersand when referring to the Data and Tools Advisory Board.

Section Two: Technical Additions, Clarifications, or Corrections

Below is an inventory of technical additions, clarifications, or corrections. All corrections and additions from this section are reflected in red in the redlined manual.

| Correction Number | Correction Description | Page Number in Manual |
|---|--|-----------------------|
| 3 | Update to leadership terminology | Throughout |
| Reason for Correction 3: To ensure congruence in leadership terminology, all references to "Presiding Board Chair" have been updated to "Chair" and all references to "Chair Elect" have been updated to "Vice-Chair". | | |
| 4 | Clarification to Advisory Board Selection Procedures Regarding Organizational Representation | 25 |
| Reason for Correction 4: While Advisory Board members are appointed as individuals based on their experiences, expertise, and perspectives, 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 have been clarified to specify that the Selection for Advisory Boards Committee and Board will consider various factors, including the intent to avoid overrepresentation by employees of any single organization or type of organization. | | |
| 5 | Update to the Advisory Board Selection criteria | 25 |
| Reason for Correction 5: To ensure clarity and consistency, an established procedure has been outlined in which, should a seated Advisory Board member accept employment with an organization already represented on the Board, the member shall promptly notify the Office of their change in | | |

| | | |
|--|---|----|
| employment and 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 until the Board conducts its annual approval of the Advisory Board appointments. | | |
| 6 | Inclusion of the Chair and Vice-Chair membership to the Executive Director Review Committee | 26 |
| Reason for Correction 6: In the Executive Director Performance Review components and timeline specified in the Manual, the role of the Chair and Vice-Chair are delineated. It is made clear that both members are a part of the Committee and process. However, the Manual does not specify mandatory membership for both the Chair and Vice-Chair on the Executive Director Review Committee. The inclusion of these corrections provides clarity in membership and consistency between the section of the Manual entitled "Performance Review Roles" and the section entitled "Performance Review Comments and Timeline". | | |

Notes on Proposed Technical Additions, Clarifications, or Corrections:

The December 6, 2024 Committee staff report, correction number three proposed an update to the term ad hoc committee in reference to the Advisory Boards. In addition, correction number four proposed the addition of amendment definition in reference to the Advisory Board recommendation process. The proposed changes to the Advisory Board recommendation process remove the summer Advisory Board Subcommittee and amendment process; these proposed edits have been removed from the Governance Manual.

Section Three: Substantive Changes

Below is an inventory of substantive changes. All corrections and additions from this section are reflected in red in the redlined manual.

| Correction Number | Correction Description | Page Number in Manual |
|--------------------------|-------------------------------|------------------------------|
| 7 | Succession Planning | 22 |

| | | |
|---|---|-----------------|
| Reason for Correction 7: Edits were made to revise the leadership structure, establishing annual elections for Chair and Vice Chair, with no requirements for annual terms. | | |
| 8 | Per Diem for Committees and Subcommittees | 23-24 |
| Reason for Correction 8: Edits clarify that Advisory Board members' per diem eligibility depends on budget availability and that no per diem is provided for Board and Advisory Board committee, subcommittee, or brief virtual meetings. | | |
| 9 | Representation of Advisory Board Members | 32 and 36-37 |
| Reason for Correction 9: Edits have been added to specify that Advisory Board members are appointed as individuals based on their experiences, expertise, and perspectives. The Governance Manual also specifies that Advisory Board members or applicants shall not be employed by an entity with representation on the Board, as outlined in the "Selection Criteria" section. | | |
| 10 | Advisory Board Recommendation Process | 34-36 and 38-39 |
| Reason for Correction 10: To simplify the current Advisory Board recommendation process and enhance how the Advisory Boards interact and engage with the Board, the proposed edits provide each Advisory Board member the opportunity to prepare and present a proposed recommendation, which would be posted to the C2C website. After the Fall meeting, the Board member who serves as the liaison to the Advisory Board would 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 at the Spring Advisory Board meeting and then presented to the Board at the May Board meeting. | | |



Cradle-to-Career Data System Governance Manual

February 28, 2025

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Agreements Page

The Governance Manual is designed to define and describe the authority, policies, and procedures for the oversight and governance of the Cradle-to-Career Data System. It will serve as a reference guide to help stakeholders become familiar with the governance model and to inform them of associated roles, responsibilities, authority, and processes for Governing Board members, Advisory Board members, data providers, and the managing entity.

This document will be a living document, which will be amended by the Governing Board over time to reflect the evolution of the Cradle-to-Career Data System. Changes to the manual will be considered by the Governance Manual Review 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.

The guidance in this manual is intended to supplement more binding documents such as policies guiding particular aspects of data system implementation, legal agreements, regulations, and the statutory framework for the Cradle-to-Career Data System. In the case of a conflict between the manual and federal or state law, the law takes precedence.

The initial draft of the Governance Manual was approved at the February 22, 2022 Governing Board meeting. The current version of the Governance Manual was adopted through action of the Governing Board at the February 28, 2025 Governing Board meeting by the following Governing Board members:

- Gavin Payne, Chair, GPC Advisors
- Robert Garcia Tagorda, Vice Chair, Revival Strategy Consulting
- Catalina Cifuentes, Riverside County Office of Education
- Deborah Cochrane, Bureau for Private Postsecondary Education
- Nathan Evans, EdD, California State University, Office of the Chancellor
- Chris Furguele, University of California, Office of the President
- Ana Luz Gonzalez-Vasquez, PhD, University of California, Los Angeles Labor Center
- John Hetts, PhD, California Community Colleges Chancellor's Office
- Jacqui Irwin, California State Assemblymember
- Su Jin Jez, PhD, California Competes
- John Laird, California State Senator
- Meredith Lee, PhD, University of California, Berkeley
- Jessica Moldoff, PhD, California Student Aid Commission
- Christopher J. Nellum, PhD, EdTrust - West
- John Ohanian, California Health and Human Services Agency
- Javier Romero, California Labor and Workforce Development Agency
- Greg Scull, California School Information Services
- Brian G. Souble, JD, Retired
- Erin Sullivan, Commission on Teacher Credentialing

- Liberty Van Natten, California Department of Education
- Thomas Vu, Association of Independent California Colleges and Universities

Preface

Realizing the importance of linking data across state agencies and education providers to highlight the education to workforce pipeline, identify ways to close equity gaps and improve outcomes for all Californians, Governor Newsom and the Legislature worked to provide \$10 million of funding¹ for the planning process and created the California Cradle-to-Career System Data in 2019.²

In 2020 and 2021, more than 200 people participated in a comprehensive and inclusive user-centered design process, including representatives from 16 state agencies, education institutions, research organizations, data experts, and advocacy groups. Recommendations regarding how to structure and implement the Cradle to-Career Data System are laid out in three legislative reports³ produced as part of the planning process. The planning process also established the governing agreements that are recorded in this Governance Manual.

The 2021-22 State budget included ongoing funding for the Cradle-to-Career Data System. The Government Operations Agency was selected to create and house the Office of Cradle-to-Career Data (the Office) to implement and house the Cradle-to-Career Data System. In addition, the Education Code was amended to enshrine the planning recommendations as statute.

| Data System Statutory References | |
|---|--|
| Initial Funding (provided \$10 million in funding for the planning process) | 2019 Budget Act (SB 75, Committee on Budget and Fiscal Review, Chapter 51) |
| Authorizing Statute | Education Code Section 10850 et seq. |
| Governor's Budget (provided \$15 million to the Government Operations Agency) | Budget Act of 2021 (AB 128, Ting, Statutes of 2021, Chapter 21) |
| Implementation Statute | Education Code Section 10860 et seq. |

¹ The [2019 Budget Act](#) (SB 75, Statutes of 2019, Chapter 51) provided funding for the planning process.

² Authorizing statute is in [Education Code Section 10850 et seq.](#)

³ Available at <https://c2c.ca.gov/about-cradle-to-career-system/>

Introduction

The Cradle-to-Career Data System

Vision Statement

The Cradle-to-Career Data System connects individuals and organizations with trusted information and resources. It provides insights into critical milestones in the pipeline from early care to K–12 to higher education, skills training, and employment. It empowers individuals to reach their full potential and fosters evidence-based decision-making to help California build a more equitable future.

Mission Statement

To be California's source of actionable data and research on education, economic, and health outcomes for individuals, families, and communities; to expand access to tools and services to navigate the education to employment pipeline.

Goals

The Cradle-to-Career Data System will be California's source of actionable data and research on education, economic, and health outcomes for individuals, families, and communities. It will also expand access to tools and services to navigate the education to employment pipeline. By securely connecting data that schools, colleges, social service agencies, financial aid providers, and employers already collect, it will be easier to:

- Identify the types of support that help more students learn, stay in school, prepare for college, graduate, and secure a job;
- Provide information that teachers, parents, advisors, and students can use to identify opportunities and make decisions;
- Help agencies plan for and improve educational, workforce, and health and human services programs;
- Support research on improving policies from birth through career.

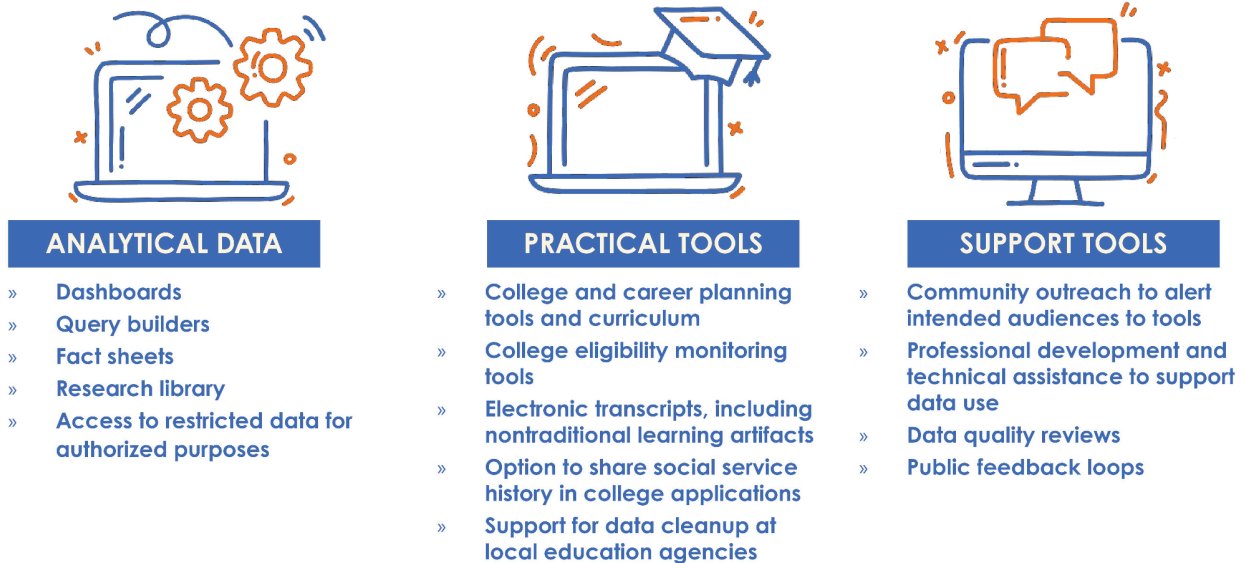
Statutory Definition: California Cradle-to-Career Data System

Per the [California Education Code Section 10860 et seq.](#), the data system shall be considered a source for actionable data and research on education, economic, and health outcomes for individuals, families, and communities, and provide for expanded access to tools and services that support the navigation of the education-to-employment pipeline.

