

# Cradle-to-Career Community Engagement Advisory Board

## Staff Report

Date Report Issued: March 13, 2025  
Attention: Members of Community Engagement Advisory Board  
Subject: **Community Engagement Advisory Board Proposals  
Report and Feasibility Studies (Agenda Item 10)**  
Staff Contact: Ryan Estrellado, Director of Data Programs

At this meeting, the Community Engagement Advisory Board (CEAB) will have the opportunity to hear a summary of the feasibility studies and the new report of light-touch feasibility studies, written in response to proposals discussed at the [October 16, 2024](#) CEAB meeting.

### Possible Action:

This is an informational item with an opportunity for the CEAB to have a discussion during the public meeting. There is no requested action for this item.

### Background:

On [February 28, 2025](#), the Governing Board approved the Governance Manual Review Committee's proposed edits to the Governance Manual, which included a revision to the Advisory Board recommendation process. Rather than the Advisory Board taking a formal vote, the process will conclude each cycle with a report facilitated by the Governing Board Liaison to the CEAB and up to two CEAB members. This report will summarize all the proposals provided and discussions that occurred at the Fall and Spring meetings.

The initial analyses of each proposal shared and discussed during the [August 22, 2024 Community Engagement Ad Hoc Committee for Proposal Prioritization meeting](#) will serve as this year's light-touch feasibility studies. These analyses are attached to this staff report in a document called *Report of Light-Touch Feasibility Studies (Attachment A)*.

CEAB members who are interested in volunteering to work on the report to the Governing Board, should email [Stephanie Gutierrez-Valdez](#). If more than two individuals volunteer, the Governing Board Liaison to the CEAB will select two individuals to co-draft the report.

#### *Feasibility Studies and Proposal Summaries:*

Based on the pre-February 28, 2025 Governance Manual, two studies were prioritized for deeper review. Brief summaries are below and the full studies are included in Attachments B and C.

#### *Data Literacy Outreach Tools:*

The Data Literacy Outreach Tools proposal submitted by Member Takagi seeks to empower individuals to understand and utilize data effectively by incorporating comprehensive data literacy tools and resources in C2C's outreach and communications materials.

#### *Constituent-Based Community Conversations:*

The Constituent-Based Community Conversations proposal submitted by Member Gottlieb asks the Office of Cradle to Career Data (Office) to explore requiring CEAB members to work with Office staff to co-host constituent-based Community Conversations.

#### *Proposals that were not Advanced:*

The remaining four proposals that did not advance at the Fall meetings consisted of creating a C2C mobile application, connecting the workforce vision of C2C with new types of learning artifacts, partnering with academic institutions to produce P20W data system case studies, and structuring CEAB outreach around regional representation. Light-touch feasibility studies are included in Attachment A.

## Next Steps:

### **Discussion at the March 26, 2025 meeting:**

The purpose of this agenda item at the March meeting is for the CEAB to review and discuss the results of the feasibility studies. This meeting is an opportunity to discuss and share ideas about potential connection points in the proposals.

Possible discussion questions may include:

- Which proposals are most feasible and have the highest potential impact?
- What additional context should be included in the presentation to the Governing Board?
- Are there any potential risks or drawbacks that need to be discussed?

### **Prior to the May Governing Board meeting:**

The report will have a few components:

- Summary of the CEAB discussions at the March 2025 meeting
- Overview of all proposals submitted, with links to all proposals
- The feasibility studies [linked in this memo]

Following this meeting and with the assistance of the Office, the Governing Board Liaison and up to two members of the CEAB will prepare to share a summary of the feasibility studies and proposals at the [May 9, 2025](#) Governing Board meeting. The Governing Board Liaison may use and update the materials from the March 26, 2025 Advisory Board meeting based on the discussion.

### **At the May Governing Board meeting:**

At the Governing Board's May meeting, the Governing Board Liaison and up to two CEAB members will share the report summarizing proposals with the Governing Board.

The CEAB's report to the Governing Board may inform the Governing Board's work and deliberations. For any additional proposal ideas where the Governing Board would like to take action, the Governing Board could ask the

Office to resolve any open feasibility questions in preparation for formal board action.

# Report of Light-Touch Feasibility Studies

What follows are light-touch feasibility studies, which are initial analyses of all proposals. These were conducted by the Office, with assistance from WestEd, to identify initial feasibility considerations and suggested ways to operationalize each proposal.

