

Cradle-to-Career Data Governing Board Staff Report

Date Report Issued: February 14, 2025
Attention: Members of Cradle-to-Career Data Governing Board
Subject: **Presentation on *Continuous Improvement Processes and the Role of Governing Board Members (Agenda Item 17)***
Staff Contact: Roni Jones, Leading Resources, Inc.

At this meeting, the Governing Board (Board) will have the opportunity to receive a presentation by Leading Resources, Inc. (LRI) titled "Continuous Improvement Processes and the Role of Governing Board Members."

Requested Action:

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

Background:

The Office of Cradle-to-Career Data (Office) contracted with LRI to provide board governance support, which includes strategic and logistical support for the Office and public meetings of the Board. In support of fostering a positive and efficient governance culture, with a focus on ambassadorship – a priority highlighted during the adoption of the [Strategic Plan](#) (page 2) – LRI delivers an annual Board presentation. At the February 8, 2023 Board meeting, LRI presented "[Five Habits of High-Performing Public Agency Boards](#)". At the February 28, 2024 Board meeting, LRI presented "[Five Habits of Effective Public Agency Board Members](#)."

This year's Board meeting presentation will build on previous presentations to focus on continuous improvement processes and the role of Board members. As the Office enters the fifth year of the adopted [Strategic Plan](#), Cradle-to-Career Data (C2C) will increase its efforts to take a "structured approach to consistently refining and optimizing processes, products, and services." Over the first four

years of the Strategic Plan, C2C developed new processes, data sets, and user interactions and gathered feedback about the effectiveness of these developments. Transitioning from building new partnerships to supporting responsive partnerships, meeting the ever-evolving needs of users, and successfully responding to unfolding timelines, Board members can better implement the habits of effective board members by understanding the importance of the key principles of continuous improvement.

During the presentation, Board members will integrate an understanding of continuous improvement with the habits of effective public agency board members and will discuss their role in the coming year to support C2C.



Continuous Improvement and Habits of Effective Boards

C2C Governing Board Meeting

Presented by Leading Resources, Inc.

February 28, 2025



C2C Governing Board Presentations

Previous Presentations

- **2023:** The 5 Habits of Effective Boards
- **2024:** The 5 Habits of Effective Public Agency Board Members
- **2025:** Continuous Improvement Processes and the Role of Governing Board Members



Continuous Improvement

- A structured approach to consistently refining and optimizing processes, products, and services.



Strategic Importance

- Drive operational and cost efficiency
- Enhance user and partner satisfaction
- Improve product and service quality
- Promote innovation and a culture of adaptability



Key Principles

- User Focus
- Employee Involvement
- Data Driven Decision Making
- Consistency
- Iterative Approach

Why is continuous improvement important for C2C?

- Goal 1: Operations
 - Establish and operate a new state entity that uses secure, effective, and efficient processes and procedures to earn and keep the trust of data providers and the public.

From ESTABLISH to OPERATE

Why is continuous improvement important for C2C?

- **Analytic Data**

- **Build** a linked analytical dataset that connects existing state-level data on education and job outcomes that will **empower** decision-makers to answer important questions.

From BUILD to EMPOWER

Why is continuous improvement important for C2C?

- **Practical Tools**

- **Coordinate** with partners to reduce barriers for applying to college and financial aid and **expand** the number of students who benefit from these tools by linking real-time information across institutions and communicating about these options to students.

From COORDINATE to EXPAND

Why is continuous improvement important for C2C?

- Engagement

- Different types of users will need different types of information when accessing the data system, and Cradle-to-Career will **engage** with communities to listen to and **identify** their information needs through our user-centered design work, community engagement activities, and trainings and outreach for the data system's practical tools...

Ongoing: ENGAGE and IDENTIFY NEEDS



Take a few minutes to review the Strategic Plan

Identify terms that focus on
“incremental improvements”
over time



Continuous improvement is
imperative to the mission of C2C



5 Habits of Effective Public Agency Board Members

- Act as Ambassadors
- Be Diligent and Prepared
- Build Positive, Inclusive Relationships
- Be Clear about Your Role
- Lead Through Inquiry



CI and Habits of Effective Boards

- As C2C staff participate in “structured approaches to consistently refining and optimizing processes, products, and services,” how might board members think about their role in effectively supporting these continuous improvement processes?



Discussion
