

# Cradle-to-Career Managing Entity Responsibilities

## Managing Entity Responsibilities

The Managing Entity would be tasked with implementing the direction set by the Governing Board. For phase one, the Cradle-to-Career Workgroup has recommended that the strategic objectives for the data system would be:<sup>1</sup>

- Develop the architecture for 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 Managing Entity should have expertise in data and analytics to support the collection, provision, analysis, visualization, and use of information, it would remain neutral and not create recommendations or establish its own policy agenda.

Specific responsibilities of the Managing Entity would include:

### Supporting the Governing Board, Advisory Boards, and data contributors

- staff all Governing Board, Advisory Board, and Task Force meetings and processes
- support the development and updating of the governance manual
- onboard new data contributors to the governance structure, in partnership with the Governing Board chair
- for recommendations from the Data & 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

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<sup>1</sup> This list was approved at the June 2020 Cradle-to-Career Workgroup meeting.

- 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
- support 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
- enter into contracts and agreements
- oversee personnel management and compensation, other than the Managing Entity director

### 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 contributors
- 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 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 contributors, 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 contributors 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 Research Advisory Board and the Data & 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

- 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