The data system shall be used to provide access to data and information necessary to provide insights into critical milestones in the education-to-employment pipeline, including insight regarding early learning and care to grade 12, inclusive, and into higher education, skills training opportunities, and employment to better enable individuals to maximize their educational and career opportunities, and to foster evidence-based decision-making to help the state build a more equitable future.

Data System Tools

To ensure the accessibility of available data, the Cradle-to-Career Data System will offer different levels of access. It will provide dashboards, query builder tools, and a research library to the public, as well as provide access to non-public data for authorized users.



Practical Tools

The legislature asked the planning workgroup to design a data system that minimizes the need for new infrastructure.⁴ Therefore, the Workgroup selected two existing tools for the data system:

- [California College Guidance Initiative](#): Provides college planning and transition tools⁵
- [eTranscript California](#): A transcript exchange service⁶

In statute, these tools are defined as “operational tools.” After the Office launched, Cradle-to-Career found through its community engagement that the term “operational tools” was confusing to the public. The Office uses the term “practical tools” on its

⁴ Requirement of the initial statute, [Education Code Section 10856\(d\)](#).

⁵ The California College Guidance Initiative is the public-nonprofit partnership of Student Friendly Services, established pursuant to Item 6100-172-0001 of the annual Budget Act, authorized by Section 60900.5, and administered by the Foundation for California Community Colleges established pursuant to Section 72670.5, or a successor agent. The funds flow from the State to CDE to Riverside County Office of Education which contracts with the Foundation for California Community Colleges/California College Guidance Initiative for management of the website and all related services. [Education Code Section 10861\(d\)](#).

⁶ eTranscript California is managed by the California Community College Technology Center. It was initiated through a Request for Applications from the California Community College Chancellor's Office for Electronic Records Exchange in 1999. It is funded through Proposition 98 via the “core apps” grant (CCCAP1/CAP) under “Butte-Glen CCD (20-081-101).” The funds flow from CCCCCO to the Butte-Glen Community College District which funds the California Community College Technology Center, which is a grant-funded arm of the Chancellor's Office. [Education Code Section 10861\(h\)](#).

public-facing documents and website. “Statute⁷ provides additional requirements for the practical tools:

- This section is intended to reduce redundancy, improve efficiency and transparency, and provide students, parents, and counselors with an easy to use, and simple to understand, one-stop automated process to provide all of the following:
 - (1) Clear, concise, and consistent messaging and tools to increase and monitor student readiness for college admission and attendance;
 - (2) A single point of entry to submit California college and university applications and applications for student financial aid, including the Free Application for Federal Student Aid and the California Dream Act Application;
 - (3) Other technological efficiencies that shift the burden away from students and families and to the institutions serving them.
- Operational tools, as defined by Section 10861, shall be provided by the data system for use by both of the following:
 - (1) Public schools offering any of grades 6 to 12, inclusive, to facilitate college readiness and transition.
 - (2) Institutions of higher education in the state, to facilitate streamlined application, admissions, assessments, and placements.
- The requirements of Section 10870 subdivision (a) shall be phased in within five years of the enactment of Article 1 (commencing with Section 10850), based on a timeline to be developed by the Governing Board pursuant to subdivision (d) of Section 10866.
- Also, notwithstanding Section 49073.1, a local educational agency shall not be required to issue a formal contract with a provider of practical tools, as defined in Section 10861.

Data System Structure

In order to implement the vision and mission for the data system within existing federal and state legal requirements⁸ on the protection of personal privacy, data providers upload information into a secure cloud repository, where data can only be linked for approved purposes. No new data collection will be required.

The various source systems that comprise the data system retain their own internal data governance, source systems, and data collections; only data approved by the partner entities that are shared with the Office falls under the umbrella of the Cradle-to-Career Data System.

Goals and Deliverables

The Cradle-to-Career Data System was created with the following strategic objectives for its first phase:

- Develop the architecture for linking records across agencies and creating intersegmental data sets
- Provide public-facing data visualizations, such as dashboards and query tools, and a research library that provides neutral, but actionable information on

⁷ [Education Code Section 10870](#).

⁸ See [Education Code Section 10860\(f\)](#) for more information.

education, social services, employment patterns, and equity gaps in opportunities and outcomes

- Provide interagency data sets that enable research on factors that help Californians meet critical education milestones, evaluate the long-term impact of state-funded programs, and identify strategies for closing equity gaps
- Provide resources, training, and technical assistance that build data literacy among policymakers, practitioners, and the public
- Provide college and career planning tools, college-readiness monitoring, electronic transcripts, and confirmation of eligibility for financial aid and student supports
- Lead efforts to ensure the reliability of data contributed by the partner entities

The initial reports to the legislature provided recommendations for Phase 1, which is scheduled to last five years, and incrementally adds additional data sets.

Governance Structure and Definitions

The Cradle-to-Career Data System's governance structure and selected definitions are listed below.⁹

Governing Board:¹⁰ The Cradle-to-Career Data System's Governing Board consists of 21 members, and includes data providers, a representative of the California State Assembly and of the California State Senate, and members of the public appointed by the Governor and Legislature. The Governing Board oversees two Advisory Boards, the Data and Tools Advisory Board and the Community Engagement Advisory Board.¹¹

Data and Tools Advisory Board:¹² The Data and Tools Advisory Board has the responsibility for examining whether the data system is providing actionable information and identifying ways to improve access to that information.

Community Engagement Advisory Board:¹³ The Community Engagement Advisory Board has the responsibility for examining whether the Office is creating strong feedback loops with data users, supporting evidence-based decision-making, analytical capacity, and ensuring equitable access to actionable information.

Managing entity: The Governor and Legislature appointed the Government Operations Agency (GovOps)¹⁴ to implement the Cradle-to-Career Data System and established the Office of Cradle-to-Career Data.¹⁵ The Office of

⁹ See [Education Code Section 10861](#) for a list of comprehensive definitions.

¹⁰ See [Education Code Section 10861\(i\)](#).

¹¹ See [Education Code Section 10865\(b\)\(1\)](#).

¹² See [Education Code Section 10865\(b\)\(1\)\(A\)](#).

¹³ See [Education Code Section 10865\(b\)\(1\)\(B\)](#).

¹⁴ The California Government Operations Agency is responsible for administering state operations including procurement, information technology, and human resources. The mission of GovOps is to improve management and accountability of government programs, increase efficiency, and promote better and more coordinated operational decisions. <https://www.govops.ca.gov/>

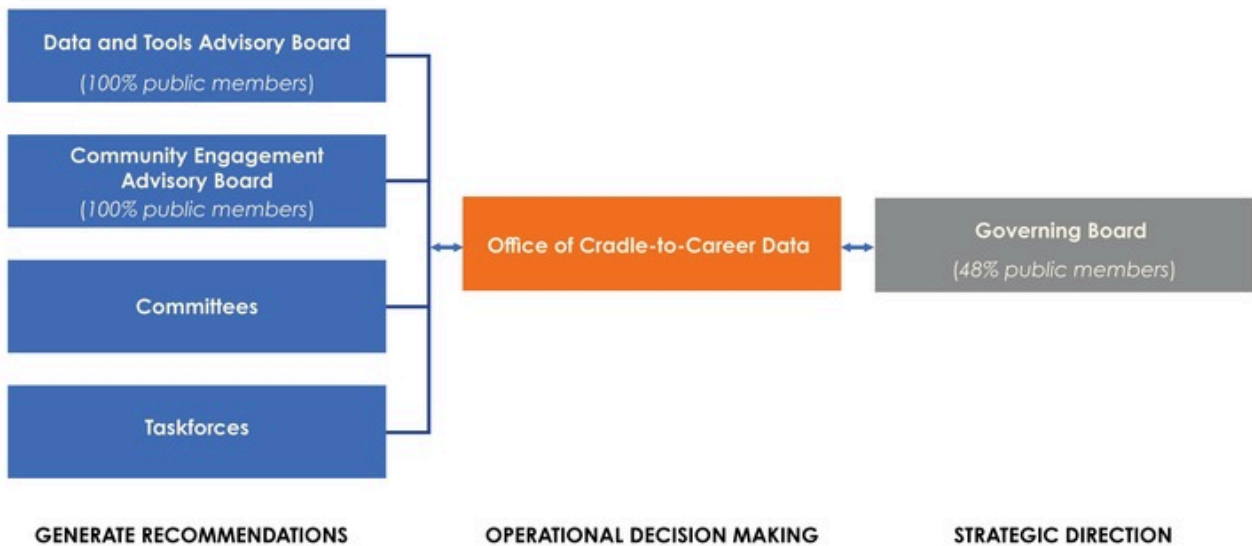
¹⁵ [Education Code Section 10862](#) establishes the Office of Cradle-to-Career Data in the Governmental Operations Agency.

Cradle-to-Career Data (the Office) is known as the managing entity.¹⁶ The Office will work with the data providers, Governing Board, Advisory Boards, and stakeholders to implement the data system.

