

Governor's Advisory Committee on Performance Management
October 25, 2023
1:30 – 3:00 p.m.

Location:

Department of Administration Building, 116 W. Jones St., Raleigh
Room #5010 (5th Floor)

Webex Information:

Meeting Link: [Click here](#)

Dial-in Number: (415) 655-0003

Meeting Number: 2422 596 4708

Meeting Password: pKF4M84qBjM

Meeting Agenda

Item	Speaker
A. Call to Order and Opening Remarks	<i>Kristin Walker</i>
B. Review of August Meeting	<i>Darryl Childers, OSBM</i>
C. Using State Data to Answer Key Policy Questions: The Evaluation of Career and College Promise	<i>Dr. Julie Edmunds, UNC Greensboro</i>
D. Data Recommendations Grid Overview	<i>David Yokum, OSBM</i>
E. Potential Impacts of Data Recommendations	<i>Tim Johnson, Geographic Information Coordinating Council</i>
F. PMAC Guidance on Leveraging Data to Improve Performance	<i>Committee Members</i>

Next meeting: December 6, 2023, 1:30-3:00 PM

MEETING MINUTES

- 1) Performance Management Advisory Committee (PMAC) members in attendance:
 - Kristin Walker—Director, Office of State Budget and Management (OSBM)
 - Carol Burroughs—Chief Data Officer, NC Government Data Analytics Center (GDAC)
 - Dr. Julie Edmunds—Program Director for Secondary School Reform, University of North Carolina Greensboro
 - Dr. Nicole Lucas—Associate Vice Chancellor for Institutional Effectiveness, Research, and Planning, Fayetteville State University
 - David Smith—Chief Deputy Commissioner, NC Department of Agriculture and Consumer Services (DACS)
 - Lockhart Taylor—Director of Government Relations, NC Office of State Human Resources (for Director Barbara Gibson)
 - Dr. ClarLynda Williams-DeVane—Deputy Secretary for Operational Excellence, NC Department of Health and Human Services (DHHS)
 - McKinley Wooten—Assistant Secretary for Tax Processing, Research, and Equity, NC Department of Revenue
- 2) Chair Kristin Walker called the meeting to order.
- 3) Darryl Childers, OSBM, provided a recap of the August meeting.
- 4) Using State Data to Answer Key Policy Questions: The Evaluation of Career and College Promise
 - Dr. Edmunds, UNC-Greensboro, presented her research on Career and College Promise (CCP), a program that allows high school students to earn college credits tuition-free. The five-year, federally funded project looked at the implementation, impact, and costs of the program and built capacity to analyze data to improve program outcomes. Partners included the NC Department of Public Instruction, the NC Community College System, the University of North Carolina System, the NC Department of Commerce, and the NC Government Data Analytics Center (GDAC).
 - Dr. Edmunds also discussed the challenges involved in creating a cross-sector data set. She noted that her research effort had sufficient funding, legislative support, and cooperative partners and still had difficulty securing the needed agreements and permissions to compile the data. Attendees in person and online discussed the role of research-practice partnerships in addressing these issues.
 - Dr. Williams-DeVane asked whether the study was able to look back and understand why students did or did not qualify to participate in CCP. Dr. Edmunds noted that additional data (both quantitative and qualitative) would be needed to answer that question. Lockhart Taylor also asked whether the research had assessed the impact of Covid on CCP. Dr. Edmunds shared that the data showed that dual enrollment mitigated the impacts of Covid and that the team is investigating more related questions.
 - David Yokum, OSBM, asked how policymakers were using the results of the research. Dr. Edmunds described their presentation to the Community College Board of Trustees and how it informed current and future investments in CCP to expand access and address disparities across demographic groups.
 - The Committee then discussed the potential benefits of a common data sharing template in answering research questions and/or priority questions that require data from multiple sectors. Carol Burroughs and Dr. Trip Stallings from GDAC talked about the goal of the North

Carolina Longitudinal Data Service (NCLDS): to have a common understanding of how to share and make information more readily available to answer these questions. NCLDS is currently preparing for rollout, getting six agencies to agree to a common set of principles around data quality and use/security, with a soft implementation planned for early 2024. Dr. Edmunds noted the need to build capacity to work with GDAC to take advantage of those resources.

