

# Cradle-to-Career Data Governing Board Staff Report

Date Report Issued: July 31, 2024  
Date Report Modified: August 9, 2024  
Attention: Members of Cradle-to-Career Data Governing Board  
Subject: **12-Month Work Plan**  
Staff Contact: Mary Ann Bates, Executive Director

At this meeting, the Governing Board (Board) will have the opportunity to approve a new annual work plan, 12-month work plan, for the Office of Cradle-to-Career Data (Office).

## Requested Action:

After review and consideration, Staff recommends that the Board approve the 2024-25 annual work plan.

- ❖ Move to approve the 2024-25 annual work plan as presented.

## Background:

The Office has developed an annual work plan for Fiscal Year 2024-25 Attachment A, which details the specific activities the Office intends to complete each quarter. These activities have been tailored to address the problems and goals defined in the [Strategic Plan](#), which the Board approved in August 2023. The Office has also updated the 5-year timeline, Attachment B, which the Board last reviewed a year ago at the August 2023 Governing Board. The 5-year timeline is an informational piece the Office has updated to align with the current work. **The Office demonstrates via icons the work completed/ongoing, partially complete, and incomplete in last year's 5-year timeline and 12-month work plan (Fiscal Year 2023-24) in Attachment C for the Board's reference.**

Similar to last year, the Office intends the timeline and annual work plan to

represent our best estimate of the work we need to accomplish this year to achieve the Office's aggressive timelines and ambitious scope. We have not added extra time buffers for unforeseen events, and the Office will adjust the work plan and timeline if needed. Our intent for these documents is to be as transparent as possible about the Office's plans and intended sequence of activities.



# 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.

 = Board Review

**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.

 = Board Review

**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.

	July-September	October-December	January-March	April-June
Data System	<ul style="list-style-type: none"> <li>» Data Mastering</li> <li>» Data Warehousing</li> <li>» Dashboard Development</li> </ul>	<ul style="list-style-type: none"> <li>» New Data Sources and Models</li> <li>» Dashboard Deployment</li> <li>» System Optimizations</li> </ul>	<ul style="list-style-type: none"> <li>» Query Builder Development</li> <li>» Secure Data Enclave Design</li> </ul>	<ul style="list-style-type: none"> <li>» Query Builder Testing and Documentation</li> <li>» Secure Data Enclave Development</li> </ul>
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"> <li>» Data and Tools Advisory Board Feasibility Studies</li> <li>» Community Engagement Feasibility Studies</li> </ul>	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
<b>Dashboards</b>	<b>Student Pathway Dashboard</b> 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	
			<b>Transfer Outcomes Dashboard</b> Develop research questions, story framework and visual specifications via user-centered design process	
			<b>Teacher Training and Retention Dashboard</b> » March import: Teacher training data » Develop story framework and visual specifications via user-centered design process	
<b>Query Builder</b>	Research on privacy and security requirements	Identify use cases, research topics and related data		Proof of concept
<b>Research Data Request Tool</b>	» Process Development » Develop Privacy Disclosure Framework » Develop legal agreements for research request process, in collaboration with data providers			
<b>Additional Work Streams</b>			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.

 = Board Review

**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
<b>Annual Student Experience Report**</b>			» Presentation of results » Plan 2025 Student Experience Report	
<b>C2C &amp; Data Partners</b>	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			
<b>eTranscript California work:</b>				
<b>C2C, CCC, CSU, UC, AICCU, CDE, CCGI, LWDA</b>	Complete a roadmap for eTranscript California implementation		Possible work on Master Plan for Career Education	
<b>CCC</b>	Map technical requirements for eTranscript California	Run RFP Process		
<b>C2C &amp; Data Partners</b>	C2C facilitates review & feedback of technical requirements by CSU, UC, AICCU	C2C facilitates ongoing feedback to ensure needs of all segments met		
<b>CCGI's work with C2C Data Partners:</b>				
<b>CCGI &amp; CDE</b>	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		
<b>CCGI &amp; CCC</b>	Develop a plan to include pre-population of application elements in CCCApply and transcripts to campuses			
<b>CCGI &amp; CSU</b>	Message high school students about their progress towards admissions eligibility			
<b>CCGI &amp; UC</b>	Enable students to import their courses and grades into the UC Application	Prepare for provision of final transcripts to UC in summer 2025		
<b>CCGI &amp; CSAC</b>	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