Data providers:¹⁷ Data providers are an agency or organization that is contributing data to the Cradle-to-Career Data System for the purposes of merging records with other entities' data. Data providers are represented on the data system's Governing Board.

Cradle-to-Career Data System Governance

The visual below clarifies the information flow between the Governing Board, the Office, and various Advisory Boards and Taskforces. It also shows the proportion of seats reserved for public members.



The Cradle-to-Career governance model reflects the individual autonomy of specific organizational data governance structures and how they relate to the statewide longitudinal data system.

Cradle-to-Career policy decisions are made through a governance structure with representatives from each of the data providers and representatives of the public. The governance structure includes a number of entities and committees, with a summary of the roles and responsibilities outlined in the table below.

¹⁶ See [Education Code Section 10861\(j\)](#).

¹⁷ See [Education Code Section 10861\(e\)](#).

| Governance Structure¹⁸ | Roles and Responsibilities |
|--|--|
| Governing Board | <ul style="list-style-type: none"> • Provides vision, direction, and oversight for the Office • Oversees participation in the data system and governance structure • Serves as the authority for escalation of issues • Ensures the data system is serving its intended purpose • Responsible for ensuring continued commitment of resources • Recommends the types of information in the data system • Appoints and evaluates the performance of the Executive Director of the Office |
| Data and Tools Advisory Board | <ul style="list-style-type: none"> • Develops recommendations for which data points to include in centralized data sets, the general content shown in public facing tools, and priority topics for research studies • Develops suggestions to improve the usability and usefulness of the data for the Governing Board • Reviews all completed data requests to facilitate the continuous improvement of the data request process and ensure that it is clear, transparent, fair, and efficient, including identifying mechanisms that will enable appropriate data requests to be fulfilled |
| Community Engagement Advisory Board | <ul style="list-style-type: none"> • Recommends ways to improve feedback loops with data users and ensure equitable access to actionable information • Recommends professional development and technical assistance models that foster evidence-based decision making, strengthen analytical capacity to use available data tools, and enable end users to understand structure factors that influence outcomes • Suggests communication structures that ensure a broad range of Californians know about and are using the tools • Suggests tools that will address strategic objectives for the data system |

¹⁸ Refer to [Education Code Section 10860 et seq.](#) for a comprehensive list of roles and responsibilities.

| | |
|----------------|--|
| The Office | <ul style="list-style-type: none"> • Implements the data system • Ensures the security of the data system • Convenes taskforces to ensure the continued technical development of the Cradle-to-Career Data System and its ability to ensure privacy and security and comply with current and emerging standards for technology • Relays information to, from, and between respective agencies; responsible for monitoring the quality of data going into the system • Develops recommendations for consideration by the Governing Board and Advisory Boards • Contracts for the necessary resources to implement the data system |
| Data Providers | <ul style="list-style-type: none"> • Provides input to the Governing Board related to respective agency data governance policies, requirements, and priorities • Provides annual data to the data system¹⁹ • Approves the use of the data they provide in the analytical data set |

[Education Code Section 10863](#) requires all Governing Board members, Advisory Board members, and Office employees to:

- Prioritize the needs of students and families.
- Comply with federal and state laws to protect individual privacy, including, but not necessarily limited to, all of the following:
 - The federal Family Educational Rights and Privacy Act of 1974 (Public Law 93-280, as amended).
 - The federal Health Insurance Portability and Accountability Act of 1996 (Public Law 104-191, as amended).
 - The federal Higher Education Act of 1965 (Public Law 89-329, as amended).
- Not use or disclose any data managed in the Cradle-to-Career Data System that meets the definition of personal information, as defined in Section 1798.3 of the Civil Code, except for purposes consistent with the Education Code. Whether or not it is protected under applicable federal or state law, personal information managed in the Cradle-to-Career Data System shall be deidentified before being released to the public.²⁰
- Consider and respond to stakeholder input.
- Promote and foster an environment and culture of collaboration and

¹⁹ [Education Code Section 10871\(a\)\(1\).](#)

²⁰ [Education Code Section 10860](#)

- Cooperation.
- Promote a culture of data-informed decision-making by consulting with data experts and intended data users, including members of the public, when developing data use priorities.

Ensuring Public Voice in Cradle-to-Career Data System Governance

The planning process highlighted the importance of public voice. The following recommendations can help to ensure that public voice is heard in the data system's governance process.

Ensure that the right people are appointed

- Cultivate a diversity of perspectives, particularly from communities that traditionally have been the least well served
- Recruit members who have expertise in equity
- Prioritize community members who can be conduits of information to and from the data system's intended audiences
- In the years when new data providers or data points are being discussed (such as when workforce training is added), select community representatives that have expertise in the new area of work

Scaffold the involvement of community members to ensure meaningful participation

- Provide orientation, a resource binder, and mentoring for new board members to ensure all parties understand expectations for participation and the data system's underlying technical, legal, and data frameworks
- Ensure that all parties understand that community members provide critical expertise necessary for the implementation of the data system and thus should be participating as decisionmakers and co-creators
- Support the development of trust and a shared vision so that all can focus on evaluating whether the data system is meeting the stated goals
- Foster an open mindset in meetings and ensure that community members are treated equally
- Earmark part of the Office's budget for Board support

Provide the right types of information

- In addition to usage data and requests made to the Office, ensure the Governing and Advisory Board members receive information from the community regarding potential improvements, gathered intentionally through vehicles such as input opportunities embedded in tools, public forums, and partnerships with community-based organizations
- Provide information in a readily-digestible format, including both stories and statistics
- Line up meetings, decisions, and actions with internal and external parties

Cross-pollinate information across the Governing and Advisory Boards

- Allow the Governing and Advisory Boards to review key planning documents before the Office implements its workplan
- Have the meetings produce recommendations in time to inform legislative and budgetary processes

- Coordinate with related public governance contexts, such as the Local Control Action Plan redesign
- Provide transparency through public meetings and reports to the legislature

Legislatively Mandated Reviews

There are certain reviews mandated in the Education Code for the data system. All reports must also be submitted in accordance with [Government Code Section 9795](#) and be sent as indicated on the California Agency Reports [website](#) to the Secretary of the Senate, Chief Clerk of the Assembly, and the Office of Legislative Counsel.²¹

| Type of Review | Entity | Timeline | Education Code Reference |
|--|-----------------|-----------|---|
| Regular reports to the Governor and Legislature on the implementation of the data system | Governing Board | Annual | Education Code Section 10866(d)(9) |
| Review of the appropriateness and efficacy of the Government Operations Agency continuing to house the Office after July 1, 2026 | Governing Board | July 2026 | Education Code Section 10862(c)(1) |
| Recommendation to move the Office under the administration of another state department or agency | Governing Board | July 2026 | Education Code Section 10862(c)(2) |
| Ensuring regular reporting and external evaluations of the efficacy of the data system in fulfilling its purpose | The Office | Annual | Education Code Section 10867(b)(2)(C) |

²¹ A one-page executive summary shall be included with the report, along with the website of the state agency (where the report can be downloaded and a telephone number to call to order a hard copy of the report). The report must also be posted at the agency's website.

| | | | |
|---|------------|--------------|---|
| Conducting an annual student experience audit related to navigating the transition from secondary education to higher education | The Office | Annual | Education Code Section 10867(b)(5)(A) |
| Assessing the feasibility of subsuming the operation of practical tools that are currently administered by other agencies, and reporting findings to the Governing Board, the Legislature, and the Governor | The Office | By July 2026 | Education Code Section 10867(b)(5)(E) |

Conflicts of Interest

The Governing and Advisory Boards are subject to the conflict of interest policy. The Political Reform Act (the "Act") prohibits a public official from using an official position to influence a governmental decision in which that person has a financial interest. The Act requires state and local government agencies like the Office to adopt a conflict-of-interest code that identifies all officials and employees who make governmental decisions based on the positions they hold. Individuals in the designed positions—including members of the Governing Board—must disclose their financial interests as specified in the conflict-of-interest code. The requirements of a conflict-of-interest code are in addition to other requirements of the Political Reform Act, such as the general prohibition against conflicts of interest contained in Section 87100, and to other state or local laws pertaining to conflicts of interest.

Government Code Section 1090 further requires that members of the Governing Board must not be financially interested in any contract made by them in their official capacity, or by any body or board of which they are members. The goal of this contracting rule is to eliminate temptation, avoid the appearance of impropriety, and assure the public of each member's uncompromised allegiance. A contract made in violation of Section 1090 is void, even if the member with a financial interest does not participate in the decision and abstains from voting. Civil and criminal penalties may apply, even in cases in which the official's financial interest is relatively slight. Board members should seek advice of counsel if they have questions about contracts and agreements in which they might have a financial interest.

Conflict-of-Interest Code Process

The process for adopting a conflict-of-interest code requires review by the Fair Political Practices Commission (FPPC) and a public posting for comments by the Office of Administrative Law. The time required to provide for a 45-day public notice and comment period and obtain final approval from FPPC spans months. Consequently, members of the Governing Board will be subject to what is called “full disclosure” pending final approval of the Office of Cradle-to-Career conflict of interest code.

Conflict-of-Interest Compliance

The Act requires public officials and employees in designated positions to report their financial interests on a form called a Statement of Economic Interests (Form 700). Officials assuming new positions that make or participate in making governmental decisions must file under the broadest disclosure category in the agency's conflict-of-interest-code, or, if the organization does not have a conflict-of-interest code, under full disclosure. Full disclosure means that individuals must report all investments, business positions, and interests in real property held on the date of assuming office, and any income received during the 12 months immediately preceding assuming office. More detailed information on what must be disclosed appears on FPPC's website.

Incoming members of the Governing Board and Advisory Boards must file a Form 700 with full disclosure within 30 days of being sworn in. The Form 700 is a public document and will be published by FPPC. Failure to timely file the Form 700 may expose the official or employee to fines, penalties or criminal prosecution.

Annual and Additional Reporting

Members of the Governing Board and Advisory Boards must file annual statements and a final statement when leaving office. In addition, members will have to file within 30 days of a newly adopted or amended conflict of interest code.

For assistance with disclosure requirements and filing Form 700, contact the Office Board Liaison.

More information on conflict-of-interest codes, disclosure requirements, and Section 1090 appears on the website of the California Fair Political Practices Commission at <https://fppc.ca.gov/>.

