

Cradle-to-Career Data Governing Board Staff Report

Date Report Issued: April 30, 2025
Attention: Members of Cradle-to-Career Data Governing Board
Subject: **2025 Governing Board Governance Survey (Agenda Item Seven)**
Staff Contact: Roni Jones, Leading Resources Inc. (LRI)

At this meeting, the Governing Board (Board) will have the opportunity to hear updates on the 2025 governance survey.

Requested Action:

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

Background:

The Board approved the [Cradle-to-Career Data \(C2C\) Strategic Plan](#) at the August 9, 2023 Board meeting. One objective listed in the plan under Office Operations is "Build the C2C Governing Board's governance culture with focus on ambassadorship as measured in progress summaries discussed at every Governing Board meeting and in an annual governance survey starting in Fall 2023" (page 2).

Board members completed the first governance survey in January 2024. At the [February 28, 2024](#) Board meeting, the Board had an opportunity to discuss the results of the inaugural governance survey. At the February 28, 2025 Board meeting, the Board reviewed the survey details and implementation plan. In March 2025, LRI assisted in the facilitation of the annual Board governance survey. Response rate and survey results details are provided on Attachment A.

Board Governance: Governing Board Survey *Summary*

April 2025

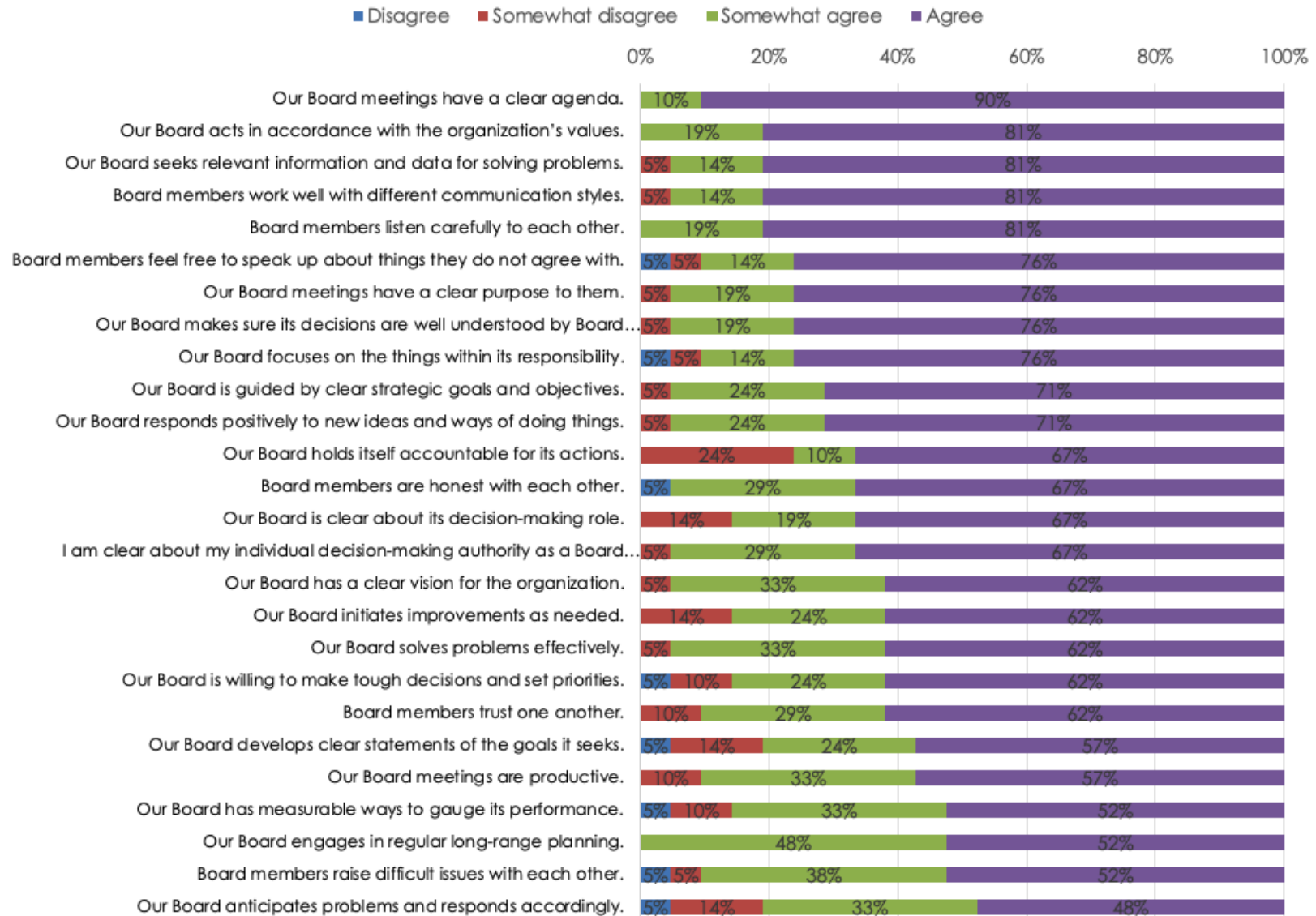
Response Rate:

