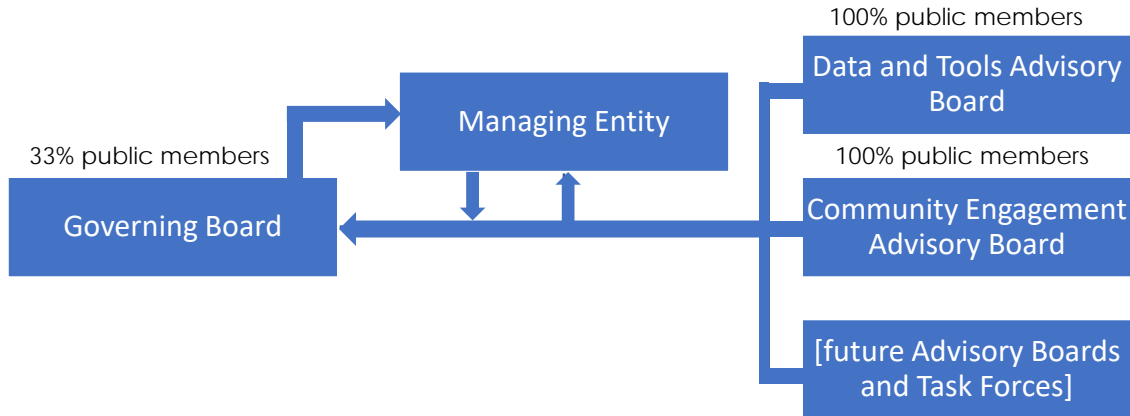


Cradle-to-Career Governance Structure

The visual below clarifies the relationship between the Governing Board, Managing Entity, and various Advisory Boards and Task Forces. It also shows the proportion of seats reserved for public members.



Governing Board

Authorization

This structure would be spelled out in the authorizing legislation for the Cradle-to-Career system. Additional detail would be provided in a governance manual that would be signed by all Governing Board members and the Managing Entity.

Membership and Appointments

The Governing Board would have a total of 18 seats.

Twelve of the seats would be allocated to state agencies or organizations associated with data contributors as follows:

- 1) California Department of Education
- 2) California Community College Chancellor's Office
- 3) California State University Chancellor's Office
- 4) University of California Office of the President
- 5) Association of Independent California Colleges and Universities
- 6) Bureau for Private Postsecondary Education
- 7) California Student Aid Commission
- 8) Commission on Teacher Credentialing
- 9) California Department of Social Services
- 10) California Health and Human Services Agency

- 11) California Labor and Workforce Development Agency
- 12) Employment Development Department

Data contributors would be permanent members. The head of each data contributor agency or organization would be accountable for their constituency's participation in the system. Each agency or organization leader would be entitled to appoint a designee to serve on the Governing Board in their place, and may delegate voting rights to an alternate, so long as that individual has the authority to make decisions on behalf of the appointed member.

Six of the seats would be reserved for public members, and appointed as follows, to serve three-year terms:

- Two designated public seats appointed by the Governor for K-12 practitioners, including one for a teacher and one for a K-12 leader
- Four additional public seats reserved for individuals who represent the members of the public that are intended to benefit from the system or are affected by the data—such as practitioners, families, students, adult learners and workers, community organization staff, research organization staff, and advocacy organization staff—appointed as follows:
 - Two public seats appointed by the Governor
 - One public seat appointed by the Assembly
 - One public seat appointed by the Senate

Terms for public members would be staggered. For example, the Assembly appointed position and the K-12 teacher would begin in one year, the Senate appointed position and the K-12 leader in the next year, and the other two Governor's Office appointed positions would begin the year after that. Representatives of specific institutions would serve no more than one consecutive term and could only have one seat on the Governing Board at a time.

To establish staggered terms at the outset of the Cradle-to-Career data system development, all six public seats would be appointed in year one, but some terms would be shorter, such that two positions would be appointed for one year, two positions would be appointed for two years, and two positions would be appointed for three years.

The Governing Board may also appoint ex officio positions to provide additional expertise and perspectives, such as the state's Chief Data Officer.

The Governing Board would elect a chair to serve a two-year term. In the second year of the term, the current chair would be supported by the incoming chair. Representatives of specific institutions would serve no more than one consecutive term.

The Managing Entity would staff the Governing Board.

Decision-Making

The Governing Board would make decisions by a two-thirds vote. Each member of the Governing Board would have one vote.

