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 <u>Cradle-to-Career Data (C2C) Strategic Plan</u> 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

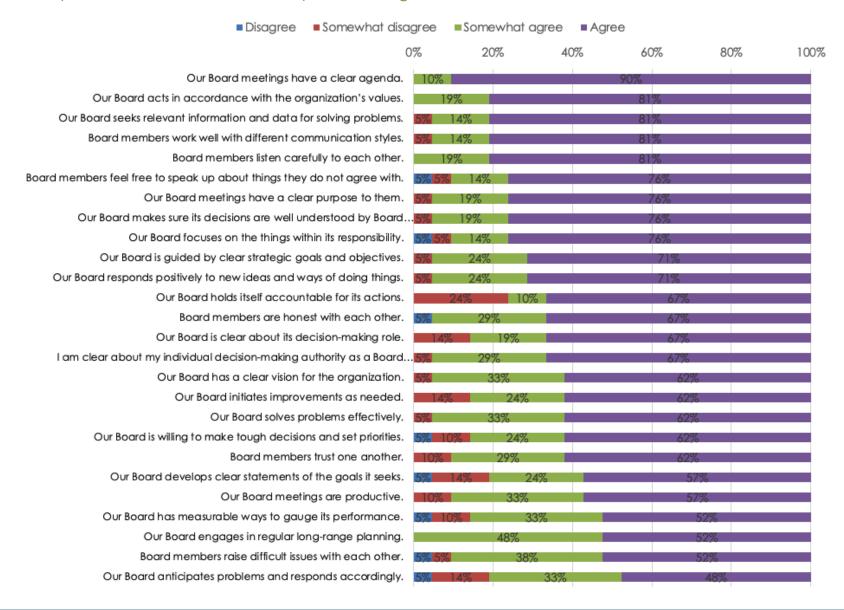
Response Rate:

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:

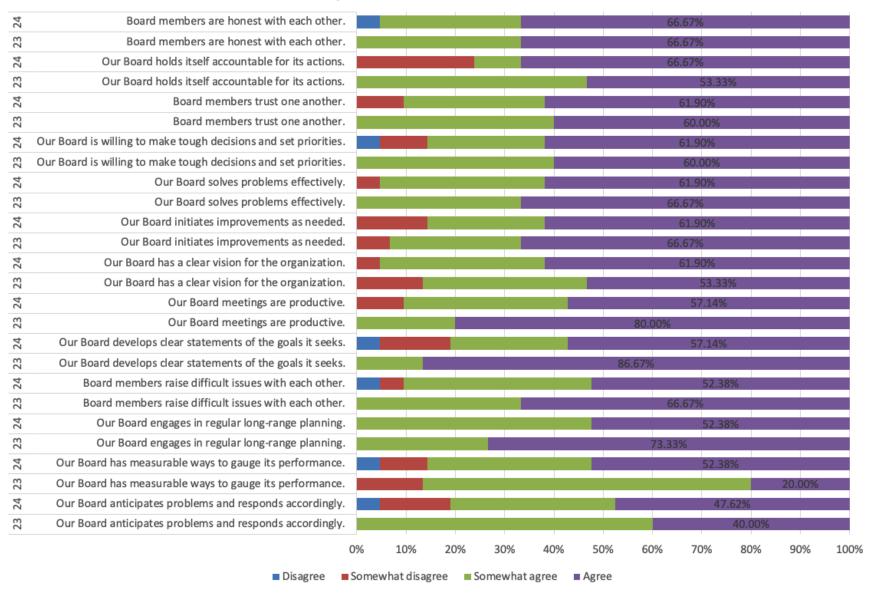
The following is a summary of all responses received from the Board members. Identifying information has been removed.