Per the new process approved at the February 28, 2025 governing board meeting, a summary report of proposals will be facilitated by the governing board liaison for the Community Engagement Advisory Board, in collaboration with up to two advisory board members. For more information, refer to the March 26, 2025 staff report titled [Advisory Board Recommendation Process and Governance Manual Updates \(Agenda Item 6\)](#) and the February 28, 2025 staff report titled [Proposed Edits to the Governance Manual \(Agenda Item 12\)](#).

## Background

The purpose of this report is to provide the Community Engagement Advisory Board with information to consider ahead of the discussion about proposals at the March 26, 2025 Community Engagement Advisory Board meeting, as specified in the [Governance Manual](#) (pages 37-38).

Attached: Light-touch feasibility studies for all Community Engagement Advisory Board proposals submitted in fall of 2024.



## Community Engagement Advisory Board Proposal Form

### Instructions:

Per the [Governance Manual](#) Section "Member Expectations and Responsibilities" Community Engagement Advisory Board members can submit a proposal form, which must be submitted to the Office one month prior to the Fall Advisory Board meeting, to address significant gaps regarding feedback loops with data users, evidence-based decision making and analytical capacity, and equitable access to actionable information. These proposals provide specific recommendations to amend the [community engagement framework](#). Please note there should only be one proposal per form.

### Name:

Adam Gottlieb

### Proposal Title: *no more than 50 characters*

Expansion of Constituent-Based Community Conversations

- By checking this box, I understand that if my recommendation is one of the top recommendations identified by the Advisory Board, I will be presenting my idea at the Fall Advisory Board meeting.

### Nature of Proposal:

- Feedback loops with data users
- Evidence-based decision making and analytical capacity
- Equitable access to actionable information

### What action should be taken to address the issue?

Community Engagement Advisory Board (CEAB) members should co-host online or in-person community conversations in and for their respective constituencies at some point during their term. Co-hosting these conversations will allow the C2C team to reach more people across the state and meet the goal of informing them of the data system, its uses, and relevant timelines. Members can and should be encouraged to jointly co-host when applicable.

### Who could benefit from this action?

As the data system now has data sources and aspects will be publicly launched in the near term, this action would benefit stakeholders across the state who are interested in learning how to use the system and how to apply the data and tools to their own work. Such conversations outline uses and timelines and will prepare a greater number of stakeholders in proper use and roles within the office.

Current community conversations have largely been centered on procedural information such as Advisory Board membership and proposal development. Conversations that have been held regarding the overall planned usage and applicability of the system have been broad in scope and have not offered specific constituencies opportunities to weigh in or become engaged. Smaller conversations, especially those in person, have been held in more tailored settings and allowed for deeper conversations to occur.

By charging the Community Engagement Advisory Board members to co-host additional conversations with their constituencies, additional tailored resources can be shared to drive engagement in the system. For instance, one such conversation relating to two CEAB member's constituency can be this can include Los Angeles and Bay Area K-12 and higher education counselors. A conversation with this constituency group can teach counselors about a new tool to use in directing students to education or career opportunities that are economically relevant and provide fit for their experiences.

Who would implement this action?

This would be implemented in partnership with the C2C Office and CEAB members. Members would provide a recommendation on a constituency and format, and should it be accepted, the office would provide marketing materials and a Zoom platform to hold the meeting. The CEAB member would support the C2C office during the session through dialogue facilitation. The C2C office would be responsible for posting the conversation to the appropriate location online under a heading so other members of that specific constituency can find it.

How does the action relate to the mission and vision of C2C?

As the vision of the data system is to connect individuals and organizations with trusted information and resources, hosting these conversations with tailored collections of individuals will allow the office to enact the vision more effectively. By allowing CEAB members to work with the C2C office on this, more individuals will become aware and connect it to their own work and networks, as opposed to the potential recurrence or mismatch of individuals through more general community conversations.

As this tool becomes online and access is expanded to navigate the education and employment pipeline (per the mission) and the CEAB members represent individuals and organizations within the education and employment spheres, among others, this is a natural pathway to meaningful engagement and eventual usage of the data system.





## Community Conversations

Voting Option Fall 2024 Proposals from the Community Engagement Advisory Board

This document provides background information to support prioritization of potential community engagement activities for the Cradle-to-Career (C2C) Data System.

Staff from the Office of Cradle to Career Data (Office) worked with Advisory Board members who submitted proposals to provide greater specificity about the suggested item.

