

Cradle-to-Career System

Subcommittees and Homework Teams

California's Cradle-to-Career planning process utilized a subcommittee structure to provide advice and guidance to a workgroup made up of data providers, which was ultimately responsible for making recommendations to the legislature about the proposed data system. The six subcommittees listed below were each tasked with developing specific processes, policies, and documentation that aligned with their areas of expertise.

Within the subcommittees, the planning team utilized a series of “homework teams” to draft specific policies. Proposals and recommendations from the homework teams were brought to their full committees for discussion and vote. Each homework team was composed of a small number of volunteers from the larger committee. This small group structure allowed individual stakeholders to have more ownership in the framework as well as helped to keep the planning process moving along.

Common Identifier Subcommittee

The Common Identifier Subcommittee designed the technical process that will be used to link student records across partner entities. The committee was comprised of representatives from the data providers as well as experts on linking data across state agencies and regional collaborations

Topics discussed by the subcommittee included:

- Potential common identifier models
- The process that should be used to recommend a common identifier strategy
- Technical presentations from other states (Minnesota, Washington, Kentucky) on how common identifiers are created [note: members of the Technology & Security Subcommittee also participated in this session]
- Creating standards for matching and pre-processing
- Determining whether the identifier should persist or be one-time
- Addressing data quality
- Reviewing drafts of a Master Data Management Request for Information (RFI) to gather information from vendors and state agencies regarding options for matching and managing individual records [note: members of the Technology & Security Subcommittee also participated in this session]
- Recommendation regarding using master data management to link individual records based on RFI responses [note: members of the Technology & Security Subcommittee also participated in this session]

Homework teams for this subcommittee included:

- Developing the Master Data Management RFI (with Technology & Security Subcommittee)

Community Engagement Subcommittee

The purpose of the Community Engagement Subcommittee was to develop recommendations regarding how to create mechanisms for strong feedback loops with data users, support evidence-based decision making and analytical capacity, and ensure equitable access to actionable information. The committee included a mix of stakeholders representing partner entities, schools and school districts, higher education institutions, parent organizations and advocacy organizations.

Agenda topics addressed by the subcommittee included:

- The user-centered design process
- Identifying preliminary user personas
- Reviewing user personas
- Articulating the value of data systems
- Effective communication campaigns
- Designing outreach
- Professional development strategies
- Addressing the potential for biased interpretation of information
- Technical assistance models
- Recommendation on a community engagement plan
- Recommendation on integrating public voices into the governance structure

Homework teams for this subcommittee included:

- Creating user personas

Definitions Subcommittee

The Definitions Subcommittee documented technical definitions for key data points for the analytical data set. Committee members included representatives from the partner entities who were familiar with the available data and associated definitions used in their own agencies.

Agenda topics covered by the committee included:

- Policies and principles for aligning data definitions
- Process for documenting data point characteristics in the source data sets
- Process for aligning data definitions for display in public-facing tools
- Geographic and institutional data points
- Student characteristics data points
- Early learning and care data points

- K-12 specific data points
- College preparation data points
- Financial aid data points
- Postsecondary specific data points
- Apprenticeship specific data points
- Employment and earnings data points

Note: a full list of data points included in the Cradle-to-Career system is available here: <https://c2c.ca.gov/public-data-definitions/>

Homework teams for this subcommittee included:

- Aligning employment and earnings definitions

Legal Subcommittee

The purpose of the Legal Subcommittee is to create legal agreements to support data sharing and protect privacy. Subcommittee members included representatives from each of the partner entities, most of whom represented the legal counsel's office of their agency.

Agenda topics covered by the subcommittee included:

- Identifying privacy concerns and recommendations
- Legislative frameworks and federal considerations for handling public record requests and parental/student FERPA access requests
- Developing a legal framework
- Identifying legal issues in response to system design, including the technical data intake architecture and the data request process
- Recommendation on system disclaimer language
- Recommendation on the payment policy
- Recommendation on the opt-out policy
- Recommendation on the personally identifiable information definition
- Recommendation on the data suppression protocol
- Recommendation on the data classification scheme
- Recommendation on the incident response plan
- Recommendations for legal agreement with entities that are not data providers
- Recommendations for changes to regulations through legislation
- Reviewing an agreement between the data providers and the entity hosting the data system
- Reviewing an agreement between the data providers to share information for purposes outside of the Cradle-to-Career system
- Examining whether terms are applied consistently across legal agreements

Homework teams for this subcommittee included:

- Drafting the legal agreement between the data providers and the entity hosting the data system
- Drafting the legal agreement between the data providers to share information for purposes outside of the Cradle-to-Career system
- Developing the personally identifiable information definition
- Developing a payment policy
- Developing an opt-out policy
- Developing a privacy policy
- Developing a system disclaimer
- Creating a crosswalk of terms used between legal agreements

Research Agenda Subcommittee

The Research Agenda Subcommittee identified parameters for research on the six priority areas spelled out in the legislation. Committee members include representatives from the partner entities as well as members of the research community across the state.

Agenda topics covered by the subcommittee included:

- Grounding the research agenda in user stories, use cases, and equity
- Identify a possible scope of research on long-term outcomes of early childhood services
- Identify a possible scope of research on long-term outcomes of primary school interventions
- Identify a possible scope of research on how prepared high school pupils are to succeed in college
- Identify a possible scope of research on post-transfer outcomes for community college students
- Identify a possible scope of research on how state financial aid impacts college access, completion, and longer-term outcomes
- Identify a possible scope of research on workforce outcomes of graduates from high school, community college, and four-year postsecondary educational institutions
- Clarify what types of information would best be included in dashboards versus in a query builder and specifying what possible actions various types of data users could take based on the information presented
- Recommendation on providing open access to research rather than creating a formal research agenda
- Recommendation on the data request process
- Recommendation on institutional review board and disclosure review board processes

Technology and Security Subcommittee

The Technology & Security Subcommittee developed technology specification requirements to address data structures and privacy considerations.

Subcommittee members included representatives from the partner entities who served in data architect or information security roles, as well as several representatives from other stakeholder groups familiar with technology and security issues in California.

Topics covered in subcommittee meetings included:

- Reviewing data system use cases
- Developing recommendations for the technical structure for the analytical data system
- Best practices for loading and storing data in the system
- Best practices for tagging and security
- Best practices for secure data enclaves
- Recommendations on a security standards framework for the analytical data set
- Recommendations on a security standards framework for a tool intended to support college and career planning for individual students
- Recommendations on an intake architecture for the analytical data set
- Recommendation on technical solutions based on the master data management Request for Information
- Recommendations on a system architecture
- Recommendations on a creating service level agreements
- Recommendations on a data classification scheme
- Recommendation on a secure data enclave
- Recommendations on components to include and characteristics of the solution infrastructure
- Recommendation on the suppression protocol for public data
- Recommendation on the permissions protocol
- Recommendation on an incident response plan and protocol
- Initial estimate of the volume of records based on the proposed data points and years for which data would be provided
- Reviewing draft legal documents to identify security and technical considerations

Homework teams for this subcommittee included:

- Drafting an incident response plan and protocol
- Developing a permissions protocol
- Developing a data classification scheme

Cradle to Career Workgroup Homework Teams

In addition to the homework teams based in the subcommittees, the workgroup that was tasked with preparing recommendations for the legislature and the Governor's Office also used homework teams to create key policies and documentation. These homework teams were made up of representatives from the data providers.

- Mission and vision statements
- Recommendation for the managing entity
- Recommendation for a governance structure
- Recommendation for the data request process
- Suppression protocol for public data