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



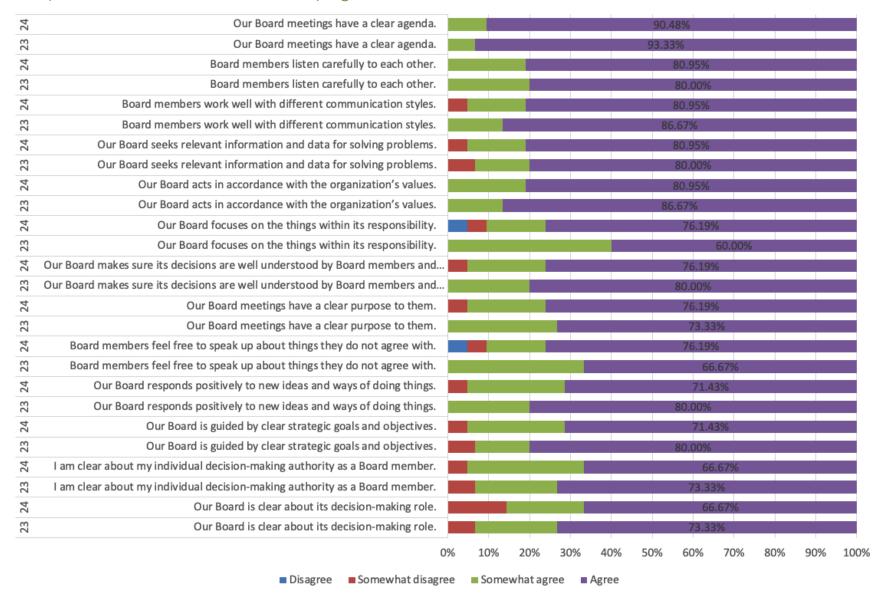
Attachment A

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



Attachment A

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





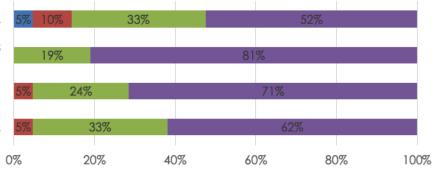
Strategic Vision:

Our Board has measurable ways to gauge its performance.

Our Board acts in accordance with the organization's values.

Our Board is guided by clear strategic goals and objectives.

Our Board has a clear vision for the organization.

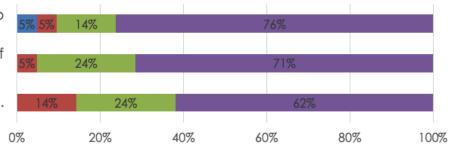


Change Management:

Board members feel free to speak up about things they do not agree with.

Our Board responds positively to new ideas and ways of doing things.

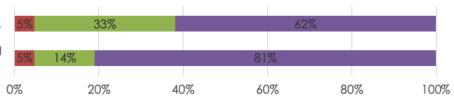
Our Board initiates improvements as needed.



Analysis and Judgment:

Our Board solves problems effectively.

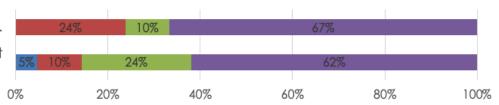
Our Board seeks relevant information and data for solving problems.



Decisiveness:

Our Board holds itself accountable for its actions.

Our Board is willing to make tough decisions and set priorities.

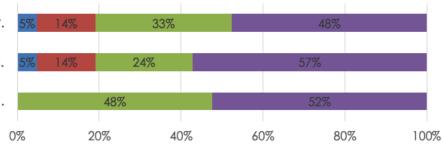


Planning:

Our Board anticipates problems and responds accordingly.

Our Board develops clear statements of the goals it seeks.

Our Board engages in regular long-range planning.

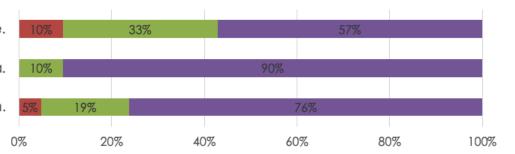


Meetings:

Our Board meetings are productive.

Our Board meetings have a clear agenda.

Our Board meetings have a clear purpose to them.



Productive Communication:

Our Board makes sure its decisions are well understood by Board members and staff.

Board members are honest with each other.

Board members work well with different communication styles.

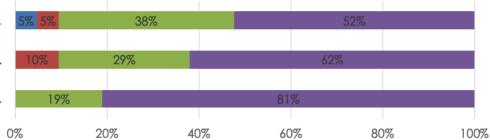


Building and Maintaining Relationships:

Board members raise difficult issues with each other.

Board members trust one another.

Board members listen carefully to each other.

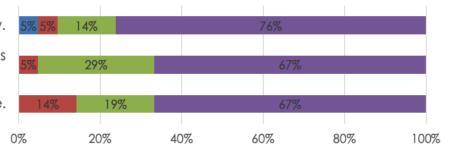


Roles and Responsibilities:

Our Board focuses on the things within its responsibility.

I am clear about my individual decision-making authority as a Board member.

Our Board is clear about its decision-making role.



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

Attachment A

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.