### Proposal Name

Expansion of Constituent-Based Community Conversations

### Proposed Actions by the Office

- Provide marketing materials for tailored community conversations
- Provide a Zoom platform to hold the meeting if an online venue is preferred
- Travel to the community conversation if it will be held in person
- Co-facilitate the community conversation
- Record the community conversation
- Post a recording of the conversation to the C2C website

### Proposed Actions by Community Engagement Advisory Board Members

- Provide recommendations on a constituency to engage through a tailored community conversation
- Provide recommendations on the format for engaging that constituency (online or in person)

- Advertise the community conversation to the specified constituency
- Assist in organizing the community conversation, including, but not limited to, providing a venue and resources for the conversation or providing expertise that would help to shape the event
- Co-facilitate the meeting
- Follow up on any action items that come from the community conversation
- Recommend key words to associate with the recording of the community conversation to help community members find it



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### Name:

Parshan Khosravi

### Proposal Title: *no more than 50 characters*

The CEAB Strategic Engagement and Targeted Training (SETT) Platform

- By checking this box, I understand that if my recommendation is one of the top recommendations identified by the Advisory Board, I will be presenting my idea at the Fall Advisory Board meeting.

### Nature of Proposal:

- Feedback loops with data users
- Evidence-based decision making and analytical capacity
- Equitable access to actionable information

### What action should be taken to address the issue?

This proposal aims to create a structure for the Community Engagement Advisory Board to conduct its annual outreach to communities around both informing communities, receiving feedback, and connecting the C2C work with these communities. The proposal includes three specific subdivisions:

- 1) Restructuring the CEAB members to be regionally represented from California, with minimum representation of 2 members from each of the five regions of Southern California & Inland Empire, LA Area, Central California, SF Bay Area, and Northern California
- 2) Mandating each member of the Community Engagement Advisory Council to conduct at least two outreach events within their respective region per year, which shall be a workshop, presentation, or a similar format event.
- 3) Create the following communities of interest in order for the CEAB board members to conduct outreach and feedback consultation, and mandate tracking of all outreach efforts as well as a minimum of one outreach event by the board to each of these communities annually:
  - a. K-12 institutions
  - b. Higher ed institutions
  - c. Parents & families (parent advocacy groups, etc.)
  - d. Student groups (student associations, etc.)
  - e. Business and industry organizations (chambers of commerce, etc.)
  - f. CBOs and faith-based organizations
  - g. Government agencies and policy leaders
  - h. Research organizations and think tanks

### Who could benefit from this action?

This action would both benefit the CEAB board members by clearly defining the roles of these members, as well as helping the various stakeholder communities across California by formulating an outreach structure that includes both a regional outreach plan and a target population outreach plan.

Who would implement this action?

This action would be implemented by the CEAB board by ensuring that future CEAB selection criteria includes regional diversity, as well as by assigning the 16 members of the CEAB into the 8 communities of interest (2 members as leads for each of the communities of interest). Finally, the tracking and enforcement of member outreach would be done by CEAB staff through the individual “prep meetings” that are conducted ahead of each CEAB meeting.

How does the action relate to the mission and vision of C2C?

CEAB has yet to formulate a structure for outreach to communities and is still largely depending on its board members’ individual ties and connections rather than building a broader strategy. With this proposal, the aim would be to form a strategic outreach platform for CEAB and build this strategy out in the years to come.



# Community Engagement Advisory Board Structure

Voting Option

Fall 2024 Proposals from the Community Engagement Advisory Board

This document provides background information to support prioritization of potential community engagement activities for the Cradle-to-Career (C2C) Data System.

Staff from the Office of Cradle to Career Data (Office) worked with Advisory Board members who submitted proposals to provide greater specificity about the suggested item.

## Proposal Name

The CEAB Strategic Engagement and Targeted Training (SETT) Platform

## Proposed Actions by the Governing Board

- Amend the Governance Manual so that the Community Engagement Advisory Board members are selected such that the following criterion is met:
  - Minimum representation of 1 member from each of the following six regions: San Diego/Imperial, Inland Empire, Los Angeles/Orange County, Central Valley/Central Coast, SF Bay Area, Greater Sacramento/Far North
- Amend the Governance Manual so that the Community Engagement Advisory Board members are required to:
  - Individually conduct at least two virtual or in-person outreach events or communications (such as email outreach, social media posts, or providing public comment at meetings) within their respective region per year
  - Across all Community Engagement Advisory Board members, the

members should ensure that each of the following constituencies are engaged:

- K-12 institutions
- Higher ed institutions
- Parents & families (parent advocacy groups, etc.)
- Student groups (student associations, etc.)
- Business and industry organizations (chambers of commerce, etc.)
- CBOs and faith-based organizations
- Government agencies and policy leaders
- Research organizations and think tanks
- Report all outreach efforts conducted, constituencies reached, and the number of participants to the Office of Cradle to Career Data staff
- Optionally receive funding to support the engagement activities of Community Engagement Advisory Board members

### **Proposed Actions by the Community Engagement Advisory Board**

- Individually conduct at least two virtual or in-person outreach events or communications (such as email outreach, social media posts, or providing public comment at meetings) within their respective region per year
- Across all Community Engagement Advisory Board members, the members should ensure that each of the following constituencies are engaged:
  - K-12 institutions
  - Higher ed institutions
  - Parents & families (parent advocacy groups, etc.)
  - Student groups (student associations, etc.)
  - Business and industry organizations (chambers of commerce, unions, professional associations, etc.)
  - CBOs and faith-based organizations
  - Government agencies and policy leaders
  - Research organizations and think tanks
- Report all outreach efforts conducted, constituencies reached, and the number of participants to the Office of Cradle to Career Data staff

**Proposed Actions by the Office**

- Track all outreach efforts reported by individual Community Engagement Advisory Board members





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### Name:

Jackie Nevarez

### Proposal Title: *no more than 50 characters*

Foundationally ground the workforce vision of C2C to meet the needs of our community of the future, not of the past

- By checking this box, I understand that if my recommendation is one of the top recommendations identified by the Advisory Board, I will be presenting my idea at the Fall Advisory Board meeting.

### Nature of Proposal:

- Feedback loops with data users
- Evidence-based decision making and analytical capacity
- Equitable access to actionable information

### What action should be taken to address the issue?

There is a statewide need to reassess our metrics and mindset regarding true student success after graduation. In November 2020, the Career Ladders Project hosted a webinar titled "[Guided Pathways Workshop: Redesigning with Equity and Careers in Mind](#)." One of the breakout sessions featured Terence Nelson from Norco College discussing how his team and Saddleback College collaborated with Pedro Campos to integrate Military Transcripts into college coursework using the [Military Articulation Platform](#). The equitable translation of Credit for Prior Learning into college credit highlighted a transformational mindset and recalculation of metrics.

As a member of the Nor Cal Army Community Relations Board, I organized two meetings in 2021 ([MILITARY AND CCGI CROSS-COLLABORATION AGENDA](#) and [MILITARY, CCC, AND CCGI CROSS-COLLABORATION AGENDA](#) on 3/17/21). My vision was for CCCs to utilize the Military Articulation Platform to align Credit for Prior Learning across all of the CCCs. This alignment could then serve as a crosswalk for secondary educational career pathways, connecting work-based learning, career courses, and industry certifications to community college courses. In a recent article by Inside Higher Ed.com, they noted that there are more than "one million unique educational credentials" and this is up "threefold" in less than 10 years.

With the recent [eTranscript Task Force recommendations](#), we are moving towards reassessing our metrics and mindsets around student success. However, to fully realize this future vision, we must advance our collective understanding of workforce development and career-connected learning. To expand the mindset of C2C staff and boards towards the future workforce, the following actions are suggested to ensure that mindsets and metrics reflect future workforce needs:

1. Facilitate viewing [Kevin Fleming's TEDx talk](#) and using his discussion guide to understand the mindsets and metrics needed to advance workforce development and career readiness among all learners. He offers a supportive [free PDF Handbook](#) to aid this discussion.

2. Set up a C2C table at key conferences across California, including [CCCAOE](#), [Meeting of the Minds](#), the [CTE Conference](#), [Educating for Careers](#), and the [ACTE conference](#).
3. Conduct community conversations at these key conferences across California, ensuring active participation and engagement in discussions around workforce development and career readiness.

[Who could benefit from this action?](#)

All C2C leaders, staff, stakeholders, advisory members, CDE staff, educational leaders, policy makers, legislators, and educators.

[Who would implement this action?](#)

C2C Staff and possibly Board members.

[How does the action relate to the mission and vision of C2C?](#)

Mission and Vision: The California Cradle-to-Career Data System connects individuals and organizations with trusted information and resources, providing insights into critical milestones in the pipeline from early care to K–12 to higher education, skills training, and employment.