The survey was conducted March 7-24, 2025, and members were asked to take a retrospective look at the previous calendar year. Of the 22 Governing Board members asked to complete the survey, 22 did so, for a 100% response rate. This was an increase over a response rate of 84% for 2024.

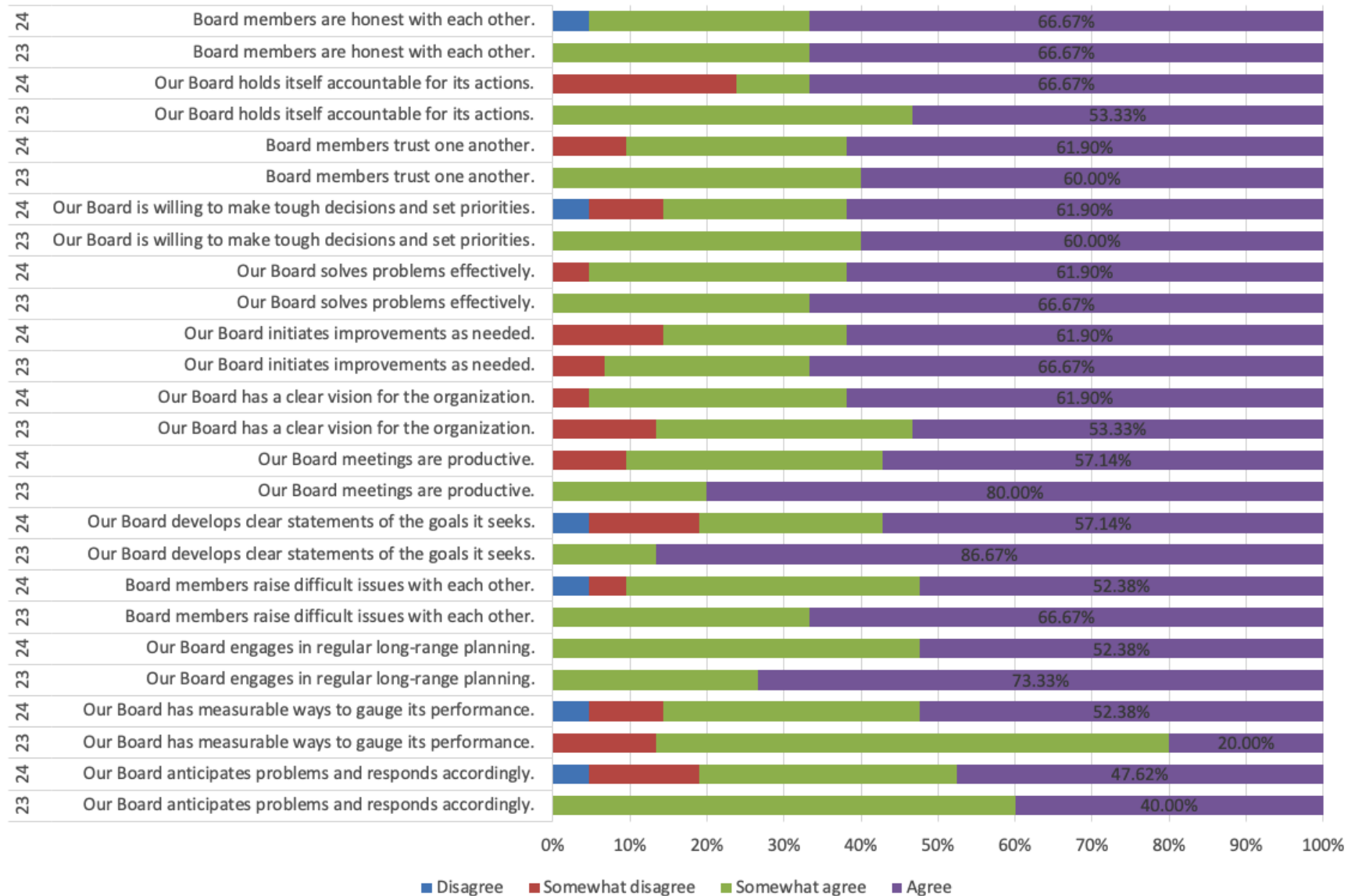
Survey Results:

The following is a summary of all responses received from the Board members. Identifying information has been removed.

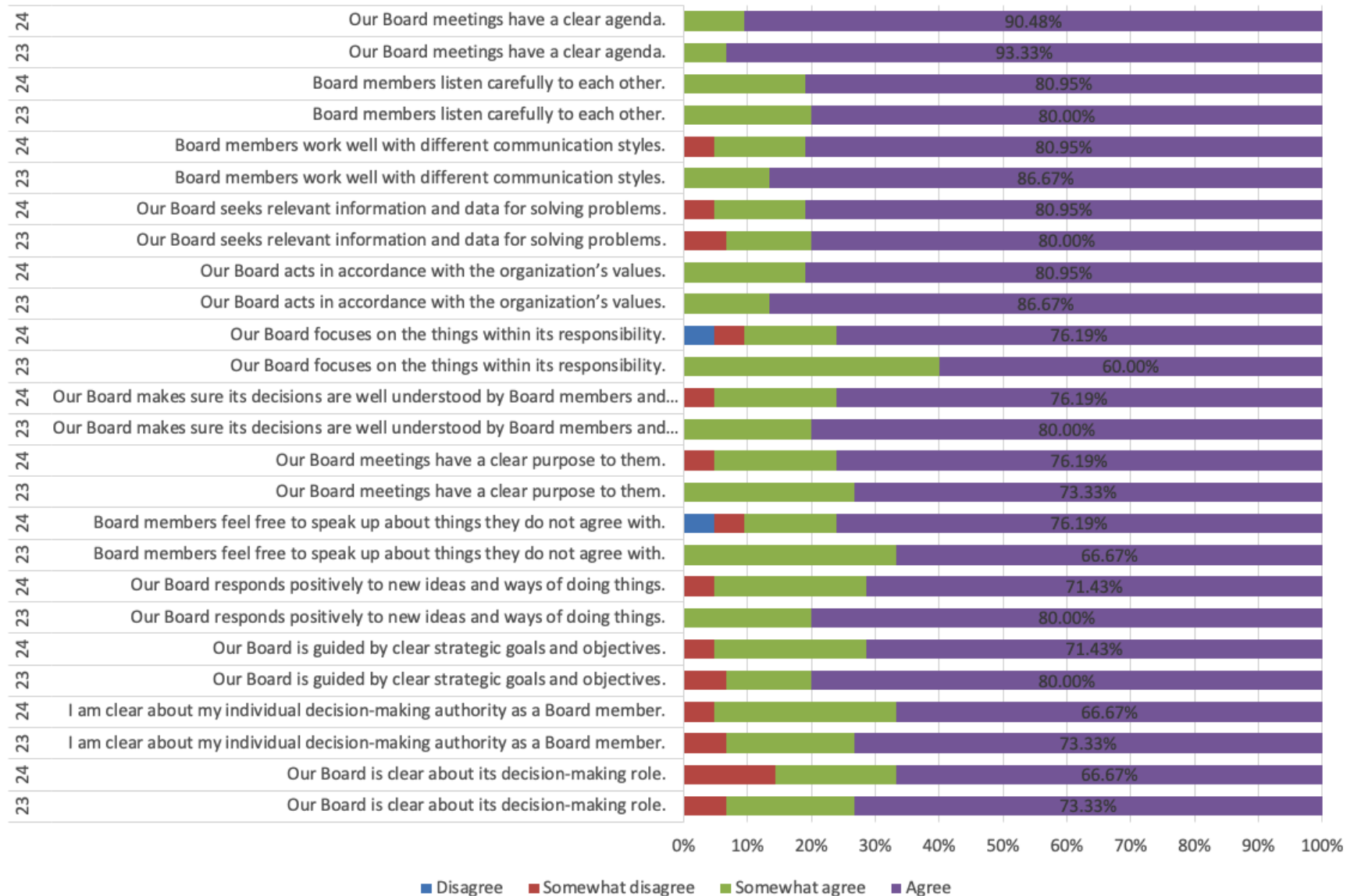
Summary View of All Question, Sorted by Level of "Agree":