 = Board Review

**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
<b>Outreach and Engagement</b>	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.			
<b>Communications</b>	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			
<b>User-centered design</b>	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
<b>Focus: CaliforniaColleges.edu</b>			Develop communications centered on district partnerships with CCGI	Engage higher education segments to promote CaliforniaColleges.edu
<b>Focus: Career Education Master Plan</b>	Develop and implement communications strategy focused on early milestones			
<b>Focus: Resources for using C2C dashboards</b>	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			
<b>Legislative Affairs</b>	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.			
<b>Equity</b>	Develop and implement strategy for continued accessibility compliance, including websites and public-facing materials	Update C2C Equity Action Plan	Conduct annual Boards demographic survey	

\*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.

# Boards FY 2024-25

 = Board Review

	July-September	October-December	January-March	April-June
<b>Board chair</b>	Elect and onboard new Chair Elect			
<b>Governance Manual Updates</b>		Confirm committee composition and charter 	Adopt updates 	
<b>Advisory Board Selection</b>			Confirm committee composition and charter 	Select candidates
<b>Executive Director Review</b>	Confirm committee composition and charter 	Committee convenes	Board review with ED 	
<b>Strategic planning</b>	Annual review of strategic plans and workplans			
<b>Governance Culture &amp; Ambassadorship</b>			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	
<b>Advisory Boards</b>	Appoint new members 	Seat and onboard new members		Recruit and select new members 
<b>Advisory Board Data Recommendation Process</b>	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



# California Cradle-to-Career Data System 2023-24 Workplan



## UPDATED 5-YEAR TIMELINE

	Year 1: FY 2021-22	Year 2: FY 2022-23	Year 3: FY 2023-24	Year 4: FY 2024-25	Year 5: FY 2025-26
Operations	<ul style="list-style-type: none"> <li>✓ Appointed Executive Director</li> <li>✓ Defined leadership positions and initial staff recruitment</li> </ul>	<ul style="list-style-type: none"> <li>✓ Recruited leadership team</li> <li>✓ Filled initially authorized positions (16)</li> <li>✓ Received additional positions and funding effective with the 2023 State Budget</li> <li>✓ Established office procedures within GovOps</li> </ul>	<ul style="list-style-type: none"> <li>✓ House the C2C office in an inclusive space designed to foster community engagement</li> <li>✓ Fill newly authorized positions (total team size: 26) <b>*Team size 26 with 4 vacancies*</b></li> <li>✓ Define fiscal and human resources needed to achieve C2C's statutory charge</li> <li>✓ Launch annual employee engagement survey</li> </ul>	<ul style="list-style-type: none"> <li>» Office established as a fully functioning new state entity</li> <li>» Continued refinement of regular training on cyber security and data privacy</li> <li>» Review fiscal and human resources needed to achieve C2C's statutory charge</li> <li>» Continued refinement of DEIA training and supports, with feedback from annual employee engagement survey</li> </ul>	
Analytical Data	<ul style="list-style-type: none"> <li>✓ Signed Participation Agreement for data sharing</li> <li>✓ Defined procurement and implementation plans for technology products</li> <li>✓ Issued RFP for data warehouse</li> <li>✓ Completed Stages 1 and 2 of CDT's Project Approval Lifecycle for IT projects</li> <li>✓ Review of data element definitions identified during planning process</li> </ul>	<ul style="list-style-type: none"> <li>✓ Finalized detailed file upload specifications for all initial data submissions by partners</li> <li>✓ Completed Stages 3 and 4 of CDT's "Project Approval Lifecycle" for IT projects, including awarding vendor contracts</li> <li>✓ Launched Security Policies Task Force with data privacy and security experts from data partners</li> <li>✓ Executed contracts for the next phase System Integrator and 4 Strike Teams tailored to the technology stack</li> <li>✓ Initial build and configuration of technology stack</li> </ul>	<ul style="list-style-type: none"> <li>✓ Data providers submit reliable and timely data annually that C2C links and keeps secure</li> <li>☐ Design an initial dashboard on a priority topic</li> <li>✓ Expand teacher credentialing analytical data set</li> <li>✓ Expand analytical data set to include independent colleges</li> <li>✓ Continue complying with all state and federal requirements and assessments for data security and privacy, with input from the Security Policies Task Force</li> </ul>	<ul style="list-style-type: none"> <li>» Data providers submit reliable and timely data annually that C2C links and keeps secure</li> <li>» Develop a query builder that enables disaggregation</li> <li>» Develop the research data request process for the secure data enclave</li> <li>» Expand analytical data set to include private colleges</li> <li>» Expand analytical data set to include early learning and care information</li> </ul>	<ul style="list-style-type: none"> <li>» Data providers submit reliable and timely data annually that C2C links and keeps secure</li> <li>» Review technology infrastructure to ensure it continues to meet expectations</li> <li>» Expand analytical data set to include additional social services, health, and workforce information</li> </ul>