It is acknowledged that “California’s information on early education, K-12 schools, colleges, social services, and employment is separate and disconnected.” By stepping out of the realm of education and legislation, and into the world of workforce, front-end users, educators, and other stakeholders we are unifying systems to create true pipelines for world of work in the future. C2C will also be solidifying the milestones that we truly need to measure to create meaningful dashboards from a workforce lens.



## Workforce Data

Voting Option Fall 2024 Proposals from the Community Engagement Advisory Board

This document provides background information to support prioritization of potential community engagement activities for the Cradle-to-Career (C2C) Data System.

Staff from the Office of Cradle to Career Data (Office) worked with Advisory Board members who submitted proposals to provide greater specificity about the suggested item.

### Proposal Name

Foundationally ground the workforce vision of C2C to meet the needs of our community of the future, not of the past

### Proposed Actions by the Office

- Watch Kevin Fleming's TEDx talk and lead a staff discussion based on the related discussion guide
- Lead a discussion on Kevin Fleming's TEDx talk at meetings of the Community Engagement Advisory Board, Data and Tools Advisory Board, and Governing Board to address new types of learning artifacts such as badges, micro credentials, credit-for-prior learning, and third-party credentials as well as trends in labor markets related to educational attainment requirements
- Host a listening session where participants can discuss potential shifts to workforce data at one of the following conferences: CCCAOE, Meeting of the Minds, the CTE Conference, Educating for Careers, and the ACTE conference

- As budget allows, attend one or more of the following conferences to learn more about workforce development and career readiness: CCCAOE, Meeting of the Minds, the CTE Conference, Educating for Careers, and the ACTE conference
- Create share-outs about lessons learned at the conferences for the Governing Board and the Advisory Boards

**Proposed Actions by the Community Engagement Advisory Board, Data and Tools Advisory Board, and Governing Board**

- Watch Kevin Fleming's TEDx talk and participate in a discussion based on the related discussion guide about potential shifts to workforce data
- As budget allows attend one or more of the following conferences to learn more about workforce development and career readiness: CCCAOE, Meeting of the Minds, the CTE Conference, Educating for Careers, and the ACTE conference
- Participate in share-outs about lessons learned at the conferences



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### Name:

Mike Nguyen

### Proposal Title: *no more than 50 characters*

The CA C2C Mobile Application

- By checking this box, I understand that if my recommendation is one of the top recommendations identified by the Advisory Board, I will be presenting my idea at the Fall Advisory Board meeting.

### Nature of Proposal:

- Feedback loops with data users
- Evidence-based decision making and analytical capacity
- Equitable access to actionable information

### What action should be taken to address the issue?

The State of California's Cradle-to-Career Data System will develop and launch a mobile application, 'CA C2C', publicly available to all users on mobile devices. This mobile application will provide a user-friendly interface, access to tools, and data-driven insights. This mobile application will retain all components published on the Cradle-to-Career website to ensure that Californians have increased and equitable access to all information and resources at any given time. This mobile application will be available on as many application marketplaces as possible for Californians to download and use.

### Who could benefit from this action?

The Cradle-to-Career Data System is currently at a crucial juncture in its [five-year timeline](#). In year 4, corresponding to the 2024-25 fiscal year, the System has planned to “launch universal basic accounts at CaliforniaColleges.edu for all public high school students.” In addition, the eTranscript California Task Force has provided its completed [draft recommendations](#) for moving forward for Cradle-to-Career in its work contributing to the Master Plan for Career Education, underlining the urgency of my proposal before all planned actions are set and done.

In the [2023-24 academic school year enrollment data](#), the annual CALPADS Fall 1 submission recorded an enrollment number of 1,913,982 students in public schools in grades 9 to 12, the grades of the high school level. Furthermore, [the Governor stated in 2020](#) that “Approximately one in five students in California lack high-speed Internet or an appropriate computing device at home.” According to [EdSource](#), California State Superintendent of Public Instruction Tony Thurmond has stated that amid the COVID-19 pandemic, there is an immediate need for at least 150,000 laptop devices for public school students with the acknowledgment that California has been in a digital divide for the past several decades. Whether in a pandemic or not, California must adapt to its people’s needs and bridge this divide to ensure the disadvantaged have equal access and opportunity.

