Per California Code of Regulations, title 2, section 548.5, the following information will be posted to CalHR's Career Executive Assignment Action Proposals website for 30 calendar days when departments propose new CEA concepts or major revisions to existing CEA concepts. Presence of the department-submitted CEA Action Proposal information on CalHR's website does not indicate CalHR support for the proposal.

### A. GENERAL INFORMATION

<table>
<thead>
<tr>
<th>1. Date</th>
<th>2. Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>05/05/2022</td>
<td>Government Operations Agency</td>
</tr>
</tbody>
</table>

3. Organizational Placement (Division/Branch/Office Name)

Office of Cradle- to-Career Data System

4. CEA Position Title

Director of Data Programs

5. Summary of proposed position description and how it relates to the program's mission or purpose.

(2-3 sentences)

The Director of Data Programs provides executive oversight and management for a comprehensive program that includes developing tools and resources that make the data system accessible and useful for families, researchers, educators, advocates, and communities, including envisioning and building data visualizations, dashboards, and query builders, managing processes for researchers use, and overseeing an existing education based digital resource. The incumbent serves as a member of Cradle to Career’s Executive Management Team and is the Chief Data Programs Advisor to the Executive Director on matters pertaining to all outward facing products and services and is involved in all major decision-making policy and planning related to these programs.

6. Reports to: *(Class Title/Level)*

Executive Director of C2C

7. Relationship with Department Director *(Select one)*

- [x] Member of department's Executive Management Team, and has frequent contact with director on a wide range of department-wide issues.

- [ ] Not a member of department's Executive Management Team but has frequent contact with the Executive Management Team on policy issues.

*(Explain)*: 

8. Organizational Level *(Select one)*

- [ ] 1st
- [x] 2nd
- [ ] 3rd
- [ ] 4th
- [ ] 5th (mega departments only - 17,001+ allocated positions)
B. SUMMARY OF REQUEST

9. What are the duties and responsibilities of the CEA position? Be specific and provide examples.

Under the administrative direction of the C2C Executive Director the Director of Data Programs is a member of the Executive team and is responsible for developing tools and resources that make the Data System accessible and useful for families, researchers, educators, advocates, and communities. This includes:

- envisioning and building data visualizations, dashboards, and query builders that illuminate data insights for the public.
- developing and managing a process for researchers to request access to linked data.
- designing and building a research library of studies that use C2C data; and
- overseeing the scale up of e Transcript and californiacolleges.edu.

The incumbent plays a significant role in the decision making and development of priorities, practices, and policies pertaining to projects, strategic planning, technical product direction, resource management and program delivery. They will manage a multi-disciplinary team of staff and contractors working closely with other leaders within C2C and with stakeholders, community leaders, legislative staff, the Governor’s Office, the media, and the public. Duties include, but are not limited to the following:

The incumbent will be responsible for developing, implementing, and maintaining the policies, principles and operations related to data programs. The tasks include:

- Determining policies that ensure C2C’s data programs and products facing outward meet best practice standards for user friendliness and inclusive and equitable access. Establishing policies that govern research tools and resources for use by academia and policymakers.

- Creating policies for designing and implementing effective data visualizations and complex data analysis. This includes the design and implementation of query builders that are consistent with requirements for data security, incident response, and data request procedures.

- Expertly interpreting existing policies and business procedures that impact C2C’s data programs and services and staying abreast of new and proposed laws at that state level. Overseeing and managing financial aspects of data programs, including recommending budgets, exercising expense management, and creating internal controls. Serving as a key advisor to the Director relative to all matters related to data programs, keeping the Executive Director apprised of trends across external political, social, technological arenas that could have impacts on data programs delivery. The Director of Data Programs is responsible for coordinating, analyzing, and solving complex issues that impact all C2C data programs and delivery.

The Director of Data Programs is responsible for providing leadership to continuously meet and improve goals and objectives and address challenges related to designing and implementing data programs.

The Director of Data Programs works collaboratively with other CEAs and the Executive Director to ensure consistent implementation of administrative and operational data programmatic policy decisions that affect the Department and various groups of the public.

- Manage ongoing engagement with data providers to develop a strong understanding of data elements and their definitions, purpose, and quality considerations that shape data tools and the structure of analytical datasets; Lead a user-centered design process, including iterative design and testing, to ensure that data dashboards and visualizations meet the needs of a diverse set of internal and public users.

- Design and manage the creation of data documentation, user guides, and other materials that support the use of and drive adoption of the various data products. Work closely with partner organizations to scale up and expand the scope of two public-facing tools identified in AB 132 and oversee related contracts with Transcript California and the Californiacolleges.edu and related tools from the California College Guidance Initiative.

- Support government data partners by improving competencies of state teams through the development of playbooks, approaches, communities of practice and training channels maintain a broad understanding of current and future agencies’ partners strategies, drivers, goals, and initiatives as well as the competitive landscapes to capture growth opportunities.

