

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

1. Date

2018-09-26

2. Department

California Student Aid Commission

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

Division of Policy, Research and Data

4. CEA Position Title

Deputy Director, Policy, Research and Data

5. Summary of proposed position description and how it relates to the program's mission or purpose. (2-3 sentences)

Under the general direction of the Chief Deputy Director, the Deputy Director of Policy, Research and Data, oversees and directs the policy, research and data governance functions of the California Student Aid Commission (CSAC). Develops and implements research policy through the conduct of research on program effectiveness and financial aid and financial aid administration, as required by law, for purposes of improving the effectiveness and efficiency of CSAC programs.

6. Reports to: (Class Title/Level)

Executive Director/Level 1 and Chief Deputy Director/Level 1

7. Relationship with Department Director (Select one)

- 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
- 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 general direction of the Chief Deputy Director, the Deputy Director of Policy, Research and Data, is a member of the Executive Team and the principal advisor to the Executive Director of the California Student Aid Commission (CSAC) on policy and research of program effectiveness, financial aid and financial aid administration. The Deputy Director oversees and directs the policy, research and data governance functions of CSAC and directs and manages the Division of Policy, Research and Data. Specific duties include:

- developing and implementing research policies for evaluating CSAC financial aid program effectiveness and improving financial aid and financial aid administration;
- developing policy recommendations to the Executive Director on increasing the effectiveness of CSAC financial aid programs and improving financial aid and financial aid administration, based on the research accomplished subject to those research policies;
- developing and implementing policies on collaborative research with academic and private sector researchers, social and data scientists and analysts to evaluate program effectiveness and improve financial aid and financial aid administration;
- developing and monitoring policies on the scope, retention and maintenance of CSAC data;
- developing research strategies and complex research methodology policies and procedures, and overseeing the design, development, planning and execution of research studies on the effectiveness of CSAC's financial aid programs and for improvement in financial aid and financial aid administration;
- drafting and editing of papers reporting CSAC research studies;
- directing the work of the division engaged in the evaluation of CSAC financial aid programs and administration, and through use of data analytics, surveys, and policy analysis, propose policies and legislative and regulatory changes to improve program implementation;
- developing, maintaining, and evaluating the effectiveness of CSAC's data models, methodologies, statistical analyses, and testing;
- communicating with CSAC stakeholders to understand and document the research objectives and studies.

B. SUMMARY OF REQUEST (continued)

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 research and policy functions for evaluating the effectiveness of the California Student Aid Commission's (CSAC) financial aid programs and for identifying and analyzing program improvements are fundamental and critical to CSAC's compliance with its statutory responsibilities for improving the effectiveness and efficiency of CSAC's financial aid programs and administration of those programs.

Education Code section 66010.6(b) expressly requires that CSAC "shall...evaluate the effectiveness of its programs, conduct research and long-range planning as a foundation for program improvement, report on total state financial aid needs...." (Educ. Code section 66010.6(b).)

Policies for data governance, retention and management are also critical components of the State's information security requirements and required by State Administrative Manual Chapter 5300.

The Deputy Director, Policy, Research and Data, is responsible for these critical functions.

B. SUMMARY OF REQUEST (continued)

11. Describe what has changed that makes this request necessary. Explain how the change justifies the current request. Be specific and provide examples.

Education Code section 66010.6(b) identifies the California Student Aid Commission (CSAC) as "the primary state agency for the administration of state-authorized student financial aid programs available to students attending all segments of postsecondary education" and expressly requires that CSAC "shall...evaluate the effectiveness of its programs, conduct research and long-range planning as a foundation for program improvement, report on total state financial aid needs...." (Educ. Code section 66010.6(b).)

Current research into program effectiveness and improvement, and on financial aid and financial aid administration, is limited and circumscribed because CSAC lacks in-house research capability. On an ad hoc basis, CSAC agrees to work with a university-based researcher or a non-profit research/advocacy organization on a research question of serendipitous mutual interest.

The escalating state awareness and concerns about higher education affordability and the cost of attending college, student debt, student food- and housing-insecurity, and potential changes in federal student aid programs, necessitate an increased and more deliberate focus on research on CSAC's state-program effectiveness and on financial aid and financial aid administration.

From its experience with ad hoc research collaboration, CSAC has concluded that research policy and implementation from a governmental and administrative perspective must be directed from in-house, through a deliberate plan and execution of research, rather than happenstance, i.e., waiting for a CSAC research need to overlap fully with the individual or organizational research priority of a non-government outside researcher or research organization.

Accordingly, CSAC has determined that some of its resources must be redirected to develop the research capabilities that are fundamental and critical to CSAC programs and achievement of its goals. The Deputy Director of Policy, Research and Data, is responsible for these critical functions.

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.

Policies for research on effectiveness of financial aid programs - the Deputy Director, Policy, Research and Data will develop policies and priorities for research to evaluate the effectiveness of financial aid programs administered by the California Student Aid Commission (CSAC), and develop research plans and implement research to evaluate the effectiveness of, and recommend options for improving, the effectiveness of CSAC's programs;

Policies for research on financial aid and financial aid administration - the Deputy Director will develop policies and priorities for research on improvement in financial aid and financial aid administration, and develop research plans and implement research to recommend options for improving CSAC's administration of its programs;

Policies for research methodology and procedures - the Deputy Director will develop, recommend, and/or make the final decision regarding policies for selection and implementation of complex research methodology and procedures;

Policies for scope, retention, and maintenance of CSAC program applicant data - the Deputy Director will develop and implement policies for the governance of data to be retained on CSAC program applicants, including the elements of data to be retained, the requirements for and duration of retention, and the maintenance of data received by CASC;

These policy and research responsibilities have a significant statewide impact. All students enrolled in grade 12 in California public high schools are deemed by law to be applicants for Cal Grants, CSAC's primary financial aid program. Current college students throughout California also apply for Cal Grants. In 2017-18, CSAC received nearly 3 million applications for financial aid and 5 million grade point averages, offered Cal Grant awards to nearly 500,000 students, and distributed over \$2 billion in Cal Grant funds to students at about 335 colleges and universities statewide. Another CSAC financial aid program, the Middle Class Scholarship, involved an additional 53,000 students at all campuses of the University of California and the California State University.

Increasing the effectiveness of these financial aid programs, and improving CSAC's administration of these programs, and other financial aid programs it administers, will directly affect California high school and college students, higher education institutions, taxpayers and State budget and policy options.

C. ROLE IN POLICY INFLUENCE (continued)

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

Under the general direction of the Chief Deputy Director, the Deputy Director, Policy, Research and Data, has the authority and responsibility to make policy decisions and day-to-day administrative decisions affecting research and data governance for the California Student Aid Commission, and to identify and recommend policy and practical options for improving the effectiveness and administration of CSAC's financial aid programs to the Executive Director.

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

The Deputy Director, Policy, Research and Data, will be developing and implementing new policy for research on program effectiveness and on financial aid and financial aid administration improvement.

The Deputy Director will be developing and implementing new policy for data governance, including the scope, retention, and maintenance of CSAC program applicant data.

The Deputy Director will be developing and implementing new policy for research methodology and procedures.

And, based on these research and data policies, the Deputy Director will be developing policy recommendations to the Executive Director for improvements in CSAC financial aid programs and in CSAC's administration of its programs.