Given these extenuating circumstances for California students, the numbers

are clear and tell a significant story. It is inaccessible to make Cradle-to-Career's wealth of valuable resources and information accessible only via a website. Hundreds of thousands of students may not have access to a stable computing device, thus preventing them from reaping the benefits of Cradle-to-Career. This inequity must be addressed to ensure all students have equal opportunities.

From my personal testimony in attending a Title I K through 8th school district for nine years, I remember seeing when the iPad mini's and Chromebooks had to be returned to the charging cart at the end of the day. Teachers would even limit assigning electronic assignments due to the fear that only some students had the opportunity to submit their work on Google Classroom. I remember when my teachers made accommodations to the rules for when a classmate did not have any devices at home and could take their school device home that night to complete the assignment with peace of mind. This shows that not every student has a stable computing device at home. These experiences underscore the importance of making Cradle-to-Career accessible to all, regardless of their technological resources.

Moreover, it is not only about the students. Families, educators, advocates, researchers, and policymakers will have trusted information and resources only a few taps away at their fingertips, further accelerating their efforts and advancing all aspects of the quality of life for all Californians, from education to employment.

This proposal has an immense potential impact, and it is the responsibility of Cradle-to-Career's Board Members to ensure that all stakeholders, one of whom is students, have equal opportunities to access and benefit from Cradle-to-Career resources in order to reach their full potential.

#### [Who would implement this action?](#)

The California Cradle-to-Career Data System staff members will implement this action to build the 'CA C2C' mobile application. Staff members will implement this action as information from data providers becomes readily available, the user-centered design process is finalized, and front-end and back-end updates are as needed in the mobile application. Staff will ensure the



application reflects the information and resources as Cradle-to-Career is on the web. The staff members will build the application with an eye on embedding strong performance, functionality, privacy, and security measures for users.

#### How does the action relate to the mission and vision of C2C?

The proposed action is in direct alignment with C2C's mission, which is "to expand access to tools and services to navigate the education-to-employment pipeline." By launching the 'CA C2C' mobile application, Cradle-to-Career provides California with a one-stop shop of vital data, tools, insights, and resources to empower its people to pursue higher education, skills education, and employment confidently and easily. On top of this, a mobile application would enhance the Cradle-to-Career brand identity and build on the continued goal of being approachable and inviting to the public.

Additionally, the proposed action is in direct alignment with C2C's vision, which is to connect "individuals and organizations with trusted information and resources." In the long term, this mobile application will realize this vision as data is collected, tools are fully developed, and users will increasingly download the mobile application once launched. Thus, mass access to Cradle-to-Career and this power to the people "fosters evidence-based decision-making to help California build a more equitable future."

This proposal is a strategic step towards putting this technology in the hands of as many Californians as possible, advancing our mission and vision. By creating an accessible online website and mobile application, this proposed mobile application will take significant steps towards achieving increased community engagement and putting the public first in Cradle-to-Career.



## Mobile Application

Voting Option Fall 2024 Proposals from the Community Engagement Advisory Board

This document provides background information to support prioritization of potential community engagement activities for the Cradle-to-Career (C2C) Data System.

Staff from the Office of Cradle to Career Data (Office) worked with Advisory Board members who submitted proposals to provide greater specificity about the suggested item.

### Proposal Name

The CA C2C Mobile Application

### Proposed Actions by the Office

- Take mobile design into account when developing the Cradle-to-Career website
- Create a mobile application that includes all the information and resources on the Cradle-to-Career website, such as the list of data points, the dashboards, the query builder, blog posts, and information on public meetings
- Ensure the app is designed to be user friendly with strong performance, functionality, privacy, and security measures
- Use the Community Conversations to provide a space where members of the public can beta test the app before it is released
- Make the app available on the Apple App Store, the Google Play Store, and the Android App Store

**Proposed Actions by the Public**

- Participate in Community Conversations to beta test the app before it is released



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### Name:

Alexis Takagi

### Proposal Title: *no more than 50 characters*

Data Literacy Outreach Tools

- By checking this box, I understand that if my recommendation is one of the top recommendations identified by the Advisory Board, I will be presenting my idea at the Fall Advisory Board meeting.

