

California Cradle-to-Career Data System 2024-25 Workplan





Office Operations FY 2024-25

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.

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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.


	July-September	October-December	January-March	April-June
Staffing & HR	Develop an Employee Engagement Action Plan based on survey results, with a focus on equity and shared values	Implement, monitor, and document employee engagement strategies		Administer the 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			
	Draft a Continuity of Operations Plan in alignment with GovOps' Continuity 2.0 strategy			Finalize a Continuity of Operations Plan
Strategy	Annual work plan 			
Resources	Budget Change Concept 	Define fiscal and human resources needed to achieve C2C's statutory charge	Assess and execute on contract and procurement needs in preparation for year-end	

Analytical Data FY 2024-25

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.

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	July-September	October-December	January-March	April-June
Data System	<ul style="list-style-type: none"> » Data Mastering » Data Warehousing » Dashboard Development 	<ul style="list-style-type: none"> » New Data Sources and Models » Dashboard Deployment » System Optimizations 	<ul style="list-style-type: none"> » Query Builder Development » Secure Data Enclave Design 	<ul style="list-style-type: none"> » Query Builder Testing and Documentation » Secure Data Enclave Development
Security	Zero Trust Architecture Assessment and Implementation	Zero Trust Architecture Monitoring and Alerting	Annual Policy Review	
	Continuing Security Monitoring and Alerting Development	Conducting Tabletop Exercises		
	Continuing Security Policies Task Force Reports and Meeting		Security Assessments	
	Updating the System Security Plan		Celltree Exercises	
Data Provider Activities	Including New Data Domains (e.g., CDE and DDS)	Data providers submit reliable and timely data annually that C2C links and keeps secure	Annual Data Submission (March)	
Dataset Changes	Run public planning process to expand system with workforce data			
		Feasibility study work begins	<ul style="list-style-type: none"> » Data and Tools Advisory Board Feasibility Studies » Community Engagement Feasibility Studies 	Governing Board reviews Feasibility Studies 
	AICCU to continue outreach for Independent College participation in data system (ongoing)			

Analytical Data FY 2024-25

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	July-September	October-December	January-March	April-June
Dashboards	Student Pathway Dashboard Finalize research questions, story framework and visual specifications via user-centered design process	Launch Student Pathway Dashboard	Iterations and changes for future releases of the Student Pathway Dashboard	
			Transfer Outcomes Dashboard Develop research questions, story framework and visual specifications via user-centered design process	
			Teacher Training and Retention Dashboard » March import: Teacher training data » Develop story framework and visual specifications via user-centered design process	
Query Builder	Research on privacy and security requirements	Identify use cases, research topics and related data		Proof of concept
Research Data Request Tool	» Process Development » Develop Privacy Disclosure Framework » Develop legal agreements for research request process, in collaboration with data providers			
Additional Work Streams			Possible work on Master Plan for Career Education	

Practical Tools* FY 2024-25

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.

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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.

	July-September	October-December	January-March	April-June
Annual Student Experience Report**			» Presentation of results » Plan 2025 Student Experience Report	
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			
eTranscript California work:				
C2C, CCC, CSU, UC, AICCU, CDE, CCGI, LWDA	Complete a roadmap for eTranscript California implementation		Possible work on Master Plan for Career Education	
CCC	Map technical requirements for eTranscript California		Run RFP Process	
C2C & Data Partners	C2C facilitates review & feedback of technical requirements by CSU, UC, AICCU		C2C facilitates ongoing feedback to ensure needs of all segments met	
CCGI's work with C2C Data Partners:				
CCGI & CDE	All systems in place for Fall 2024 launch of universal basic accounts	Work through CDE with SIS vendors on adoption of the CA High School Transcript and Student Record Portability Standard		
CCGI & CCC	Develop a plan to include pre-population of application elements in CCCApply and transcripts to campuses			
CCGI & CSU	Message high school students about their progress towards admissions eligibility			
CCGI & UC	Enable students to import their courses and grades into the UC Application		Prepare for provision of final transcripts to UC in summer 2025	
CCGI & CSAC	Share additional data elements to inform more robust educator reports in support of expanding FAFSA/CADAA completion. Partner in support of financial aid lessons including scaling 11th grade lesson usage.			


* [Education Code Section 10861](#) defines these tools as "operational tools." The Office uses the term "practical tools" on its public-facing documents and website.
 ** [Education Code Section 10867\(b\)\(5\)\(A\)](#) requires the Office to conduct "an annual student experience audit related to navigating the transition from secondary education to higher education." The Office will use the term "Student Experience Report" on its public-facing documents and website.

Engagement FY 2024-25

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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.

	July-September	October-December	January-March	April-June
Outreach and Engagement	Identify key communities and contacts for outreach and input; establish outreach goal	Develop and implement trainings on Student Pathways data story through webinars and in-person community conversations		Establish baseline metrics for public-facing products for analytics
	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	Establish baseline metrics for public-facing products for analytics			
	Develop communications strategy and campaign for data story release	Implement communications strategy for data story release	Develop communications campaign for Student Experience report*	Develop communications campaign for second data story release
	Develop and implement external communications strategy through earned and acquired media in print, digital, broadcast, and radio			
User-centered design	User acceptance testing - C2C data story	User acceptance testing - companion resources for data story	Iterate on data dashboard design based on input from the public	Develop strategy for user centered design for query builders
Focus: CaliforniaColleges.edu			Develop communications centered on district partnerships with CCGI	Engage higher education segments to promote CaliforniaColleges.edu
Focus: Career Education Master Plan	Develop and implement communications strategy focused on early milestones			
Focus: Resources for using C2C dashboards	Engage interest holders and subject matter experts to develop comprehensive companion materials for Student Pathways data story.		Engage interest holders and subject matter experts to develop comprehensive companion resources for C2C data story.	
	Conduct interest holder meetings on user interface & outreach activities; develop and maintain partnerships for outreach			
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.			
Equity	Develop and implement strategy for continued accessibility compliance, including websites and public-facing materials	Update C2C Equity Action Plan	Conduct annual Boards demographic survey	

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Boards FY 2024-25

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	July-September	October-December	January-March	April-June
Board chair	Elect and onboard new Chair Elect			
Governance Manual Updates		Confirm committee composition and charter 	Adopt updates 	
Advisory Board Selection			Confirm committee composition and charter 	Select candidates
Executive Director Review	Confirm committee composition and charter 	Committee convenes	Board review with ED 	
Strategic planning	Annual review of strategic plans and workplans			
Governance Culture & Ambassadorship			Governing Board development session at Board meeting	
	Progress summaries discussed at Board meetings			
		Onboard newly appointed or re-appointed Governing Board members	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	Seat and onboard new members			
	Advisory Boards recommendations shortlisted	Office conducts feasibility studies with data partners	Feasibility studies reviewed by Advisory Boards	2024 Recommendations presented to Governing Board 
				2025 cycle begins for public to propose ideas to Advisory Boards