Governing Board

Authority

The Governing Board provides oversight of the data system and operational direction to the Office to ensure the data system is serving its intended purpose.²² The Governing Board shall have the power to adopt, amend, and repeal rules, procedures, and minimum standards required for the use, maintenance, participation in, and operation of the Cradle-to-Career Data System. These rules

²² Detailed statutory requirements for the Governing Board can be found in [Education Code Section 10860 et seq.](#)

and procedures shall also extend to all Advisory Boards and taskforces.

Membership and Appointments

The Trailer Bill, AB 132 (Committee on Budget, Statutes of 2021, Chapter 144) identifies the 21-member Governing Board.²³ Refer to Appendix B for more details and term lengths.

- Eleven Governing Board positions are allocated to the data providers and related organizations, as appointed by the head of each organization
- Eight Governing Board positions are for public members and education practitioners, appointed by the Governor's Office, Assembly, and Senate
- Two positions are allocated to one Assembly member and one Senator

Data contributors are permanent members. The head of each data contributor agency or organization is accountable for their constituency's participation in the system. Members of the data providers, and the Senate and Assembly appointees are entitled to identify a designee to serve on the Governing Board in their place, and may delegate voting rights to a designee, so long as that individual has the authority to make decisions on behalf of the appointed member.

The Governing Board also includes eight public members. In appointing members, the appointing authority shall make every effort to ensure the membership of the governing board is reflective of the cultural, racial, geographical, economic, and social diversity of California, taking into consideration factors including, but not limited to, diversity in data user experience, diversity in expertise with educational data, diversity in professional experience, and representation from different geographical and socioeconomic backgrounds. The public members shall represent the public beneficiaries of the data system, including, but not limited to, practitioners, families, students, adult learners and workers, community organizations, research organizations or advocates.

Four of the public members are appointed by the Governor, as follows:

- Two elementary and secondary education practitioners to serve as a representative of elementary and secondary educators, counselors, and administrators
- Two additional members of the public

Four members of the public are appointed by the Legislature, as follows:

- Two members of the public to be appointed by the Speaker of the Assembly
- Two members of the public to be appointed by the President Pro Tempore of the Senate

In addition, the Governing Board may develop policies and practices to expand the Governing Board to include new data providers and ex officio members to provide additional expertise and perspectives, such as the state's Chief Data Officer.

²³ Refer to [Education Code Section 10864](#).

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 Data 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;
- Advocate for the Cradle-to-Career Data 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.

Responsibilities of the Governing Board

The Board is responsible for implementing [Education Code Section 10866](#). A detailed list of those duties is summarized below.

Ensuring the Cradle-to-Career Data System is serving its intended purpose

- Set, revisit, and amend the vision, mission, and strategic objectives for the Cradle-to-Career Data System, particularly related to opportunity and outcomes gaps and advancing common goals
- Develop a theory of action to guide evaluations of the implementation of the Cradle-to-Career Data System
- Review input from end users to evaluate the usefulness of the data system, whether the data system is fostering evidenced-based decision-making, and whether the data system is benefiting all Californians
- Secure sufficient resources, build ongoing support, and advocate for using the data system with the public, Governor, Legislature, and data providers

Providing operational oversight of the Office

- Approve budget requests and operational budgets developed by the Office
- Approve operational plans developed by the Office to ensure they align with the strategic direction and legislative mandates regarding data access and use, practical tools, and community engagement
- Ensure the Office is implementing a user-centered design approach for Cradle-to-Career Data System tools
- Review and approve professional development, technical assistance, and communications plans for end users developed by the Office
- Review and approve the practical tools implementation plan developed by the Office
- Hire/evaluate/fire the Office Executive Director

Overseeing participation in the Cradle-to-Career Data System and governance structure

- Develop conflict of interest policies in accordance with applicable statutes
- Evaluate and approve requests from new potential data providers regarding their participation in the Cradle-to-Career Data System
- Establish and revise governance policies and procedures for the Cradle-to-Career Data System
- Appoint members to the Data and Tools Advisory Board and Community Engagement Advisory Board
- Provide input to the Office on the purpose and composition of committees

Recommending the types of information available through the Cradle-to-Career Data System

- Review recommendations for additional data. All recommendations for additional data will require a feasibility study conducted by the Office.
- The Office will work with the relevant data providers and experts to document 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.

Recommending improvements to the mechanisms for accessing information in the Cradle-to-Career Data System

- Review and approve recommendations for significant content changes to dashboard visualizations, for implementation by the Office
- Review and approve recommendations for significant changes to query builder data points, for implementation by the Office
- Review and approve recommendations for the topics covered in reports that provide a neutral written summary of information available in the Cradle-to-Career Data System, for implementation by the Office
- Review and approve recommendations for new tools that would help the public interact with the data, for implementation by the Office

Monitoring technical, legal, and data implementation

- Review and approve recommended technical and data security policies, in consultation with technology and data security experts
- Review and approve recommended legal and privacy policies, in consultation with legal and privacy experts
- Review and approve recommended data practices, in consultation with data experts
- Monitor compliance with the legislation regarding data sharing
- Monitor compliance with legal requirements regarding privacy, security, and authorized access

Meetings

The Governing Board meets quarterly to address ongoing business, emerging issues and

to review recommendations from the Advisory Boards.²⁴ When considering recommendations from the Advisory Boards, the Governing Board will document how they intend to address the issues raised by these stakeholders. Additional meetings may be called as needed.

The meeting process will adhere to the following:

- The full schedule of quarterly meetings will be established by July, the first month of the fiscal year, by Office staff, in consultation with Governing Board members, and posted on the Cradle-to-Career website. Meetings will generally be held in August, November, February, and May.
- Governing Board members or their designee are expected to attend all Governing Board meetings and to block the full day when Governing Board meetings are scheduled.
- Meetings require a quorum with a majority of the members (11 members).
- Attendance by telephonic or other electronic means requires advance notice, under certain circumstances, a member participating from a remote location will not count towards establishing a quorum.²⁵
- The Office is responsible for coordinating meetings and keeping minutes.
- Meetings are subject to Bagley-Keene open meeting rules, which are designed to promote transparency and provide members of the public an opportunity to observe and comment on business before the Governing Board.²⁶
 - Bagley-Keene prohibits members from holding what are known as “serial meetings” in which a majority of members use a succession of communications outside of an actual meeting “directly or through intermediaries, to discuss, deliberate, or take action on any item of business that is within the subject matter of the state body.”²⁷
 - Members should refrain from exchanging emails or text messages during a Governing Board meeting because such communications might be considered prohibited serial communications.
 - Social media comments or “likes” on another member’s post about an issue within the jurisdiction of the Governing Board might be considered a prohibited serial meeting.
 - A purely social gathering, however, is not treated as a meeting so long as a majority of members do not privately discuss Governing Board business or engage in “shop talk” among members.

Decision-making and Voting

The Governing Board is the final authority on issues escalated from the Advisory Boards and the Office. The voting rights and process will adhere to the following:

- Governing Board members are authorized to vote on behalf of their

²⁴ Quarterly convenings are required by [Education Code Section 10865\(a\)\(1\)](#).

²⁵ SB 544, recent legislation that took effect on January 1, 2024, provides an alternative method of conducting teleconference meetings. If that alternative method is used, members participating from a “remote location,” which would not be identified to the public unlike a “teleconference location,” would not count towards establishing a quorum. In addition to this form of conducting meetings, the pre-COVID teleconference rules, which would require public notice and accessibility for each location a board member participates from, remain in effect.

²⁶ Meetings of the Governing Board are subject to Bagley-Keene as required by [Education Code Section 10864\(f\)](#). The Bagley-Keene Open Meeting Act appears in [Government Code Section 11120 et seq.](#)

²⁷ See [Government Code Section 11122.5\(b\)\(1\)](#).

- respective organizations
- Governing Board members are all given equal voting power in the form of a single vote on all issues
- Governing Board decisions shall require a two-thirds vote of the total number of board members appointed²⁸
 - Governing Board members can vote to approve a motion.
 - Governing Board members can vote against a motion by disagreeing.
 - Governing Board members can also abstain.
- Pursuant to Section 10864²⁹ the statutorily identified Board member from Data Providers and the appointed Senator and Assembly Member Board members may identify a designee to serve at the pleasure of the Governing Board member.
 - Each statutorily authorized Governing Board member may designate only one designee to participate for that Board Member in the Board Member's absence. The list of current designees will be maintained by the Office.
 - Designees must take the oath of office before assuming the duties entrusted to them.
 - Each designee shall have all rights and privileges of the associated Governing Board member during any meeting at which the Governing Board member is absent.
 - Each designee is subject to all conflict-of-interest rules and disclosure obligations required of new or returning Governing Board members.³⁰
 - If the Governing Board member and designee are both present at the same Board meeting, only the Governing Board member shall be entitled to participate and vote.

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. The Chair and the Vice-Chair may not be from the same institution.

All eligible Board members who are interested in serving as the Chair 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

²⁸ A two-thirds vote is required by [Education Code Section 10865\(a\)\(5\)](#).

²⁹ Education Code Section 10864 (a)(1)-(10), (13), and (14).

³⁰ Please see the Conflicts of Interest section, below, for more information about conflict-of-interest policies.

Vice-Chair will become Chair and appoint a Vice-Chair for the remainder of the term.

The 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 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 Chair and Vice-Chair may adjust specific division of tasks between themselves as needed.

Committees

The Governing Board is empowered to create and sunset committees, taking into consideration cost, size, and purpose. Each committee will be established at a Governing Board meeting, with the desired outcomes, scope of work, membership criteria, timing and location of meetings clearly established through a charter document that will be posted for public review and comment. Committees will be subject to Bagley-Keene regulations.

Committees may be short-term or standing. Currently, the following standing committees have been established:

- Executive Director Review
- Governance Manual Review
- Selection for Advisory Boards
- Strategic Planning

Public Records Act

The data contained within the Cradle-to-Career System Data is not subject to the California Public Records Act (PRA), per legislation.³¹ However, the business of the Office and the activities of its Governing Board are subject to the requirements of the PRA. The PRA mandates that governmental records shall be disclosed to the public upon request unless there is a specific reason not to do so.³² The list of statutory exemptions is lengthy, but the most common justifications for nondisclosure concern individual rights to privacy (as in, for example, personnel matters), and the government's ability to perform assigned functions safely and efficiently (for example, in investigations or litigation).³³

³¹ [Education Code Section 10872.](#)

³² [See Government Code Section 7920.00](#) et seq.