Comparison of 2023 and 2024, Sorted by Agreement in 2024:

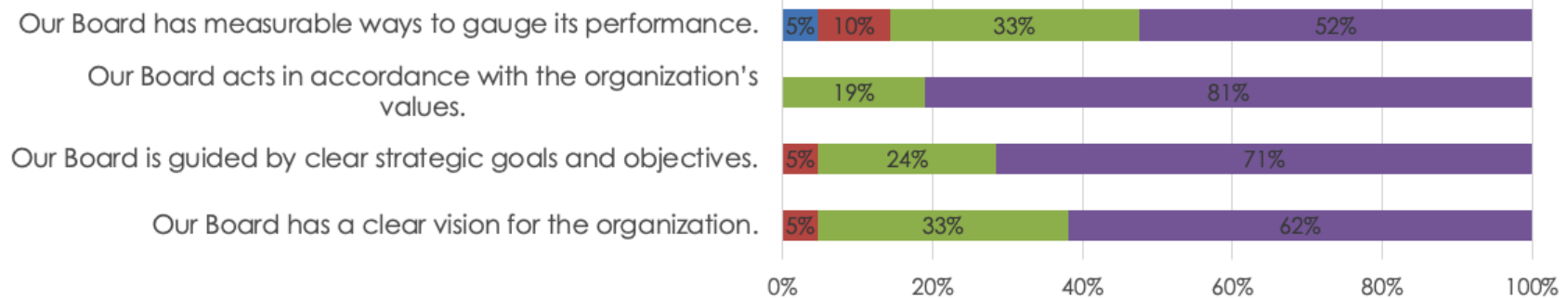


Comparison of 2023 and 2024, Sorted by Agreement in 2024, con't:

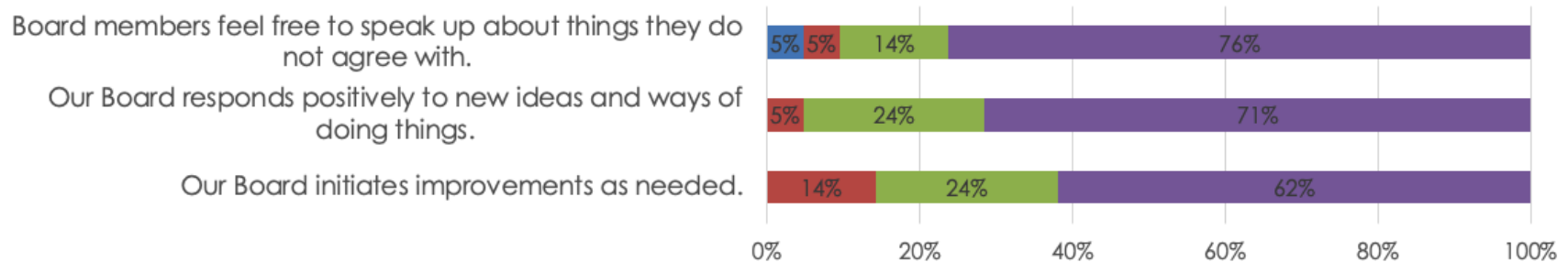


■ Disagree ■ Somewhat disagree ■ Somewhat agree ■ Agree

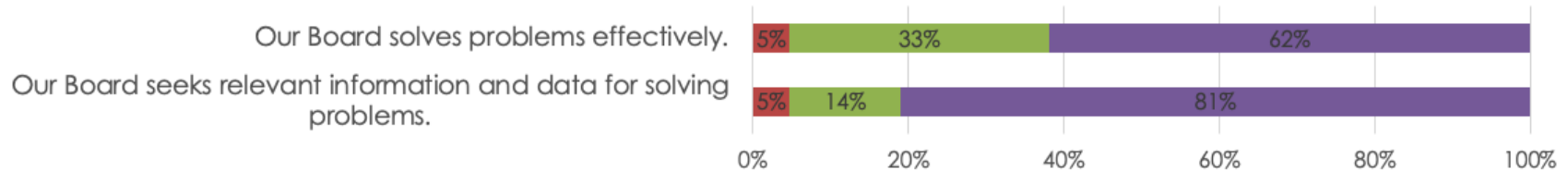
Strategic Vision:



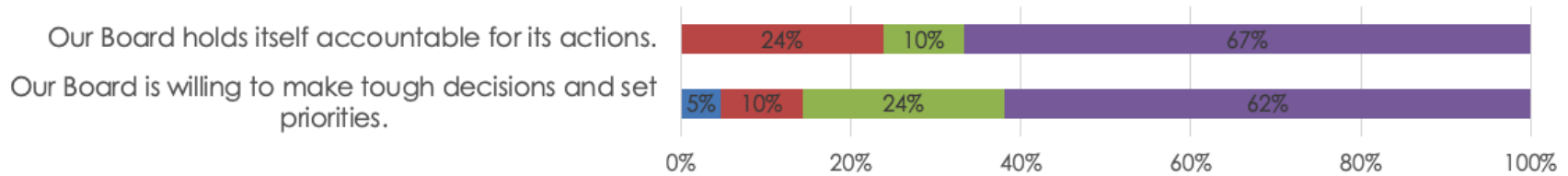
Change Management:



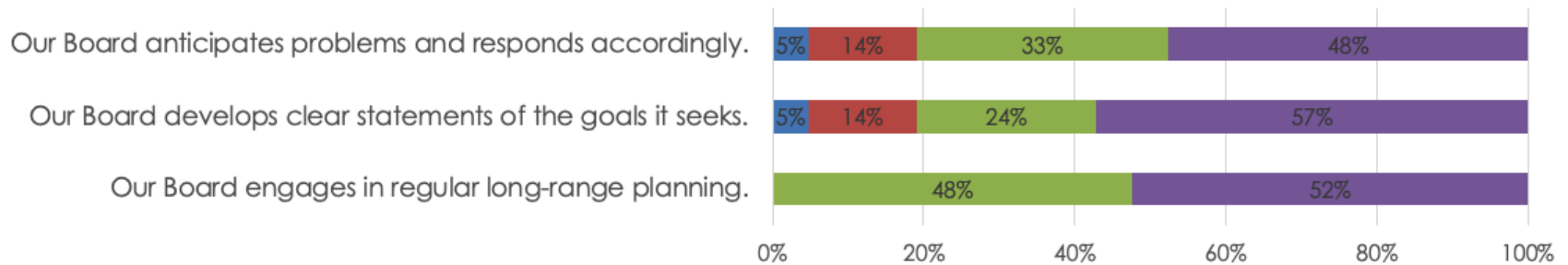
Analysis and Judgment:



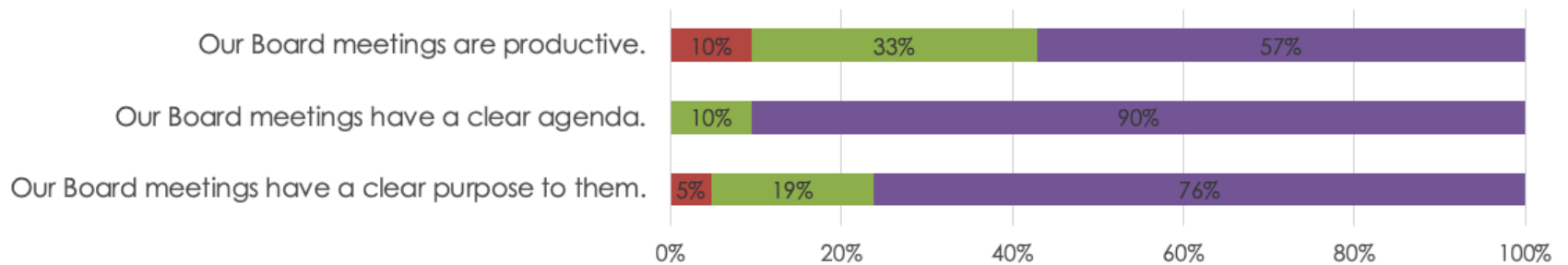
Decisiveness:



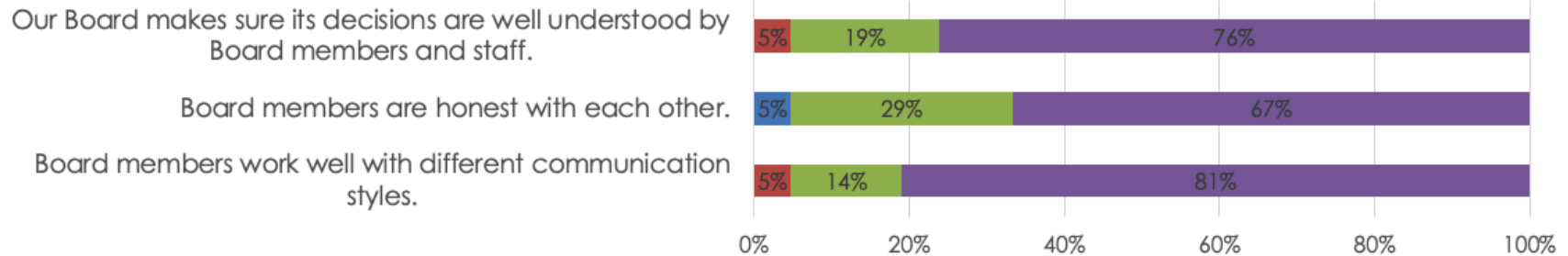
Planning:



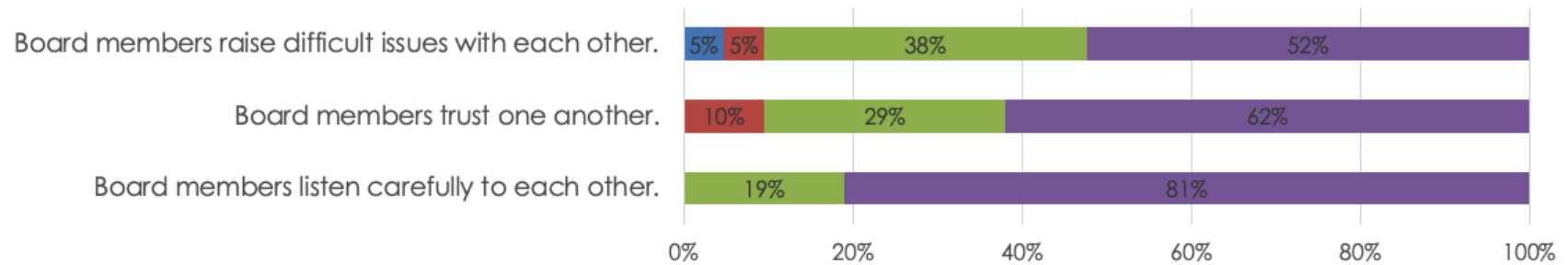
Meetings:



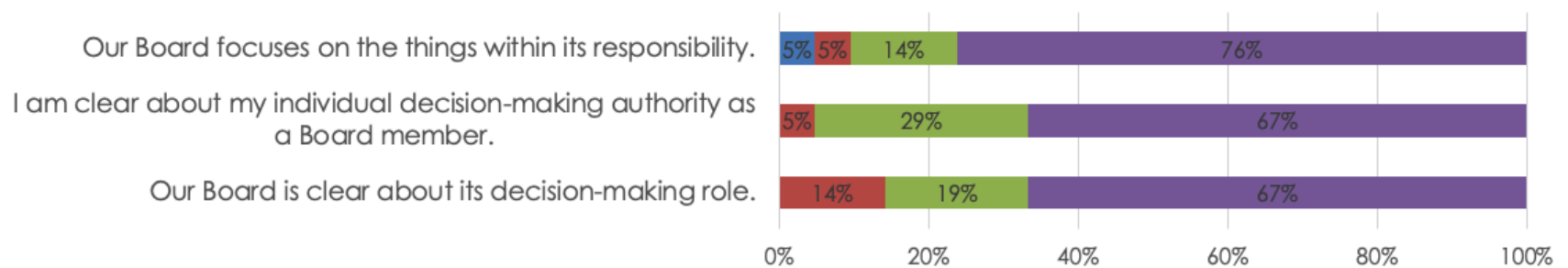
Productive Communication:



Building and Maintaining Relationships:



Roles and Responsibilities:



Please share anything else you think contributes to the effectiveness of the Board.

Staffing:

- The staff are highly responsive and dedicated to the mission. They effectively support board members by providing clear guidance, preparing them for decision-making, and maintaining communication through briefings and follow-up emails.

Strategic Mission:

- The Board operates with clear objectives guided by its statute and 5-year strategic plan. Members share a strong sense of purpose, open-mindedness, and commitment to the mission. The Cradle to Career's leadership and pre-meeting briefings are critical to the Board's effectiveness. While all are aligned on the desired impact, there is room to refine the approach to achieving it.

Productivity:

- The Board benefits from diverse experiences and expertise. The Cradle to Career's leadership and staff provide a strong framework that enables the Board to work effectively and make the most of its time together.

Please share anything you think challenges the effectiveness of the Board.

Clarity of Board Role:

- The Board's involvement can be limited to quarterly meetings, and there seems to be a lack of clarity around the Board's authority. Meeting agendas can sometimes create a misleading impression of the Board's decision-making power and may not always be the best use of time.

Engagement and Interaction:

- Public and recorded meetings can limit open and honest engagement among Board members. There is a reluctance to address conflict directly, often to avoid jeopardizing the data system's success. Greater

accountability and a stronger focus on collaboration beyond individual or institutional agendas are vital to the effectiveness of the Board.

Achievements:

- The scale of work remaining—especially in integrating more data partners and developing tools and protocols—can overshadow the significant progress already made.