### Nature of Proposal:

- Feedback loops with data users
- Evidence-based decision making and analytical capacity
- Equitable access to actionable information

### What action should be taken to address the issue?

In alignment with Cradle to Career's (C2C) Community Engagement Plan and its broader mission to serve as California's primary provider of actionable data and research, incorporating comprehensive data literacy tools and resources within C2C's outreach and communications materials will empower individuals to understand and utilize data effectively. This initiative will foster greater social and economic equity by equipping stakeholders with the skills to interpret and apply data insights, as well as the resources to effectively communicate insights derived from data to others, ultimately expanding access to essential tools for navigating the education-to-employment pipeline.

### Who could benefit from this action?

The California Cradle-to-Career Data System connects individuals and organizations with trusted information and resources, offering insights into critical milestones from early care to K–12, higher education, skills training, and employment. The data system is designed to “empower individuals to reach their full potential and fosters evidence-based decision-making to help California build a more equitable future.” To ensure that all Californians are utilizing the C2C's data system effectively, I propose that data literacy tools and resources be embedded into Cradle to Career's community engagement outreach efforts.

Data literacy empowers communities by providing individuals with essential skills to understand and use data effectively in their personal, educational, and professional lives. For example, high school students and their families can use these tools to ensure that they are meeting milestones as they explore post-secondary options while enabling practitioners to leverage data more effectively to serve their communities. Given that C2C already champions a student-centered design, data literacy tools and resources integrated into outreach materials will facilitate increased usage of C2C's data and subsequent data dashboards, prompting greater access to the public to leverage the data in their own lives and the communities they serve. Secondly, considering that data literacy tools are already being created by the C2C staff such as a data dictionary, this proposal suggests that a strategic campaign is developed to intentionally inform the public about these tools and how to apply the data in their own lives. Furthermore, the implementation

of data literacy skills can strengthen feedback loops with data users by fostering a deeper understanding of how data informs decision-making processes. Through empowering data users with these skills, we aim to create a more responsive and adaptive ecosystem that supports continuous improvement and innovation across educational and professional pathways.

### Who would implement this action?

The Cradle to Career Data System Office would implement this action with support from the three boards. There is potential for partnerships with educational institutions and non-profit organizations focused on data literacy that can also be leveraged. These collaborations can subsequently enhance the reach and impact of the initiatives, ensuring that diverse communities, reflective of California's diverse student population, have access to the resources and information they need to utilize and make sense of the data. One avenue to integrate data literacy skills and tutorials is C2C's outreach plan, including Community Conversations and blog posts.

What this looks like in practice:

1. Integrate workshops and training sessions in Community Conversations providing an overview of data literacy guides (e.g. how to interpret and analyze data), emphasizing their practical applications in academic research, everyday decision-making, and fostering a data-informed community culture. This can also include developing interactive modules that allow participants to practice data skills in a hands-on manner or YouTube tutorials that individuals can follow at their own pace.
2. Once an online repository of tutorials, interactive modules, and resources such as the data dictionary are developed, create outreach materials that uplift and inform the public on how to leverage these tools. Outreach materials should refrain from using research or academic jargon to increase accessibility and demonstrate to the public C2C's commitment to democratize data and empower individuals to make informed decisions.

3. Establish an online forum where participants can ask questions, share insights, and discuss topics with others

How does the action relate to the mission and vision of C2C?

California currently lacks a unified system for information across early education, K-12 schools, colleges, social services, and employment, resulting in fragmented data that complicates planning and student transitions. This disjointed approach hinders comprehensive analysis of outcomes across Californians' lives from early childhood through adulthood.

To address these challenges, the California Cradle-to-Career Data System aims to consolidate and provide actionable information to communities and families. Centered around empowering individuals to achieve their full potential and promoting evidence-based decision-making, the system's mission is to deliver data-informed tools for students to reach their college and career goals while offering insights into education and workforce outcomes. This initiative seeks to foster a more equitable future for California through integrated, accessible data. Moreover, C2C aims to design a user-friendly system to empower its users. Strengthening the capacity of data users through these tools can lead to more effective community development initiatives driven by data.



## Data Literacy

Voting Option Fall 2024 Proposals from the Community Engagement Advisory Board

This document provides background information to support prioritization of potential community engagement activities for the Cradle-to-Career (C2C) Data System.

Staff from the Office of Cradle to Career Data (Office) worked with Advisory Board members who submitted proposals to provide greater specificity about the suggested item.