³³ [See Government Code Sections 7920.000](#) et seq.

The essence of the PRA is to provide access to information, not just documents. Under the PRA, a public record is any writing that is owned, used, or retained by a government agency in the conduct of its official business. The term “writing” describes any means of recording information, including paper, analog, and digital methods. Email communications—even emails sent or received from personally owned computers and smartphones—are within the scope of the PRA. For this reason, members of the Governing Board should remain mindful that text and email communications concerning the Cradle-to-Career Data System, including text and email communications sent or received from private devices and accounts, might be subject to disclosure under the PRA.

The Office is responsible for responding to PRA requests. Because the PRA includes specific deadlines and other legal requirements, members of the Governing Board should be alert to any inquiries that might be construed as a PRA request. When in doubt, refer the matter to the counsel for follow up.

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. Governing Board and Advisory Boards members must follow the State of California's Travel Reimbursement policy³⁴ 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.

Meals

The State of California establishes a per diem limit for meals and incidentals based on the travel timeframes. In the event of an audit, Governing Board and Advisory Boards members must be able to produce receipts substantiating the amount claimed.

Lodging and Travel Expenses

The State of California also establishes a maximum lodging reimbursement rate per night. Other expenses, such as mileage, taxis, parking, train fare (Amtrak, for example) and airfare can be claimed.

Advisory Board Appointments

The Governing Board considers recommendations from two Advisory Boards:

- **Data and Tools Advisory Board:** The responsibility of the Data and Tools

³⁴ The Travel Reimbursement policy can be viewed at: <https://www.calhr.ca.gov/employees/pages/travel-reimbursements.aspx>.

Advisory Board is to examine whether the data system is providing actionable information and identifying ways to improve access to that information³⁵

- **Community Engagement Advisory Board:** 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 information³⁶

Members of the Advisory Boards are appointed by the Governing Board, and shall serve three-year terms.

Advisory Board Selection

Advisory Board members are appointed by the Governing Board using the following procedure:

- In advance of the recruitment process, the Selection for Advisory Boards Committee of the Governing Board will review planned activities for the next three years of Cradle-to-Career Data system development and the current Advisory Board composition to determine desired characteristics and expertise for members of each Advisory Board, which will be codified into a rubric for each Advisory Board.
- The Office will create documentation to publicize the opportunity to apply, including requirements for participation, anticipated activities, the selection rubric, and an application form.
- The Selection for Advisory Boards Committee will provide input to the Office on application materials and the dissemination plan.
- The Office will partner with Governing Board members, Advisory Board members, and community partners to recruit for Advisory Board nominations.
- The Office will compile applications and ensure they are complete.
- The Selection for Advisory Boards Committee members will review and score each application against the rubric, with multiple Committee members reading each application, and aggregate assessments will be calculated by the Office.
- The Selection for Advisory Boards Committee will discuss potential slates for each Advisory Board at a public meeting, including rank-ordering runner up candidates.
- Focusing on how the incoming slate of candidates would improve diversity, lived experience, skills, expertise, and planned activities, the Governing Board will review and determine whether to approve the slate of candidates, including offering positions to runner-up candidates in the order recommended by the Selection of Advisory Boards Committee if Advisory Board members elect not to serve.
- 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.

³⁵ [Education Code Section 10865\(b\)\(1\)\(A\).](#)

³⁶ [Per Education Code Section 10865\(b\)\(1\)\(B\).](#)

Selection Criteria

In order to ensure that Advisory Board members represent the public, starting in fiscal year 2024, a person who works for an organization or person represented on the Governing Board may not be selected to serve on an Advisory Board. An organization is defined as a state agency or representative of a segment (such as Association of Independent California Colleges and Universities), as opposed to providers that report to an agency (for example, a representative from a specific University of California would be eligible to serve, even though the University of California Office of the President is represented on the Governing Board). **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 until the Governing Board conducts its annual approval of Advisory Board appointments.** To ensure that there is adequate expertise to guide recommendations from the Advisory Board, the Advisory Board shall solicit input from experts at the relevant data providers. Advisory Board members shall not have designees.

Communications

The Office staff will curate standard communications materials, FAQ, and messaging guidelines to share with Governing Board and Advisory Board members, including what types of communications are appropriate to engage in independently.

Governing and Advisory Board members must consult with the **Chair** and the Executive Director by email or phone before engaging in formal communications about the Cradle-to-Career Data system, such as in response to media inquiries, questions about hiring or procurement processes, or describing the activities of the data system in contexts like conference presentations and community meetings. Any responses to media inquiries must be referred to the Executive Director and Deputy Director of Communications by email or phone.

Executive Director Performance Review

Importance of the Performance Review Process

The yearly performance review of the Executive Director is a critical activity of the Governing Board, which is intended to support the individual leading the Office of Cradle-to-Career Data and ensure the data system fulfills its mission.

This performance review is part of an ongoing, forward-looking, and clarifying process between the Governing Board and the Executive Director. Although the performance review is conducted annually, the Governing Board also responds to status updates by the Executive Director at quarterly board meetings and provides timely feedback to the Executive Director about their activities throughout the year.

Performance Review Roles

| Role | Responsibility |
|------|----------------|
|------|----------------|

| | |
|--|--|
| Chair | Leads the performance review process and the Executive Director Review Committee, oversees the aggregation of information gathered via the performance review survey, develops the performance review, presents draft review to Committee and the final review to the Governing Board in closed session* |
| Vice-Chair | Reviews performance review drafted by the Chair before it is shared with the Committee. |
| Executive Director Review Committee Members ³⁷ | Provide feedback on the draft performance review written by the Chair. |
| External Consultants (as needed) | Assist with conducting the performance review and compiling results from the performance review survey, at the direction of the Governing Board. |
| Executive Director | Completes self-review, discusses the recommended performance review with the Chair and Vice-Chair, and receives a final review with the Governing Board in closed session. |
| All Board Members | Complete survey of Executive Director's performance. |
| Career Executive Assignment Staff that directly report to the Executive Director | Complete the interview conducted by the Chair and Vice-Chair. |

*Education Code 10866. (a) The governing board shall appoint an executive officer to oversee the managing entity. The executive officer shall be exempt from civil service consistent with subdivision (e) of Section 4 of Article VII of the California Constitution, including setting the terms of employment, and annual compensation shall be commensurate with other like positions in state government.

Performance Review Components and Timeline

The performance review timeline is as follows. The timeline can be adjusted if needed at the discretion of the Governing Board.

³⁷ Membership of the Executive Director Review Committee will always include Chair and Vice-Chair.

August

The Governing Board reviews the Office of Cradle-to-Career Data annual work plan in August of each year. This plan will be used to establish standards by which to measure the Executive Director's job performance. In August, the Governing Board will also form a Committee for the express purpose of evaluating the Executive Director. This committee, whose membership will be limited to Governing Board members, will be led by the **Chair**.

September

An external consultant/organization may be engaged at the discretion of the Governing Board to help with this process in conjunction with the Committee.

November

Starting in November, the Executive Director will complete a self-evaluation. The self-evaluation will be shared with Governing Board members in tandem with a survey for their feedback. Concurrently, Career Executive Assignments that report directly to the Executive Director will be provided the opportunity to interview with the **Chair** and **Vice-Chair** to provide input on the Executive Director's performance.

December

The draft performance review will be developed by the **Chair** and reviewed by the **Vice-Chair** to assure it conforms to the expectations of the review process.

January

The draft performance review will be shared with the Committee, the **Chair** will incorporate feedback from the Committee into a draft performance review document, and the Committee will determine whether to recommend a salary increase. The **Chair** and **Vice-Chair** will meet with the Executive Director to conduct the performance review, receive feedback from the Executive Director to share back with the Governing Board, and work with the California Department of Human Resources (CalHR) to ensure the performance review follows state requirements.

February

The Governing Board will consider the adoption of the Committee recommended performance evaluation in closed session.

Performance Measurements

Performance measures for the performance review will be based on the Executive Director job description and the annual workplan. The assessment will also address whether the Executive Director is advancing the vision of fostering evidence-based decision-making to help Californians build more equitable futures and empower individuals to reach their full potential. The performance review will be evidence-based, including documenting what the Executive Director achieved, how objectives were attained, and how the Executive Director's work supports the goals of the data system.

Areas to assess will include:

- Leadership
 - Advances the C2C Vision
 - Inspirational Leadership

- Cultural Competence
 - Ethics
- Stakeholder and Community Engagement
 - Communications Strategy
 - Governing Board Relationship
 - Stakeholder and Community Relationships
- System Management
 - Planning and Organization
 - Financial Sustainability
 - Data Privacy and Security
 - Continuous Improvement

Information Gathering and Documentation

The performance review survey will include both quantitative and qualitative elements and will solicit information about specific actions and behaviors. An Information Session on how to complete the survey will also be conducted if requested by a Governing Board member. To the degree possible, the identities of the respondents will remain anonymous.

The Executive Director will fill out a self-review. The self-review form will mirror the survey being filled out by others.

Once feedback has been gathered from both the Executive Director and others, the **Chair** will draft a formal performance review, which will then be reviewed by the **Vice-Chair**.

The Committee will then meet to discuss the review before it is shared with the Executive Director. The Committee will have access to the information that informed the performance review. In reviewing the gathered information, all parties should be mindful of the following:

- Does the performance review document accurately reflect the overall themes reflected in the survey data?
- Does the performance review document strike an appropriate balance between positive feedback and constructive feedback?
- Are the areas of greatest competence and need for improvement reported by the survey respondents borne out by other evidence?
- Are there certain adjectives frequently used to describe the Executive Director or themes that recur in responses to open-ended questions?
- Do significant differences between the Executive Director's self-assessment and those of the other reviewers point to a different understanding of the Executive Director's responsibilities? If so, which among the reviewers differ most from the Executive Director's self-assessment?
- Do responses all focus on one outstanding quality, without addressing other core expected competencies?
- Do responses all focus on one single incident, without addressing overall performance?
- Do the responses tend to rate personality traits above performance?
- Do the responses substitute personal likes and dislikes for an objective appraisal of performance?
- Do the responses show a propensity to avoid judgment by consistently rating

- them as average?
- Do the responses show an inclination to rate the Executive Director as unfavorably as possible?
- Do responses reflect an understanding of the legal and fiscal constraints of the C2C system and its authorizing legislation?