Responsibilities

The Governing Board would be responsible for:

Ensuring the Cradle-to-Career data system is serving its intended purpose

- Set, revisit, and amend the vision, mission, and strategic objectives for the Cradle-to-Career data system, particularly related to opportunity and outcomes gaps and advancing common goals¹
- Develop a theory of action to guide evaluations of the implementation of the Cradle-to-Career data system
- Review input from end users to evaluate the usefulness of the data system, whether the data system is fostering evidenced-based decision-making, and whether the data system is benefiting all Californians
- Secure sufficient resources, build ongoing support, and advocate for using the data system with the public, Governor, Legislature, and data contributors

Providing operational oversight of the Managing Entity

- Approve budget requests and operational budgets developed by the Managing Entity
- Approve operational plans developed by the Managing Entity to ensure they align with the strategic direction regarding data access and use, operational tools, and community engagement
- Ensure the Managing Entity is implementing a user-centered design approach for Cradle-to-Career data system tools
- Review and approve professional development, technical assistance, and communications plans for end users developed by the Managing Entity
- Review and approve the operational tools implementation plan developed by the Managing Entity
- Hire/evaluate/fire the Managing Entity executive director

¹ The [California Cradle-to-Career Data System Act](#) states that the data system should be “flexible to meet future needs” and “serve students and families by doing all of the following:

- Identifying and tracking predictive indicators to enable parents, teachers, health and human services providers, and policymakers to provide appropriate interventions and supports to address disparities in opportunities and improve outcomes for all students.
- Creating direct support tools for teachers, parents, advisors, and students.
- Enabling agencies to plan for and optimize educational, workforce, and health and human services programs.
- Advancing academic and governmental research on improving policies from birth through career.”

Overseeing participation in the Cradle-to-Career data system and governance structure

- Evaluate and approve requests from new potential data contributors regarding their participation in the Cradle-to-Career data system
- Establish and revise governance policies and procedures for the Cradle-to-Career data system
- Appoint members to the Data and Tools Advisory Board and Community Engagement Advisory Board
- Define the membership and appointment structure for additional Advisory Boards
- Provide input to the Managing Entity on the purpose and composition of Task Forces

Recommending the types of information available through the Cradle-to-Career data system²

The governing board would review recommendations for additional data as part of the strategic planning process. All recommendations for additional data would require a feasibility study conducted by the Managing Entity. The Managing Entity would work with the relevant data providers and experts to document data availability, reliability, and validity; legal requirements; startup and ongoing costs to the Managing Entity and to the data providers; potential approaches for collecting the information; and any political or other implications that would jeopardize the neutrality of the Managing Entity.

Recommending improvements to the mechanisms for accessing information in the Cradle-to-Career data system

- Review and approve recommendations for significant content changes to dashboard visualizations, for implementation by the Managing Entity
- Review and approve recommendations for significant changes to query builder data points, for implementation by the Managing Entity
- Review and approve recommendations for the topics covered in reports that provide a neutral written summary of information available in the Cradle-to-Career data system, for implementation by the Managing Entity
- Review and approve recommendations for new tools that would help the public interact with the data, for implementation by the Managing Entity

Monitoring technical, legal, and data implementation

- Review and approve recommended technical and data security policies, in consultation with technology and data security experts
- Review and approve recommended legal and privacy policies, in consultation with legal and privacy experts

² The [California Cradle-to-Career Data System Act](#) specifies the requirement to “identify additional data points and metrics that can be developed and integrated into the data system to support [data system] goals.”

- Review and approve recommended data practices, in consultation with data experts³
- Monitor compliance with the legislation regarding data sharing
- Monitor compliance with legal requirements regarding privacy, security, and authorized access⁴

The Governing Board would meet quarterly to address ongoing business, emerging issues and to review recommendations from the Advisory Boards. When considering recommendations from the Advisory Boards, the Governing Board would document how they intend to address the issues raised by these stakeholders. Additional meetings may be called as needed, based on a governance manual policy.

The Board Chair would be responsible for facilitating board meetings and setting agendas, acting as the Governing Board's primary point of contact for the Managing Entity executive director, onboarding new Governing Board members, and convening topical committees for tasks such as appointing Advisory Board members and conducting the annual review of the Managing Entity executive director based on an established performance evaluation process.

Public Access

All meetings would be subject to the provisions of the Bagley-Keene Act.

Data and Tools Advisory Board

Responsibilities

Each year, the Data and Tools Advisory Board would be responsible for examining whether the data system is providing actionable information and identifies ways to improve access to that information.