### KEY

- ✓ = done/ongoing
- ☐ = incomplete
- ☐ (with top-left corner) = partially complete

UPDATED 5-YEAR TIMELINE, CONT.
















	Year 1: 2021-22	Year 2: FY 2022-23	Year 3: FY 2023-24	Year 4: FY 2024-25	Year 5: FY 2025-26
Practical Tools	<ul style="list-style-type: none"> <li>✓ CCGI expanded access to CaliforniaColleges.edu planning tools and high school electronic transcript infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>✓ CCGI expanded access to CaliforniaColleges.edu tools and continued to build technical implementation improvements with partners.</li> <li>✓ Launched annual Student Experience Audit</li> <li>✓ Assessed possibilities for postsecondary electronic transcripts and eTranscript infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>✓ Promote CaliforniaColleges.edu as a one-stop shop for launching applications for college and financial aid</li> <li>✓ Annual Student Experience Audit</li> <li>✓ Create a roadmap for how eTranscript can become a seamless platform for transferring transcripts across post-secondary institutions</li> <li>✓ Assess possibilities for integrating competency-based education and supporting skills-based hiring</li> </ul>	<ul style="list-style-type: none"> <li>» Launch universal basic accounts at CaliforniaColleges.edu for all public high school students</li> <li>» Annual Student Experience Audit</li> <li>» Assess possibilities for integrated social services applications</li> </ul>	<ul style="list-style-type: none"> <li>» Champion the goal of reaching 95% of California's public high school students with CaliforniaColleges.edu accounts powered by real-time transcript data by Summer 2026</li> <li>» Annual Student Experience Audit</li> </ul>
Engagement	<ul style="list-style-type: none"> <li>✓ Launched "Community Conversations"</li> <li>✓ Continued holding meetings open to public input</li> </ul>	<ul style="list-style-type: none"> <li>✓ Defined brand identity and communications strategy</li> <li>✓ Launched user-centered design work on data dashboards</li> <li>✓ Continued community engagement and feedback</li> </ul>	<ul style="list-style-type: none"> <li>✓ Provide public trainings on using data tools</li> <li>✓ Ensure information is trusted and useful by prioritizing transparency in communications and processes</li> </ul>	<ul style="list-style-type: none"> <li>» Deepen regional and community-based engagement with C2C's public-facing tools and resources</li> <li>» Establish baseline metrics for public-facing products for reporting</li> </ul>	<ul style="list-style-type: none"> <li>» Continuous improvement based on input and engagement</li> <li>» Share metrics on quality of engagement: C2C promotes equitable access to its engagement activities by region and key communities</li> <li>» Share metrics on actionable information: C2C data informs decisions, policy, and research</li> </ul>
Boards	<ul style="list-style-type: none"> <li>✓ Seated Governing Board</li> <li>✓ Elected Board Chair and Chair Elect</li> <li>✓ Developed Governance Manual to clarify processes for the Board</li> </ul>	<ul style="list-style-type: none"> <li>✓ Refined ad hoc committee and governance processes</li> <li>✓ Selected and seated Community Engagement Advisory Board and Data and Tools Advisory Board</li> <li>✓ Share progress summaries at every Governing Board meeting</li> </ul>	<ul style="list-style-type: none"> <li>✓ Launch annual governance survey for Governing Board members</li> <li>✓ Launch the annual recommendations and feasibility study process for Advisory Boards</li> </ul>	<ul style="list-style-type: none"> <li>» Refine onboarding, offboarding, and continuous strengthening of governance culture</li> </ul>	<ul style="list-style-type: none"> <li>» Continued appointments to Advisory Boards</li> <li>» Annual recommendations and feasibility study process for Advisory Boards</li> </ul>