The Committee will also review and may recommend modifications to the Executive Director's compensation, within established guidelines for the CalHR.

The **Chair** will finalize the evaluation based on the input from the Committee.

Information Sharing with the Executive Director

The **Chair** and **Vice-Chair** will schedule a meeting to review the performance review form with the Executive Director. The Executive Director will be given the recommended performance review one week in advance of this meeting. The Executive Director has the option of providing a written response to the evaluation within seven business days of meeting with the **Chair** and **Vice-Chair**.

During the meeting, the **Chair** and **Vice-Chair** will work with the Executive Director to develop a set of priorities for professional development for the upcoming year. If the Executive Director is underperforming in specific areas, the **Chair** and **Vice-Chair** will work with the Executive Director to develop a plan to improve performance, such as receiving training, mentoring, or technical assistance.

After this meeting, the **Chair** will finalize the performance review.

Finalizing the Performance Review and Other Decisions

The **Chair** will submit the final draft of the performance review and any recommended adjustments to the Executive Director's compensation to the Governing Board for discussion in a closed session. Governing Board members will move to approve or modify the performance review. This confidential document then will become part of the Executive Director's personnel file.

The **Chair** will submit recommendations regarding compensation to the CalHR.

If the Governing Board determines that the Executive Director is not fulfilling the expectation for the role, and in accordance with CalHR policies, it may terminate the contract through a two-thirds vote.

Adding Data Points

AB 132 and the Participation Agreement have language related to adding data points to the P20W analytical data set:

Per AB 132:

"The governing board may add or remove requested data points based on changes in the usage of the element. As required by the Information Practices Act of 1977 (Chapter 1 (commencing with Section 1798) of Title 1.8 of Part 4 of Division 3 of the Civil Code) and the federal Family Educational Rights and Privacy Act (20 U.S.C. Sec.

1232g), data providers shall retain sole control over their source data and may reject, add, or remove data elements contributed to the P20W data set, as reflected in its participation agreement with the managing entity." [Education code 10861 (m)]

"The governing board shall be responsible for [...] Expanding the collected data set, beyond the P20W data set, by doing both of the following:

(A) Approving additional data providers.

(B) Requesting additional data points from data providers, in the context of data quality, legal concerns, costs, and preserving the neutrality of the data system. The governing board shall not require a data provider to collect data that the data provider is not legally allowed, under other applicable laws, to collect." [Education Code 10866 (b)(4)]

The Participation Agreement that was signed by all the data providers notes:

"6.1.1.5 The data elements in Exhibits 2A and 2B may be modified by each Data Provider and the Managing Entity to include additional elements by the Data Provider without the need to re-execute this agreement. The Governing Board may add or remove requested data points based on changes in the usage of the element. If vetted through the Governing Board for a legitimate public purpose, data elements in Exhibits 2A and 2B may be eliminated or reassigned to another Data Provider.

Nothing in the Governance Manual may supersede the Participation Agreement, and the Governing Board may not require a data provider to amend the data points that it provides.

Scenario 1: Data provider requests to share a data point it already collects and validates:

- A data provider and the Office explore an additional data point that is needed for a dashboard or other purpose at C2C. Discussion will include:
 - Clarifying data definitions and updates to data definition documentation
 - Mapping the data definition to fields in the data provider's dataset
 - Legal review regarding the proposed use of the data
- The Director of Data Programs or a designated alternate collaborates with the data provider on data definitions and data transfer.
- The data provider, Governing Board member (or authorized person), and the Executive Director confirm agreed requested changes in writing (such as an email).
- The Office presents requested changes at the next Governing Board meeting. There are two paths:
 - *Formal additions to the P20W:* For newly shared data points that the Governing Board wishes to formalize as data points that will be submitted to the Office on an ongoing basis as part of the P20W data set, the Governing Board discusses and formally votes to include those data points in the defined list of P20W data points moving forward.
 - *Additional data points:* Data providers also have the option to

share data points that go beyond the P20W data points for the research request process. Newly available data points will be shared as an FYI item during Governing Board meetings for transparency with the public so researchers understand which data are available through the research request process.

- The Office circulates an updated list of available data points to all signatories of the Participation Agreement as a courtesy. The Office posts the current list of available data points on the C2C website.

Scenario 2: The Data and Tools Advisory Board requests adding a data point.

The Data and Tools Advisory Board follows the process for vetting in which requests for data points are subject to a feasibility study. For the data points that go to the feasibility study stage:

- Advisory Board recommendations for additional data points are forwarded to the Office for a feasibility study. Office staff work closely with all affected data providers to create a written report that documents the following:
 - data availability, reliability, quality, and validity
 - legal requirements and privacy considerations
 - startup and ongoing costs to the Office and to the data providers
 - any political or other implications that would jeopardize the neutrality of the Office
 - in separate sections from each of the affected data providers, their determinations on whether it is feasible to provide the data point
- The Office and representatives from the data providers submit the feasibility study results to the Data and Tools Advisory Board. The Data and Tools Advisory Board determines whether to advance the idea to the Governing Board as a proposal.
- The Governing Board discusses the Advisory Board recommendation. If the Governing Board agrees through a vote, the data point is requested from the applicable data provider(s).
- If the request is granted, the Director of Data Programs or designated alternate collaborates with the provider(s) on data definitions and data transfer.
- The Office circulates an updated list of P20W data points to all signatories of the Participation Agreement as a courtesy. The Office posts the current list of available P20W data points on the C2C website.

Scenario 3: In other cases, individuals interested in suggesting a data point should first contact staff at the Office at info@c2c.ca.gov, which will direct those individuals to the appropriate resource.

Data and Tools Advisory Board

Authority

The responsibility of the Data and Tools Advisory Board is to examine whether the data system is providing actionable information and identifying ways to improve access to that information.³⁸

³⁸ [Education Code Section 10865\(b\)\(1\)\(A\).](#)

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. An Advisory Board member or applicant shall not be 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.

Meetings

- Data and Tools Advisory Board meetings will occur at least twice a year.
- In addition to regular meetings, the Data and Tools Advisory Board may establish ad hoc committees as needed.
- All meetings are subject to the provisions of the Bagley-Keene Act.
- The quorum for meetings is a simple majority of Data and Tools Advisory Board members (9 Advisory Board members).

Member Expectations and Responsibilities

All members of the Data and Tools Advisory Board are expected to:

- Advocate for the Cradle-to-Career Data System to key stakeholders;
- Complete all required paperwork and trainings;
- Attend all meetings. In the event of emergency, provide advance notice to the Office. If a member misses any meeting outside of emergency circumstances, 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.

Through feedback provided in meetings, the Data and Tools Advisory Board members will provide suggestions to the Governing Board and the Office, including, but not limited to:

- The usability, accessibility, and usefulness of dashboard visualizations
- Practical tools
- Data points to include in centralized data sets

Each year, the Data and Tools Advisory Board will also review all prior data requests from the researcher data request process to facilitate the continuous improvement of the data request process and ensure that it is clear, transparent, fair, and efficient, including identifying mechanisms that would enable appropriate data requests to be fulfilled.

When there are significant gaps regarding whether the data system is providing access to actionable information, the Data and Tools Advisory Board may develop recommendations for the Governing Board on which tools to provide or which data points to include in centralized data sets.

At the fall Advisory Board meeting, Advisory Board members may bring forward proposals for ways to address the significant gap.

For changes to the data request process, proposals may be submitted using a form that specifies:

- The nature of the issue with the data request process
- What action should be taken to address the issue
- Who would benefit from this action
- Who would implement the action
- How the action relates to the mission and vision of C2C

For changes to tools such as dashboards or practical tools, proposals may be submitted using a form that specifies:

- The nature of the gap regarding access to actionable information
- What type of tool should be developed
- How a tool would address the gap
- Who would be the likely users of the tool
- How the tool relates to the mission and vision of C2C

For adding data points not available through the P20W data set or adjusting existing P20W data points, proposals may be submitted using a form that specifies:

- What data point should be added or changed
- Who would use the data point
- How the data point would be used
- Who would provide the data point
- Whether the data point already exists in a state-level data set or would need to be collected by local institutions and reported to state agencies
- Which populations should be included in the data point (such as K-12 students or workforce development participants)
- How providing the data point relates to the mission and vision of C2C

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.

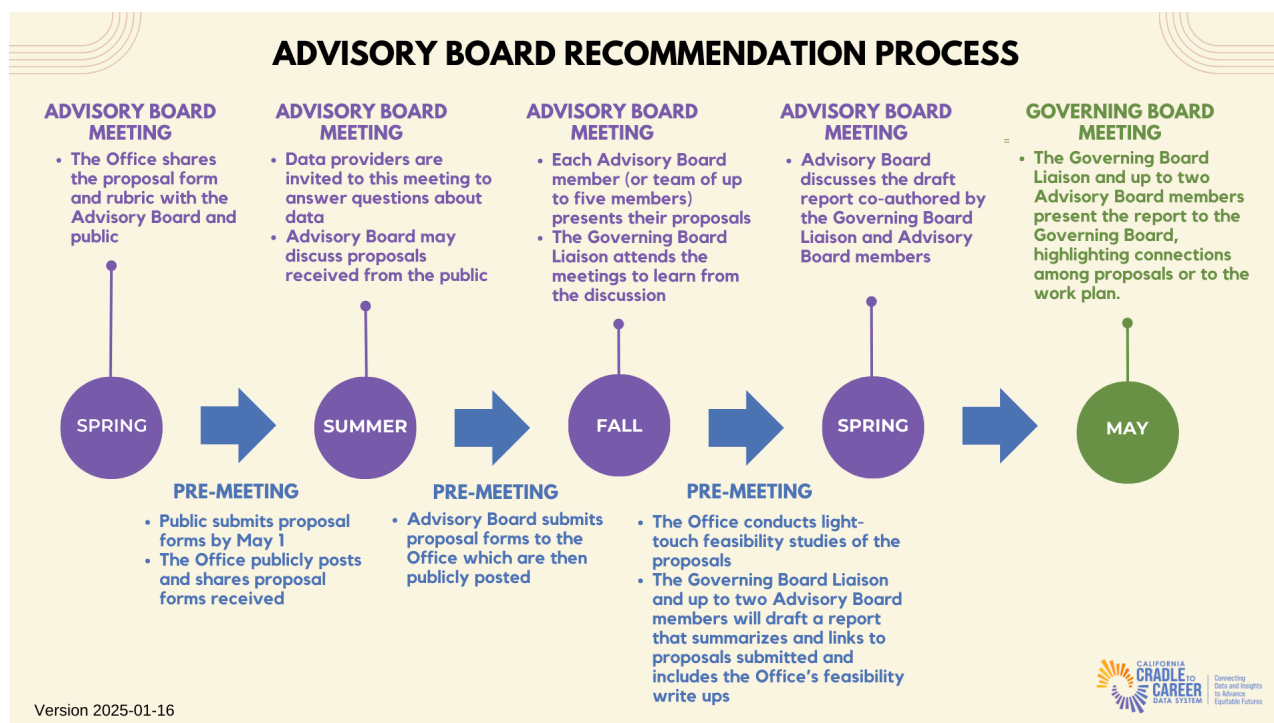
Between the Fall and Spring meetings, the Office will conduct a light-touch feasibility study of the proposals covering topics including data availability, reliability, and validity; legal requirements; startup and ongoing costs to the Office and to the data providers; potential approaches for collecting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



Community Engagement Advisory Board

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.³⁹ Members are encouraged to suggest communication structures that ensure a broad range of Californians know about and are using the tools, and may recommended tools that will address strategic objectives for the data system.