- Develop and manage a process for researchers to request access to data from the C2C Data System. Build a research library of studies that used C2C data. Establish a regular cadence of evaluation of usage of C2C data resources by researchers and survey them to inform future enhancements to the system that will widen and improve usage.

- The incumbent will advise, develop, and implement specific equity and inclusiveness strategies by proactively nurturing relationships with equity-focused organizations, by developing strategies for radically inclusive processes of data program engagement and by establishing strategic partnerships to support equity-based data programs.

Management and administration. Hire, build, and manage a high performing data programs team. Work effectively with contractors and vendors where needed. As part of the senior leadership team, advise on the mission driven priorities and perform to high standards for effective teamwork and collaboration.

The incumbent will provide briefings and presentations to the Executive Director, members of the Executive Team, the Governor’s Office, the California Legislature, The C2C Governing Board, two C2C advisory committees, other officials from more than a dozen state agency partners that comprise data providers, and other external partners.
10. How critical is the program's mission or purpose to the department's mission as a whole? Include a description of the degree to which the program is critical to the department's mission.

- Program is directly related to department's primary mission and is critical to achieving the department's goals.

- Program is indirectly related to department's primary mission.

- Program plays a supporting role in achieving department's mission (i.e., budget, personnel, other admin functions).

Description:
The Cradle-to-Career Data System (C2C) mission is to foster evidence-based decision-making to help Californians build more equitable futures and empower individuals to reach their full potential. The difficulty of using disconnected data systems presents challenges to understanding and responding to public health, economic, and social justice crises.

In 2019, the California Legislature and Governor Newsom provided $10 million in funding to bring together a diverse group of stakeholders to design California's statewide longitudinal data system. With the planning process complete, in the 2021-22 fiscal year, the California Legislature and Governor Newsom allocated $15 million for the implementation of C2C.

C2C will provide expansive public access to one of the most comprehensive data systems in the nation, linking existing public and private education data, as well as workforce, financial aid, and social service information to address disparities in opportunities and improve outcomes for all communities throughout California. C2C will provide expansive public access to one of the most comprehensive systems in the nation, linking existing education, workforce, financial aid, and social service information to address disparities in application and outcomes for all communities throughout California.

The C2C will be a suite of user-friendly resources focused on early learning through K-12 and higher education, as well as the financial aid and social services that help students reach their goals, including planning and application tools for students, families, and educators to streamline the college and financial aid processes and monitor student progress; dashboards, query tools, and an analytical data set for researchers, policymakers, educators, and community members to inform research, advocacy, and policy analysis, and community engagement and training to raise awareness of the data system and ensure it can be used by students, families, educators, researchers, and policymakers. The C2C services portfolio is a highly complex and sensitive program, and will be comprised of a variety of dashboards, and analytical data sets from 15 different state departments and one outside entity that have individual databases related to education, workforce, social services, and other disciplines, necessitating legal agreements with each.

Data programs are tools used by the public and are the end product and service critical to C2C to achieve its mission. Through the leadership of the Director of Data Programs, the Data Program Division is responsible for developing and implementing tools and resources that make the Data System accessible and useful for families, researchers, educators, advocates, and communities. This includes envisioning and building data visualizations, dashboards, and query builders that illuminate data insights for the public; developing and managing a process for researchers to request access to linked data, designing and building a research library of studies that use C2C data, and overseeing the scale of californiacolleges.edu.

In addition, the California Education Code 10860, Article 2, added by Statutes of 2021, Ch. 155, Sec. B requires that the Data System be established and be considered a source for actionable data and research on education, economic and health outcomes for individuals, families and communities and provide for expanded access to tools and services that support the navigation of the education-to-employment pipeline, and the information should be used to help the state build a more equitable future and address disparities in opportunities and outcomes. It further requires the Office provide support for development opportunities and to improve the functionality of the system by end users – from state agencies, to schools, colleges and universities, social service providers, students, and families as well as support the creation of user-facing tools and services.
11. Describe what has changed that makes this request necessary. Explain how the change justifies the current request. Be specific and provide examples.

In 2019 the California Legislature called for the establishment of a statewide, longitudinal data system for California. The C2C aims to link existing education, workforce, financial aid, and social service information to better equip policymakers, educators, and the public to address disparities in opportunities and improve outcomes for all students throughout the state.

Governor Newsom and the California Legislature approved funding for the C2C in its 2021-22 budget. The data system will be implemented by the Government Operations Agency (EDC § 10862). The Cradle-to-Career Data System will provide data-informed tools to help students reach their college and career goals and deliver information on education and workforce outcomes. This user-friendly system will include resources focused on early learning through K-12 and higher education, as well as on the financial aid and social services that help students reach their goals.

The C2C Data System is being built because California’s information on early education, K-12 schools, colleges, social services, and employment is separate and disconnected. It is difficult to share information to support planning and transitions for students. It is not possible to explore outcomes of Californians—from early childhood through adulthood—and the factors that help shape their outcomes, all in one place. Actionable information needs to be in the hands of communities and families.