# 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.

 = Board Review

**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	Finalize job descriptions for 10 new positions 	Continue refining onboarding processes 	Fully staff the 26 approved positions <i>*Team size is 26 with 4 vacancies*</i> 	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.

 = Board Review

**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.

	July-September	October-December	January-March	April-June
Data System	<ul style="list-style-type: none"> <li>» Onboard New Strike Teams and System Integrator</li> <li>» Release 1 (Data Ingestion) <input checked="" type="checkbox"/></li> <li>» Infrastructure Configuration <input checked="" type="checkbox"/></li> <li>» Testing</li> </ul>	<ul style="list-style-type: none"> <li>» Master Data Management <input type="checkbox"/></li> <li>» Identity Resolution <input type="checkbox"/></li> </ul>	<ul style="list-style-type: none"> <li>Documentation and Training of Data System <input checked="" type="checkbox"/></li> </ul>	<ul style="list-style-type: none"> <li>Scope Research Data Request Process <input type="checkbox"/></li> </ul>
Security	<ul style="list-style-type: none"> <li>Security Policies Task Force's Review:                             <ul style="list-style-type: none"> <li>» Risk Assessment: Encryption</li> <li>» Privacy Impact Assessment</li> <li>» Privacy Threshold Analysis <input checked="" type="checkbox"/></li> <li>» Acceptable Use Policy</li> <li>» System Security Plan</li> </ul> </li> </ul>			<ul style="list-style-type: none"> <li>Assessment of Security and Privacy Controls <input checked="" type="checkbox"/></li> </ul>
Data Provider Activities		<ul style="list-style-type: none"> <li>Data providers submit reliable and timely data annually that C2C links and keeps secure <input checked="" type="checkbox"/></li> </ul>		
	<ul style="list-style-type: none"> <li>Finalize File Upload Specifications <input checked="" type="checkbox"/></li> </ul>	<ul style="list-style-type: none"> <li>First data submissions to C2C (Target: October) <input checked="" type="checkbox"/></li> </ul>	<ul style="list-style-type: none"> <li>Annual Data Submission Begins (March) <input checked="" type="checkbox"/></li> </ul>	
Initial Dashboards: Teacher Training and Retention & Student Pathways	<ul style="list-style-type: none"> <li>» Continue User-Centered Design Process</li> <li>» Finalize research and design brief with contractor <input checked="" type="checkbox"/></li> <li>» Build data dictionaries <input checked="" type="checkbox"/></li> </ul>	<ul style="list-style-type: none"> <li>» Data Analysis of Initial Submissions</li> <li>» Data Validation in Collaboration with Data Providers</li> </ul>	<ul style="list-style-type: none"> <li>Iteration and Testing of Designs with Data Providers <input checked="" type="checkbox"/></li> </ul>	<ul style="list-style-type: none"> <li>» Alpha Launch <input type="checkbox"/></li> <li>» Beta Launch <input type="checkbox"/></li> <li>» Release <input type="checkbox"/></li> </ul>
Query Builder	<ul style="list-style-type: none"> <li>» Continue User-Centered Design Process</li> <li>» Feedback from Advisory Board Members and Data Providers <input type="checkbox"/></li> </ul> <p><b>*The Office prioritized the dashboard build in FY 23-24*</b></p>		<ul style="list-style-type: none"> <li>Visual Design Specifications <input type="checkbox"/></li> </ul>	<ul style="list-style-type: none"> <li>» Interactive Prototypes <input type="checkbox"/></li> <li>» Collaborate with Data Providers for Data Validation <input type="checkbox"/></li> </ul>

