Office Operations FY 2023-24

Problem: Prior to C2C, there was no central, neutral state entity authorized and funded to bring together C2C-relevant data across different domains. No entity was empowered to facilitate this information integration across silos to provide insights, improve coordination, and remove barriers across large institutions.

Goal: Establish and operate a new state entity that uses secure, effective, and efficient processes and procedures to earn and keep the trust of data providers and the public.outcomes that will empower decision-makers to answer important questions.

👤 = Board Review

	July-September	October-December	January-March	April-June
Staffing & HR	Finalize job descriptions for 10 new positions	Continue refining onboarding processes	Fully staff the 26 approved positions	Build C2C's organizational culture with a focus on equity and shared values, as measured in annual employee engagement survey
Leadership Development	Continue contracts for leadership development, team cohesion, and leadership coaching			
EEO & DEIA	Continue IAA for EEO position Ongoing staff training and professional development on diversity, equity, inclusion, and accessibility			
Procedures and policies	Refine and establish necessary office procedures, policies, and frameworks			
Strategy	Strategic plan update 👤			
	Annual work plan 👤			
				House the C2C office in an inclusive space designed to foster community engagement
Resources	Budget Change Concept 👤	Define fiscal and human resources needed to achieve C2C's statutory charge		

Analytical Data FY 2023-24

Problem: Data is siloed in different state-level entities, making it hard for decision-makers to answer important questions.

Goal: Build a linked analytical dataset that connects existing state-level data on education and job outcomes that will empower decision-makers to answer important questions.

👥 = Board Review

	July-September	October-December	January-March	April-June
Data System	» Onboard New Strike Teams and System Integrator » Release 1 (Data Ingestion) » Infrastructure Configuration » Testing	» Master Data Management » Identity Resolution	Documentation and Training of Data System	Scope Research Data Request Process
Security	Security Policies Task Force's Review: » Risk Assessment: Encryption » Privacy Impact Assessment » Privacy Threshold Analysis » Acceptable Use Policy » System Security Plan			Assessment of Security and Privacy Controls
Data Provider Activities		Data providers submit reliable and timely data annually that C2C links and keeps secure		
	Finalize File Upload Specifications	First data submissions to C2C (Target: October)	Annual Data Submission Begins (March)	
Initial Dashboards: Teacher Training and Retention & Student Pathways	» Continue User-Centered Design Process » Finalize research and design brief with contractor » Build data dictionaries	» Data Analysis of Initial Submissions » Data Validation in Collaboration with Data Providers	Iteration and Testing of Designs with Data Providers	» Alpha Launch 👥 » Beta Launch » Release
Query Builder	» Continue User-Centered Design Process » Feedback from Advisory Board Members and Data Providers		Visual Design Specifications	» Interactive Prototypes » Collaborate with Data Providers for Data Validation

Practical Tools FY 2023-24

Problem: Students face confusing barriers in applying for college and financial aid, needing to navigate multiple platforms to complete applications and share information from their transcripts. These barriers can exacerbate existing disparities.

Goal: Coordinate with partners to reduce barriers for applying to college and financial aid and expand the number of students who benefit from these tools by linking real-time information across institutions and communicating about these options to students.

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	July-September	October-December	January-March	April-June
Annual Student Experience Audit	Conduct audit and prepare report	Input from Community Engagement Advisory Board and Governing Board	Final report release	Continue survey collection and student interviews
C2C & Data Partners	Promote CaliforniaColleges.edu as a one-stop shop for launching financial aid applications, applying to public colleges and universities, and accessing planning resources for public, independent, and private colleges and universities by Fall 2024			
C2C, CCC, CSU, UC, AICCU, CDE, CCGI	Convene task force to plan for making eTranscript CA a seamless platform for transferring transcripts across public and independent post-secondary institutions. Coordinate with CaliforniaColleges.edu's provision of high school transcripts, e.g. to reduce barriers for dual enrollment students.			Complete a roadmap for eTranscript CA implementation
CCGI's work with C2C Data Partners:				
CCGI	Continued scaling to new high school and unified districts			
CCGI & CDE	Develop plan for scaling transcript-informed accounts by June 2026			All systems in place for Fall 2024 launch of universal basic accounts
CCGI & CCC	Explore opportunities for CCGI and CCC to reduce barriers for CCC-bound students			
CCGI & CSU	Continued roll out of final transcripts provision to the CSU including automation			
CCGI & UCOP		Begin planning for final transcript provision to UC	Finalize coursework integration into UC application in Fall 2024	
CCGI & CSAC	Enhance the nightly data exchange inclusive of additional data elements			