Membership and Terms

The Community Engagement Advisory Board members shall consist of 16 public members, appointed by the Governing Board. Members include the end users of the data system including practitioners, families, students, adult learners and workers, community organization staff, research organization staff, and advocacy organization

³⁹ [Per Education Code Section 10865\(b\)\(1\)\(B\).](#)

staff.

Community Engagement Advisory Board members are appointed as individuals based on their experiences, expertise, and perspectives. An Advisory Board member or applicant shall not be employed by an entity with representation on the Governing Board, as outlined in the selection criteria detailed on page 24.

Community Engagement Advisory Board members serve three year terms and serve no more than one consecutive term.

Meetings

- Meetings will occur at least twice a year.
- In addition to regular meetings, the Community Engagement Advisory Board may establish ad hoc committees as needed.
- All meetings are subject to the provisions of the Bagley-Keene Act.
- Quorum for meetings is a simple majority of the Community Engagement Advisory Board members (9 Advisory Board members).

Member Expectations and Responsibilities

All members of the Community Engagement Advisory Board are expected to:

- Advocate for the Cradle-to-Career Data System to key stakeholders;
- Complete all required paperwork and trainings;
- Attend all meetings. In the event of emergency, provide advance notice to the Office. 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.

Through feedback provided in meetings, the Community Engagement Advisory Board members offer suggestions for the Governing Board and the Office including, but not limited to:

- Professional development and technical assistance models that foster evidenced based decision-making, strengthen analytical capacity to use available data tools, and enable end users to understand structural factors that influence outcomes
- Communication structures that ensure a broad range of Californians know about and are using the tools
- Feedback loops that ensure meaningful and equitable public input, access, and utilization of the available information.

When there are significant gaps regarding feedback loops with data users, evidence based decision making and analytical capacity, and equitable access to actionable information, the Advisory Board may make formal recommendations about the community engagement framework to the Governing Board for ways to improve feedback loops.

At the fall Advisory Board meeting, Advisory Board members may bring forward proposals for ways to amend the community engagement framework to address the significant gap. Proposals may be submitted using a form that specifies:

- The nature of the gap regarding feedback loops with data users, evidence based decision making and analytical capacity, or equitable access to actionable information
- What action should be taken to amend the community engagement framework
- Who would benefit from this action
- Who would implement the action
- How the action relates to the mission and vision of C2C

The process for recommendations from the Community Engagement 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 Data and Tools Advisory Board are also welcome to submit their ideas to the Community Engagement 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 Community Engagement 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 Community Engagement 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 ways to amend the community engagement framework to address the significant gap regarding feedback loops with data users, evidence based decision making and analytical capacity, and equitable access to actionable information.

The Office will post all the proposals submitted by Community Engagement 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

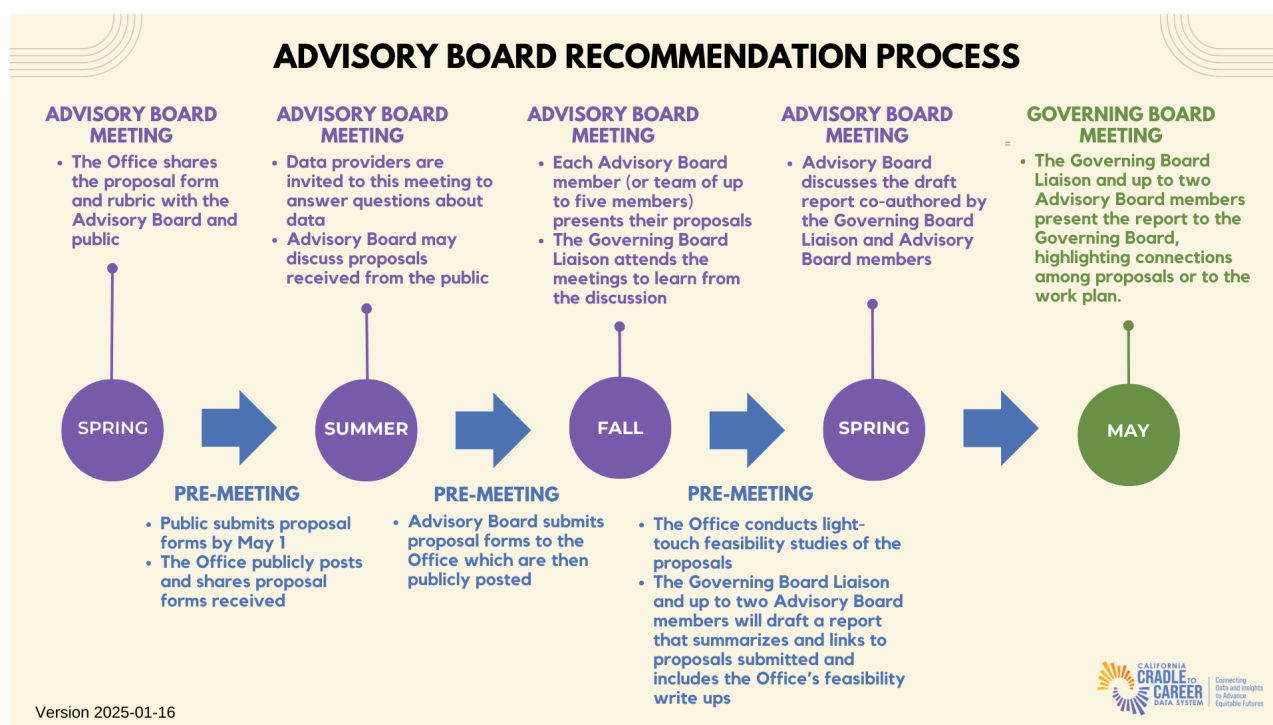
which proposals they find most promising for advancing C2C's ability to provide actionable information to people of California. The Governing Board's liaison to the Community Engagement Advisory Board will attend the meeting to learn from the discussion.

Between the Fall and Spring meetings, the Office will conduct a light-touch feasibility study of the proposals covering topics including legal requirements; startup and ongoing costs to the Office; 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 Community Engagement 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, Community Engagement 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.



Managing Entity

Roles and Responsibilities

The implementing statute for the data system identifies the Office of Cradle-to-Career Data as the managing entity within GovOps.⁴⁰

Statute⁴¹ requires the Office to generally:

- Initiate the data system during the startup process
- Ensure wide, appropriate, and legal use of the data system as a one-stop shop for cradle-to-career data to support policy researchers
- Scale practical tools to better serve educators, students, and families
- Implement communications, professional development, and technical assistance that support data system use

The Office is tasked with implementing the Cradle-to-Career Data System, as specified by statute and as overseen by the Governing Board. For phase one, the Cradle-to-Career Workgroup recommended that the strategic objectives for the data system are to:⁴²

- Develop the architecture for securely linking records across agencies and creating intersegmental data sets
- Provide public-facing data visualizations, query tools, and a research library that provide actionable information on education, social services, employment patterns, and equity gaps in opportunities and outcomes
- Provide inter-agency data sets that enable research on factors that help Californians meet critical education milestones, evaluate the long-term impact of state-funded programs, and identify strategies for closing equity gaps
- Provide resources, training, and technical assistance that build data literacy among policymakers, practitioners, and the public
- Provide college and career planning tools, college-readiness monitoring, electronic transcripts, and confirmation of eligibility for financial aid and student supports
- Lead efforts to ensure the reliability of data contributed by the partner entities

While the Office should have expertise in data and analytics to support the collection, provision, analysis, visualization, and use of information, it would remain neutral and not establish its own educational or policy agenda.

Specific responsibilities of the Office include:

Supporting the Governing Board, Advisory Boards, and data providers

- Staff all Governing Board, Advisory Boards, and taskforce meetings and processes
- Support the development and updating of the Governance Manual
- Onboard new data providers to the governance structure, in

⁴⁰ Government Operations Agency: <https://www.govops.ca.gov/>

⁴¹ [Education Code Section 10862](#) and [Education Code Section 10867](#).

⁴² This list was approved at the June 2020 Cradle-to-Career Workgroup meeting.