In 2019, the California Legislature authorized an 18-month planning process for the state’s Cradle-to-Career Data System. The legislation created a framework for an unprecedented planning process that was both comprehensive and inclusive. The process led to the following distinguishing features for California’s data system: Recognition that students, families, educators, and community leaders — in addition to policymakers and researchers — are change-makers who need access to relevant data and are key partners in interpreting the data that the system will produce; Contextualizing education data with other information that illuminates the structural factors that can support equitable outcomes, such as access to financial aid, social services, and employment services; Development that is streamlined by using readily available technology tools and existing state programs, rather than building a new data infrastructure from scratch.

This framework was translated into detailed implementation recommendations through an extensive planning process. More than 200 people provided insights and expertise, drawn from the partner entities — state agencies and stakeholders identified in the legislation — and the intended users of the data system (see the appendix for a full list of planning process participants).

California’s C2C Cradle-to-Career Data System will be unique in the nation because it will deploy a three-pronged approach: operational tools that outline education and career options while clarifying individual progress toward those goals, analytical tools that track trends and provide comparisons between groups, and a significant focus on community engagement. This approach recognizes that students and teachers need different types of information than researchers and policy analysts, and that community members can be partners if given outreach and training in interpreting and utilizing the information that the data system produces. Finally, with the system expanded beyond educational data to include social service, financial aid, workforce training, and employment information, users will be better equipped to understand equity gaps in context. The broader data set means that solutions are more likely to focus on structural factors that can be addressed through policies and investments, rather than focusing narrowly on student characteristics.

The Governor’s 2021–22 Budget Proposal and the accompanying statutory changes contained in the proposed budget trailer bill created the new office. This position is being created to implement the statute. In pursuit of these goals, the CEA will develop, guide, and oversee implementation of the data program function, which encompasses envisioning and building data visualizations, dashboards, and query builders that illuminate data insights for the public; developing and managing a process for researchers to request access to linked data, and overseeing the scale up of eTranscript and californiacolleges.edu. The incumbent will build and lead a team of research and data professionals.
C. ROLE IN POLICY INFLUENCE

12. Provide 3-5 specific examples of policy areas over which the CEA position will be the principle policy maker. Each example should cite a policy that would have an identifiable impact. Include a description of the statewide impact of the assigned program.

The Director of Data Programs will be responsible for developing and executing all data program services policies, practices, and procedures. Below are some examples of policy areas over which the CEA position will be the principal policy maker.

The Director of Data Programs will be responsible for all policies and principles for the operations of C2C data programs. Below are some examples of policy areas over which the CEA position will be the principal policy maker.

a. Determining Policies that ensure the data programs facing outward meet best practice standards for user friendliness, and inclusive and equitable access.
b. Establishing policies that govern research tools and resources for use by academia and policymakers,
c. Creating policies for designing and implementing data programs that are consistent with requirements for data security, incident response, and data request procedures.
d. Financial Management: This position will oversee all aspects of financial management related to data programs, including expense management and internal controls.
C. ROLE IN POLICY INFLUENCE (continued)

13. What is the CEA position's scope and nature of decision-making authority?

The Director of Data Programs will have full decision-making authority in the development and execution of all fiscal and non-fiscal data program-related policies, processes, and operations critical to achieving C2C’s mission, objectives and organizational plan.

This decision-making authority includes providing direction and guidance to the other CEAs, and managers on policy matters within their organizations and make final decisions on sensitive and/or controversial policy matters that impact C2C employees and/or the Department’s mission.

The Director of Data Programs is responsible for providing leadership to continuously meet and improve goals and objectives and address challenges related to designing and implementing data programs. In addition, the Director of Data Programs is responsible for the coordination and implementation of complex issues that impact all C2C data programs and delivery.

The Director of Data Programs works collaboratively with other CEAs and the Executive Director to ensure consistent implementation of administrative and operational data programmatic policy decisions that affect the Department and various groups of the public.

14. Will the CEA position be developing and implementing new policy, or interpreting and implementing existing policy? How?

Since this is a new department, the Director of Data Programs will be responsible for developing and implementing new policies and interpreting existing policies and business procedures that impact the department in the areas of data programs and services. They must also be aware of new laws that have been passed and that are being proposed by the California Legislature. As changes occur, the CEA will be responsible for developing and implementing new policy to ensure the Department complies with the new legislation. They will work with the Department's Executive Management Team, their peers, staff in other units, and their team members (staff and subordinate supervisors) to establish the best policies on data programs for the Department. The incumbent must also be forward-looking and be aware of what's on the horizon to ensure policies and procedures can be easily updated to accommodate evolving business and department needs. Internally, the CEA will be responsible for evaluating the needs of stakeholders and developing or updating existing policy to ensure providing timely and accurate information to stakeholders.