

Cradle-to-Career Data and Tools Advisory Board Staff Report

Date Report Issued: March 5, 2025
Attention: Members of Data and Tools Advisory Board
Subject: **Advisory Board Recommendation Process and Governance Manual Updates (Agenda Item Five)**
Staff Contact: Stephanie Gutierrez-Valdez, Board Liaison and Governance Specialist

At this meeting, the Data and Tools Advisory Board (DTAB) will have the opportunity to hear updates about edits to specific areas of the Governance Manual, including the Advisory Board recommendation process.

Requested Action:

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

Background:

The [Governance Manual](#) states "[it] 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 [C2C] System. Changes to the manual will be considered by the Governance Manual Review Committee [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 [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.

On February 28, 2025, the Board approved the changes that were proposed by the Committee. Altogether, there were ten approved edits¹, divided into three sections: stylistic changes, technical additions, clarifications, or corrections, and substantive changes. Below is a detailed breakdown of the approved changes that will specifically affect the DTAB members. For a complete, itemized list of changes, please refer to the [staff report](#) that was shared at the February 28, 2025 Board meeting.

Per Diem for Committees and Subcommittees:

The language was revised to clarify that Advisory Board members' eligibility to per diem is not addressed by statute, however, to ensure equity between the Board and Advisory Boards, and notwithstanding any statutory prohibitions on per diem and travel reimbursement for Advisory Board members, the Office provides members the opportunity to receive per diem for their participation in

¹ Two proposed changes to the Advisory Board recommendation process approved at the December 6, 2024 Committee meeting were removed from the Governance Manual, as they were not necessary under the revised process.

full Board or Advisory Board meetings. The referenced section of the Governance Manual (page 23) with additions, clarifications, and corrections made in red can be found in Attachment A.

Representation of Advisory Board Members:

The language was revised to clarify that Advisory Board members are appointed as individuals based on their experiences, expertise, and perspectives. Additional language was included to specify 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. The referenced section of the Governance Manual (page 32) with additions, clarifications, and corrections made in red can be found in Attachment A.

Advisory Board Recommendation Process:

Given the relatively recent establishment of C2C, 2024 marked the second year the Advisory Boards have participated in the recommendation process and the first year both Advisory Boards operated under the structure approved by the Board at the February 28, 2024 Board meeting. Over the past two rounds of recommendations, the Office observed that the recommendation process was challenging to navigate, both for Advisory Board members and C2C staff. The Office heard from some Advisory Board members that they felt limited in prioritizing up to only three recommendations a year, which would then progress through a feasibility study process conducted by the Office. The former structure of the process provided limited opportunities for Advisory Board members to present their ideas to each other, modify or combine ideas where relevant, and edit or strengthen multiple proposals in response to feasibility considerations shared by the Office. Overall, the process did not allow for as much collaboration and iteration in public meetings as may be typical in advisory bodies.

Additionally, procedural questions and concerns were raised by Advisory Board members regarding the recommendation process. These questions and concerns primarily focused on the following issues: (1) the use of a pre-meeting

survey to define which three proposals would be on the agenda for the Fall meeting; and (2) the rationale behind the Advisory Board subcommittee's recommendations, particularly when the top three proposals prioritized via the pre-meeting survey differed from the subcommittee's summer report on proposal prioritization.

In response to concerns regarding the Advisory Board recommendation process, the Committee carefully evaluated various options. Ultimately, the Committee approved a substantial revision aimed at streamlining and simplifying the Advisory Board recommendation process. The updated process gives each Advisory Board member the opportunity to prepare and present a proposal recommendation, which would be posted to the C2C website and remain in the recommendations repository as a resource in future years. Instead of focusing the Advisory Board's efforts on selecting three options among many to progress to a feasibility study, the Advisory Board's Fall meeting would focus on discussing the proposed ideas, sharing feedback with each other about the potential impact of the ideas, synergies among different proposals, and members' thoughts on which ideas may have the strongest combination of feasibility and positive impact.

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

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

individual or consensus thoughts on the recommendations they would most want to emphasize to the Board.

The report to the Board can inform the Board's work in multiple ways. It could inform concrete actions the Board takes across the year, including its guidance to the Office in the annual work plans. For any additional data points for the P20W data set where the Board would like to take action, the 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.

The referenced section of the Governance Manual (pages 34-36) can be found in Attachment A. Please note, that as the changes to the Advisory Board Recommendation Process are more substantive, to enhance readability and provide greater clarity, this section is presented in a clean format, rather than a redlined comparison.

Update to the 2024 Advisory Board Recommendation Process:

During the October 1, 2024 DTAB meeting, members advanced the following three member proposals with amendments to the feasibility study stage:

- ❖ [Digital Access to Learning Proposal](#) - Submitted by Member Borgen
- ❖ [Weaving Disaggregated Multilingual Learner Data Proposal](#) - Submitted by Member Owen and Former Member Orlick
- ❖ [Student Debt at Colleges and Universities](#) - Submitted by Member Schak

All changes to the Advisory Board recommendation process went into effect upon approval of the proposed changes to the Governance Manual at the February 28, 2025 Board meeting. Understanding that the 2024 Advisory Board recommendation process began under a different process, at the March 19, 2025 DTAB meeting, the Office will present a summary of the results of the three feasibility studies. In addition, DTAB members will have an opportunity to review and discuss the C2C Staff Draft DTAB Proposals Report, which links to all

proposals members submitted, summarizes the discussion at the Fall meeting, and includes the Office's light touch feasibility write ups.

Prior to the May 9, 2025 Board meeting, the Board liaison to the Advisory Board and up to two DTAB members will work with the Office to update the draft report based on the discussion at the Spring meeting. At the May Board meeting, the Governing Board Liaison and up to two DTAB members will share the report with the Governing Board. The report can inform the Board's work and deliberations. For any additional data points for the P20W data set where the Board would like to take action, the 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.

Per Diem for Committees and Subcommittees:

Per Diem, Meals, and Travel Expenses

Governing Board members do not receive compensation but are allowed to receive per diem and reimbursement of travel expenses, per [Education Code Section 10865\(a\)\(4\)](#). Additionally, Advisory Board members will be provided the same opportunity to receive per diem and reimbursement of travel expenses. Eligibility for per diem compensation for Advisory Board members is contingent upon budget availability. Members of the Governing Board and Advisory Boards may request per diem compensation for attending the annually scheduled full Board meetings. Per diem is not provided for committee, subcommittee, or brief virtual meetings. ~~Receipts must be maintained and submitted as part of the Travel Expense Claim form.~~ Governing Board and Advisory Board members ~~must be expected to~~ follow the State of California's Travel Reimbursement policy to receive reimbursements. Members must make travel arrangements, maintain and submit receipts, and complete Travel Expense Claims in accordance with the Office's policies and deadlines.

Representation of Advisory Board Members:

Membership and Terms

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

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

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

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

Advisory Board Recommendation Process:

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.

Attachment A

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.