5) Data Recommendations Grid Overview

- David Yokum presented draft recommendations based on PMAC’s sessions on leveraging data to improve the performance of state government.

6) Potential Impacts of Data Recommendations

- Tim Johnson, Geographic Information Coordinating Council (GICC) described work in North Carolina over the last two decades to establish standards and best practices for geo-spatial data, which include data on roads, rivers, and streams, building footprints, and more. State agencies and local governments partnered to create NC OneMap, a free and accessible resource to help with efforts such as broadband mapping, emergency response, hurricane response, transportation planning, and resource management.
- Next, Mr. Johnson described how the data recommendations under consideration could benefit the work of the GICC. In particular, the presumption that agencies will share data, a public inventory of datasets, and an open data policy resonated with the GICC.

7) PMAC Guidance on Leveraging Data to Improve Performance

- Dr. Jessie Tenenbaum (DHHS) asked whether the intent was to have a single portal and, if so, how the Committee/State would come to a decision about what to recommend. Carol Burroughs asked if PMAC would consider recommending an open data portal that links to others. She also noted the distinction between open data (like what GICC uses) and row-level data (which Dr. Edmunds’s research has analyzed). She observed that the Committee may want to have two different sets of recommendations for those two types of data. Kristin Walker suggested that one approach would be to house all the open data in one place and create a public inventory of datasets, rather than creating a single portal for all.
- Carol Burroughs shared that GDAC recently received funding to see what data NC has, where it lives, and where it moves, with the intent to eventually publish those findings. She emphasized that, from a privacy perspective, citizens should know what data the State collects and why and have the option to opt out of that data collection. Dr. Tonya Smith-Jackson, NC A&T State University and previous PMAC member, echoed these sentiments, that there should be a way for the intended beneficiaries to know what is included and how the State collected the data. Kristin Walker suggested it also lists both the inventories of public data and the contacts for those datasets.
- David Yokum shared that, at federal level, data.gov is the first landing point though the data may or may not be open. For data that is not open, the website points you to the relevant agency and process for accessing that information. In that way, the website retains its “front door” feel, which NC is currently lacking.
- Dr. Williams-DeVane noted that North Carolina has relatively restrictive laws that make it difficult to link data. She encouraged the Committee to think about how to adjust legislation that was originally intended to protect citizens but is now, in cases, preventing state

government from better helping and serving NC citizens. Kristin Walker asked if an inventory of those laws would help stakeholders.

- Dr. William-DeVane also observed that building capacity in state government is challenging in NC because the State competes with RTP for that type of labor. She suggested that NC may need to leverage more academic partnerships and build that into how NC approaches capacity. She also mentioned that the average tenure is about 18 months for data positions. Carol Burroughs confirmed that GDAC plans for analysts to stay with the State for two years at most.
- The Committee returned to the topic of open versus restricted data. Dr. Williams-DeVane suggested that an analytical hub might be appropriate for restricted-use data. Open data could be available for download. Carol Burroughs shared that NCLDS will test a research-ready environment for restricted data early next year. They hope to offer built-in analytical tools. A research-ready environment means that there is a single agreement between agency contributors to provide data. Requestors will use a tool to identify what data they need and a supporting workflow will vet requestors and move requests through the relevant agencies. Ultimately, requestors will receive de-identified row level data. GDAC will remain the host of that data through this process, which will standardize requirements to move data and reduce the number of agreements needed to access it.
- Dr. Betty McGrath, NC Department of Commerce, noted that in addition to analytical capacity, data users also need the program knowledge to use data effectively. Carol Burroughs noted that the lack of program knowledge has made agencies nervous about sharing data in the past.

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