# 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.

 = Board Review

**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
<b>Annual Student Experience Audit</b>	Conduct audit and prepare report <input checked="" type="checkbox"/>	Input from Community Engagement Advisory Board and Governing Board <input checked="" type="checkbox"/>	Final report release <input checked="" type="checkbox"/>	Continue survey collection and student interviews <input checked="" type="checkbox"/>
<b>C2C &amp; Data Partners</b>	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 <input checked="" type="checkbox"/>			
<b>C2C, CCC, CSU, UC, AICCU, CDE, CCGI</b>	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. <input checked="" type="checkbox"/>			Complete a roadmap for eTranscript CA implementation <input checked="" type="checkbox"/>
<i>CCGI's work with C2C Data Partners:</i>				
<b>CCGI</b>	Continued scaling to new high school and unified districts <input checked="" type="checkbox"/>			
<b>CCGI &amp; CDE</b>	Develop plan for scaling transcript-informed accounts by June 2026 <input checked="" type="checkbox"/>			All systems in place for Fall 2024 launch of universal basic accounts <input checked="" type="checkbox"/>
<b>CCGI &amp; CCC</b>	Explore opportunities for CCGI and CCC to reduce barriers for CCC-bound students <input checked="" type="checkbox"/>			
<b>CCGI &amp; CSU</b>	Continued roll out of final transcripts provision to the CSU including automation <input checked="" type="checkbox"/>			
<b>CCGI &amp; UCOP</b>		Finalize coursework integration into UC application in Fall 2024 <input checked="" type="checkbox"/>		
		Begin planning for final transcript provision to UC <input checked="" type="checkbox"/>		
<b>CCGI &amp; CSAC</b>	Enhance the nightly data exchange inclusive of additional data elements <input checked="" type="checkbox"/>			




# Engagement FY 2023-24

 = Board Review









**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
<b>Outreach and Engagement</b>	Identify key communities and contacts for outreach and input; establish outreach goal <input checked="" type="checkbox"/>			Establish baseline metrics for public-facing products for reporting <input checked="" type="checkbox"/>
	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) <input checked="" type="checkbox"/>			
	Ongoing community conversations, events, and engagement activities (both in-person and online) to solicit input and feedback. <input checked="" type="checkbox"/>			
<b>Communications</b>	Define C2C's brand identity and communications strategy <input checked="" type="checkbox"/>		Website relaunch [Current launch date November 2023] <input checked="" type="checkbox"/>	Develop communications campaign for data dashboard release; Develop communications campaign for Student Experience Audit <input type="checkbox"/>
<b>User-centered design</b>		User acceptance testing - C2C website <input checked="" type="checkbox"/>	User acceptance testing - companion resources for data dashboards <input type="checkbox"/>	Develop strategy for user centered design for query builders <input type="checkbox"/>
<b>Focus: CaliforniaColleges.edu communications</b>	Engage higher education segments in California in a joint informational campaign to promote CaliforniaColleges.edu. <input checked="" type="checkbox"/>		Develop communications campaign in advance of universal basic accounts rollout in Fall 2024. <input type="checkbox"/> <b>*Strategic decision made to hold on this activity*</b>	
<b>Focus: Resources for using C2C dashboards</b>	Identify interest holders to engage; develop preliminary list of outreach activities and materials <input checked="" type="checkbox"/>	Conduct interest holder meetings on user interface & outreach activities; develop partnerships for outreach <input checked="" type="checkbox"/>	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. <input checked="" type="checkbox"/>	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. <input type="checkbox"/>
<b>Legislative Affairs</b>	Legislative Report  <input checked="" type="checkbox"/>	Engage with Governor's Office and the California Legislature on C2C's Legislative priorities <input checked="" type="checkbox"/>		
	Regular check-ins and updates: Legislative staff, Legislative Analyst's Office, and key interest holders across C2C's policy areas. <input checked="" type="checkbox"/>			

# Boards FY 2023-24

 = Board Review

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