For phase one of the data system, the Data and Tools Advisory Board would develop suggestions to improve the usability and usefulness of the data for the Governing Board, including:

- Visualizations on the dashboard
- Data points in the query builder
- Operational tools
- The data request process

³ The [California Cradle-to-Career Data System Act](#) specifies the need to "improve the quality and reliability of data reported, and ensure consistency of key data definitions"

⁴ The Act states that the data system must "build a data system to enable partner entities to share information in a manner that promotes data privacy and security"

Each year, the Research and Tools Advisory Board will review the data requests that were approved and denied to identify mechanisms would enable appropriate data requests to be fulfilled.

The Advisory Board would be staffed by the Managing Entity.

Authorization

The authorizing legislation for the Cradle-to-Career system would include language, modeled on examples like the Local Control Funding Formula, clarifying that the Governing Board shall consult with data experts and intended data users, including members of the public, when developing data use priorities. Specific responsibilities and structures for this Advisory Board would be articulated in the governance manual, which could be amended over time.

Membership and Appointments

The Data and Tools Advisory Board would have 16 seats made up of end users of the data including practitioners, families, students, adult learners and workers, community organization staff, research organization staff, and advocacy organization staff. The Governing Board would appoint Data and Tools Advisory Board members.

Advisory Board members would serve three-year terms, staggered such that a third of the positions expire each year. Representatives of specific institutions would serve no more than one consecutive term and could only have one seat on the Advisory Board at a time.

To establish staggered terms at the outset of the Cradle-to-Career data system development, all seats would be appointed in year one, but some terms would be shorter, such that five positions would be appointed for one year, five positions would be appointed for two years, and six positions would be appointed for three years.

Decision-Making

Decisions would be made by consensus.⁵ The Data and Tools Advisory Board would provide recommendations to the Governing Board, which would be paired with feasibility studies by the Managing Entity regarding data availability, reliability, and validity; legal requirements; startup and ongoing costs to the Managing Entity and to the data providers; potential approaches for collecting the information; and any political or other implications that would jeopardize the neutrality of the Managing Entity.

⁵ Consensus is a decision-making process defined as “Can you live with it?” If an Advisory Board member believes a decision is somehow improper, the Managing Entity would work with the relevant parties to attempt to resolve the issue.

Public Access

All meetings would be subject to the provisions of the Bagley-Keene Act.

Community Engagement Advisory Board

Responsibilities

The Community Engagement Advisory Board would be responsible for examining whether the Managing Entity is creating strong feedback loops with data users, supporting evidence-based decision making and analytical capacity, and ensuring equitable access to actionable information.

For phase one of the data system, Community Engagement Advisory Board would develop suggestions to improve data utilization for the Governing Board, including:

- Professional development and technical assistance models 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
- Communication structures that ensure a broad range of Californians know about and are using the tools
- Feedback loops that ensure meaningful public input
- Additional tools that would address strategic objectives for the Cradle-to-Career data system

The Advisory Board would be staffed by the Managing Entity.

Authorization

The authorizing legislation for the Cradle-to-Career system would include language, modeled on examples like the Local Control Funding Formula, clarifying that the Governing Board shall consult with data experts and intended data users, including members of the public, when developing data use priorities. Specific responsibilities and structures for this Advisory Board would be articulated in the governance manual, which could be amended over time.

Membership and Appointments

The Community Engagement Advisory Board would have 16 seats made up of end users of the data including practitioners, families, students, adult learners and workers, community organization staff, research organization staff, and advocacy organization staff. The Governing Board would appoint Community Engagement Advisory Board members.

Advisory Board members would serve three-year terms, staggered such that a third of the positions expire each year. Representatives of specific institutions would serve no more than one consecutive term and could only have one seat on the Advisory Board at a time.

To establish staggered terms at the outset of the Cradle-to-Career data system development, all seats would be appointed in year one, but some terms would be shorter, such that five positions would be appointed for one year, five positions would be appointed for two years, and six positions would be appointed for three years.

Public Access

All meetings would be subject to the provisions of the Bagley-Keene Act.

Additional Advisory Boards

The Governing Board would be empowered to create and sunset additional Advisory Boards, taking into consideration cost, size, and purpose. All meetings would be subject to the provisions of the Bagley-Keene Act.

Task Forces

The authorizing legislation would refer to the ability of the Managing Entity to create and sunset Task Forces to provide expertise necessary to implement the strategic objectives outlined by the Governing Board. Topics, duration, and membership of the Task Forces would remain flexible, with the Governing Board providing input on their purpose and composition, taking into consideration cost, size, and purpose. All meetings would be subject to the provisions of the Bagley-Keene Act.