Engagement FY 2023-24

Problem: Communities lack equitable access to usable information and data to address their priorities.

Goal: Different types of users will need different types of information when accessing the data system, and Cradle-to-Career will engage with communities to listen to and identify their information needs through our user-centered design work, community engagement activities, and trainings and outreach for the data system's practical tools, with a Governance structure that reflects and supports these priorities.

= Board Review

	July-September	October-December	January-March	April-June
Outreach and Engagement	Identify key communities and contacts for outreach and input; establish outreach goal			Establish baseline metrics for public-facing products for reporting
	Ensure information is trusted and useful by prioritizing transparency in communications and processes (ongoing and with measurable metrics by Summer 2024); promote equitable access to engagement activities by region and key communities and prioritize actionable information (ongoing and with measurable metrics by Summer 2026)			
	Ongoing community conversations, events, and engagement activities (both in-person and online) to solicit input and feedback.			
Communications	Define C2C's brand identity and communications strategy		Website relaunch [Current launch date November 2023]	Develop communications campaign for data dashboard release; Develop communications campaign for Student Experience Audit
User-centered design		User acceptance testing - C2C website	User acceptance testing - companion resources for data dashboards	Develop strategy for user centered design for query builders
Focus: CaliforniaColleges.edu communications	Engage higher education segments in California in a joint informational campaign to promote CaliforniaColleges.edu.		Develop communications campaign in advance of universal basic accounts rollout in Fall 2024.	
Focus: Resources for using C2C dashboards	Identify interest holders to engage; develop preliminary list of outreach activities and materials	Conduct interest holder meetings on user interface & outreach activities; develop partnerships for outreach	Engage interest holders and subject matter experts to develop learning agendas for research questions, neutral guides by persona, curated summaries, and person-centered data analysis for when using the data.	Engage interest holders and subject matter experts to develop fact sheets/one-pagers on key data points paired with vignettes and stories. Develop tutorials and fact sheets for dashboard usage.
Legislative Affairs	Legislative Report	Engage with Governor's Office and the California Legislature on C2C's Legislative priorities		
	Regular check-ins and updates: Legislative staff, Legislative Analyst's Office, and key interest holders across C2C's policy areas.			

Boards FY 2023-24

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	July-September	October-December	January-March	April-June
Board chair	Elect and onboard new Chair Elect 👤🔍			
Governance Manual Updates		Confirm Ad Hoc committee composition and charter 👤🔍	Adopt updates 👤🔍	
Advisory Board Selection			Confirm Ad Hoc committee composition and charter 👤🔍	Select candidates
Executive Director Review	Confirm Ad Hoc committee composition and charter 👤🔍	Ad Hoc committee convenes	Board review with ED 👤🔍	
Strategic planning	Governing Board defines strategic plan with goals and objectives 👤🔍			
Governance Culture & Ambassadorship	Onboarding for new Board members	Board member refresher on Bagley-Keene, Political Reform Act, and Public Records Act	Board development session at Board meeting	
	Progress summaries discussed at Board meetings			
		Governing Board: annual governance survey		
Advisory Boards	Appoint new members 👤🔍	Seat and onboard new members		Recruit and select new members 👤🔍
Advisory Board Data Recommendation Process	Recommendations shortlisted	Office conducts feasibility studies with data partners	Feasibility studies reviewed by Advisory Boards	Recommendations presented to Governing Board 👤🔍