- partnership with the Governing Board **Chair**
- For recommendations from the Data and Tools Advisory Board requiring new data elements; new visualizations on the dashboard; expanding query builder data points; or creating new tools, conduct feasibility studies and develop proposals regarding data availability, reliability and validity; legal requirements; startup and ongoing costs; and the process that would be required to collect the information
- Develop proposals for professional development, technical assistance, and communications plans based on recommendations from the Community Engagement Advisory Board
- Ensure regular reports and external evaluations regarding whether and how the vision and strategic objectives for the Cradle-to-Career Data System are being implemented, based on a theory of action
- Identify barriers to implementing the mission and vision and develop recommendations for the Governing Board on how to address these challenges
- Lead the development of technical and data security policies, legal policies, data standards, and governance policies
- Coordinate with the Legislative and Executive Branches, with the support of the Governing Board, Governor's Office, and Advisory Boards, regarding ongoing support for the Cradle-to-Career Data System
- Escalate issues regarding data provider compliance with statute and legal agreements to the Governing Board as needed
- Escalate issues regarding technical and legal implementation to the Governing Board as needed

Managing administrative functions for the Cradle-to-Career Data System

- Develop an annual workplan, for approval by the Governing Board
- Develop budget requests and operational budgets, for approval by the Governing Board
- Expend funds in alignment with the operational budget and/or following an agreed-upon process to address unanticipated expenses
- Lead procurement processes and enter into contracts and agreements⁴³
- Oversee personnel management and compensation

Managing the technical infrastructure

- Create, manage, procure, secure, and maintain a master data management model to match individual records
- Create a searchable index of available data from data providers
- Create, manage, procure, secure, and maintain the infrastructure and tools to support data contributions and to consume/process research requests
- Create data sets that are tailored to approved purposes
- Leverage a role-based technical architecture to allow authorized parties to access unitary data points
- Ensure availability, reliability, and performance of the technical infrastructure
- Ensure data privacy and security
- Develop and curate all necessary technical documentation and resources to

⁴³ [Educ. Code 10867\(b\)\(3\)\(A\)](#) and [Educ. Code 10868](#)

- facilitate partner data submissions
- Provide ongoing training and technical assistance to data providers on the data submission process

Implementing public tools and supporting their use

- Lead user-centered design and testing processes for the dashboard and query builder tools
- Provide information to the public using dashboards, query builders, and research libraries
- Provide neutral written summaries of information available in the Cradle-to-Career Data System that relate to the public good and equitable opportunities and outcomes
- Scale existing tools that support college planning and the transfer of student records
- Provide information, resources, training, and technical assistance that foster evidence-based decision making, strengthen analytical capacity to use available data tools, and enable end users to understand structural factors that influence outcomes
- Ensure information, resources, training, and technical assistance take the needs of various communities into account, such as ensuring that all materials are accessible and provided in more than one language
- Lead community engagement activities to provide an ongoing channel for the public to provide input about the system and use these interactions to develop recommendations about available data and improving capacity for evidence based decision making
- Where authorized, collect new data points on behalf of the state
- Engage in continuous improvement by joining communities of practice for longitudinal data systems; identifying evolving best practices on legal, technical, data, and community engagement topics; conferring with experts; and participating in intrastate and national data collection and policy efforts

Supporting data requests

- Support a review process for data requests on behalf of the data providers, including the assessment of whether the request form is fully filled out; cannot be answered using the public-facing query tools; does not violate any local, State, or federal law regarding privacy; and seeks information that is available from data providers through the Cradle-to-Career Data System
- Provide project management during the data request review process to facilitate timely resolution of any concerns and provision of data

Improving data quality

- Work with the Data and Tools Advisory Board to identify data points with questionable data quality
- Work with each data provider to determine whether definitions or data points that are currently uploaded to the Cradle-to-Career Data System have changed, and if so, document implications for the data set and publicly-available data

Ensuring legal compliance

- Negotiate and enter into legal agreements, contracts, memoranda of

understanding, interagency agreements, and other agreements needed to implement the data system

- Ensure routine and ongoing compliance with all applicable federal, state, and data provider-specific laws and regulations to ensure confidentiality and privacy of individual records
- Ensure legislatively mandated reports are created and submitted on-time

Taskforces

The Office may convene temporary groups to provide expertise necessary to implement the strategic objectives outlined by the Governing Board and to support the staff in administering the data system. These taskforces will be announced at a Governing Board meeting, with the desired outcomes, scope of work, membership criteria, timing and location of meetings clearly established through a charter document that will be posted for public review and comment. Whenever possible, taskforce meetings will be broadcast to the public over online videoconferencing tools.

Executive Director

The Governing Board is required to appoint an executive officer (Executive Director) to oversee the Office.⁴⁴

The Executive Director shall be exempt from civil service consistent with subdivision (e) of Section 4 of Article VII of the California Constitution, including setting the terms of employment, and annual compensation shall be commensurate with other like positions in state government.

The executive officer shall employ such other employees as they deem necessary for the effective conduct of the work of the Office.

The Office is responsible for overseeing personnel and compensation for the Executive Director, but the Governing Board **Chair** will oversee the annual review of the Executive Director.

Data Providers

Data providers, also known as data contributors, are “entities that submit the individual, educational, academic, training, employment, social service, health, and other information used to create the data system.”⁴⁵

All data providers have one seat each on the Governing Board.

Data providers are required by statute⁴⁶ to submit the P20W data points defined in the participation agreement with the Office. The participation agreement is a legal agreement between the data providers and the Office. The participation agreement defines the responsibilities of both the Office and the data providers, and includes a list of the data points agreed upon between the data providers and the Office.

⁴⁴ [Education Code Section 10866\(a\).](#)

⁴⁵ Per [Education Code Section 10871.](#)

⁴⁶ Per [Education Code Section 10871\(a\)\(1\).](#)

Data providers are responsible for ensuring that the source data is consistent with the data definitions and standards adopted by the Governing Board. Data providers make every effort to ensure source data is of the highest quality before submitting the data to the Office for inclusion in the data system. Once submitted, data providers work with the Office to ensure data quality.

Appendices

Appendix A: Governing Board Representatives and Term

Lengths Appendix B: Governance Manual Revision History

Appendix A: Governing Board Representatives and Term Length

Education Code 10864 identifies the Governing Board members and their term lengths.

To establish staggered terms at the outset of the Cradle-to-Career Data System development, all seats will be appointed in year one, but some terms will be shorter, such that some positions are appointed for one year, some positions are appointed for two years, and some positions are appointed for three years.

| | Representative Identified in Statute | Statutory Reference | Term⁴⁷ |
|----------|--|------------------------------------|---|
| 1 | The State Superintendent of Public Instruction or the Superintendent's designee | Education Code Section 10864(a)(1) | As determined by the State Superintendent |
| 2 | The Chancellor of the California Community Colleges or the chancellor's designee | Education Code Section 10864(a)(2) | As determined by the Chancellor |
| 3 | The Chancellor of the California State University or the chancellor's designee | Education Code Section 10864(a)(3) | As determined by the Chancellor |
| 4 | The President of the University of California or the president's designee | Education Code Section 10864(a)(4) | As determined by the President |
| 5 | The President of the Association of Independent California Colleges and Universities or the president's designee | Education Code Section 10864(a)(5) | As determined by the President |

⁴⁷ The Governing Board member's terms are specified in Education Code Section 10864 (c)

| | | | |
|----------------|---|--|--|
| 6 | The Chief of the Bureau for Private Postsecondary Education or the chief's designee | Education Code Section 10864(a)(6) | As determined by the Chief |
| 7 | The Executive Director of the California Student Aid Commission or the executive director's designee | Education Code Section 10864(a)(7) | As determined by the Executive Director |
| 8 | The Executive Director of the Commission on Teacher Credentialing or the executive director's designee | Education Code Section 10864(a)(8) | As determined by the Executive Director |
| 9 | The Secretary of California Health and Human Services or the secretary's designee | Education Code Section 10864(a)(9) | As determined by the Secretary |
| 10 | The Secretary of Labor and Workforce Development Agency or the secretary's designee | Education Code Section 10864(a)(10) | As determined by the Secretary |
| 11 | The Chief Operations Officer of California School Information Services | Education Code Section 10864(a)(15) | Permanent |
| 12 - 15 | Four public members, to be appointed by the Governor, as follows: Two elementary and secondary education practitioners to serve as a representative of elementary and secondary educators, counselors, and administrators. PUBLIC MEMBER/PRACTITIONER 1-4 | Education Code Section 10864(a)(11)(A) | Three years; shall not serve more than two consecutive terms or more than six years (Education Code Section 10864(c)(3)) |
| 16 - 17 | Two members of the public, to be appointed the Speaker of the Assembly. ASSEMBLY SPEAKER PUBLIC MEMBER 1-2 | Education Code Section 10864(a)(12)(A) | Two years: Education Code Section 10864(c)(5)(C) |
| 18 - 19 | Two members of the public, to be appointed the President Pro Tempore of the Senate. SENATE PRESIDENT PRO TEMPORE PUBLIC MEMBER 1 | Education Code Section 10864(a)(12)(B) | Three years; shall not serve more than two consecutive terms or more than six years (Education Code Section 10864(c)(3)) |

| | | | |
|-----------|---|-------------------------------------|--|
| 20 | One Senator appointed by the President Pro Tempore of the Senate, or the Senator's designee. SENATOR APPOINTMENT | Education Code Section 10864(a)(13) | As determined by the President Pro Tempore |
| 21 | One Assembly Member appointed by the Speaker of the Assembly or the Assembly Member's Designee. ASSEMBLY MEMBER APPOINTMENT | Education Code Section 10864(a)(14) | As determined by the Speaker |

Appendix B: Governance Manual Revision History

| Version | Reason for Changes | Date Modified | Modified by |
|---------|--|---------------|--|
| 1.0 | First draft | 2-9-22 | |
| 1.1 | Timing for editing the governance manual, specifying C2C system purpose, consistent naming of the Office, revise visual for governance structure, edits to roles and responsibilities, process for scheduling meetings, quorum and attendance expectations, appointment process for alternates, process for electing board chair | 5-11-22 | Governance Manual Ad Hoc Committee |
| 1.2 | Executive Director review process | 9-23-22 | Executive Director Review Process Ad Hoc Committee |
| 1.3 | Clarify responsibilities and processes for each Advisory Board, describe the process for approving additional data points, providing more specificity on the process for selecting Advisory Board members, general edits to the manual to improve | 2-8-23 | 2022 Governance Manual Ad Hoc Committee |

| | | | |
|-----|--|--|---|
| | clarity and consistency | | |
| 1.4 | 27 sets of amendments related to stylistic edits, technical additions, clarifications, or corrections. More substantive changes committed to Governing Board and Advisory Board Member Expectations, the Advisory Board Recommendation Process, and Congruency of the Role of the Community Engagement Advisory Board versus the Authority | Proposed changes: 1-30-24 Approved changes: 2-28-24 | 2023 Governance Manual Review Committee |
| | | | |
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