### Proposal Name

Data Literacy Outreach Tools

### Proposed Actions by the Office

- Build an online repository for resources that support data literacy
- Establish an online forum where community members can ask questions, share insights, and discuss topics with others
- Partner with Community Engagement Advisory Board, educational institutions, and nonprofit organizations to design communications campaigns and resources
- Utilize blog posts to raise issues regarding understanding and using data
- Create online, interactive tutorials that allow participants to practice data skills in a hands-on manner
- Host Community Conversations that provide an overview of data tools available on the C2C website, walk participants through data literacy resources, and clarify the practical applications of available information
- Moderate the online forum and provide answers to questions posted by community members



**Proposed Actions by the Community Engagement Advisory Board**

- Partner with the Office to design communications campaigns and resources
- Voluntarily participate in Community Conversations regarding understanding and using data

**Proposed Actions by Others**

- Provide input on the design of communications campaigns and resources



## Community Engagement Advisory Board Proposal Form

### Instructions:

Per the [Governance Manual](#) Section "Member Expectations and Responsibilities" Community Engagement Advisory Board members can submit a proposal form, which must be submitted to the Office one month prior to the Fall Advisory Board meeting, to address significant gaps regarding feedback loops with data users, evidence-based decision making and analytical capacity, and equitable access to actionable information. These proposals provide specific recommendations to amend the [community engagement framework](#). Please note there should only be one proposal per form.

### Name:

Alexis Takagi

### Proposal Title: *no more than 50 characters*

From Data to Impact: Educational Case Studies

- By checking this box, I understand that if my recommendation is one of the top recommendations identified by the Advisory Board, I will be presenting my idea at the Fall Advisory Board meeting.

### Nature of Proposal:

- Feedback loops with data users
- Evidence-based decision making and analytical capacity
- Equitable access to actionable information

### What action should be taken to address the issue?

Cradle to Career should establish collaborative partnerships with academic institutions and organizations to produce case studies using the C2C robust data system, sharing the findings with the public to demonstrate the system's potential in informing policy and practice. Publishing case studies highlighting the success and shortcomings of policies and structures will demonstrate to practitioners and policymakers how data can inform effective strategies and decisions across the educational continuum—from early childhood through to career readiness.

Overall, Cradle to Career should emphasize the transformative impact of data-driven decision-making through these collaborative efforts and publications. By promoting evidence-based decision-making and enhancing analytical capacity, Cradle to Career can empower stakeholders to make informed choices that lead to more effective policies. This approach fosters a culture where data is not only utilized but actively shapes strategies that improve educational outcomes and support student success.

### Who could benefit from this action?

Cradle to Career aims to support a diverse array of users through its mission and vision. This includes students and families who can access essential information for college planning, applications, and financial aid. Additionally, advocates and researchers utilize collected data to inform policy decisions and promote educational equity, leveraging insights from multiple sources to drive positive systemic change.

Publishing case studies can serve as a powerful tool for Cradle to Career to not only showcase their impact but also to engage with stakeholders and inform future initiatives and policies based on data-driven insights. Highlighting outcomes through case studies can attract stakeholders, including policymakers, educators, and community leaders, to collaborate more effectively. This aligns with Cradle to Career's vision of creating a seamless pathway of support through partnerships that enhance educational opportunities and outcomes for children and families. Highlighting data-derived outcomes promotes transparency in designing and

implementing educational programs and interventions. Additionally, this action can increase advocacy for policies and practices that address disparities and support all students in reaching their full potential.

#### Who would implement this action?

The Cradle to Career Data System Office would implement this initiative with support from the Data & Tools Advisory Board and C2C's data partners. Initially, the C2C team will gather input from stakeholders, including higher education sectors such as California Community Colleges (CCC) and the Association of Independent California Colleges and Universities (AICCU), as well as educators, researchers, and policymakers. This input aims to identify specific issues for examination using available data.

Using insights from C2C's comprehensive dataset, case studies will highlight trends and systemic issues affecting education, such as enrollment and academic retention. These case studies will illustrate how data-driven approaches can foster positive systemic changes in education.

The C2C office would need to identify strategic partners they would want to collaborate with to develop and design case studies that thoroughly illustrate the breadth of data and scope of work currently being done through C2C. Additionally, an outreach campaign will be developed to inform the public about these case studies, emphasizing the importance of evidence-based decision-making and supporting the data system's goal to democratize data access.

#### How does the action relate to the mission and vision of C2C?

The proposed action aligns with Cradle to Career's mission of improving educational outcomes from early childhood through to career readiness by promoting evidence-based decision-making and fostering partnerships with the academic community. It supports their vision of creating and uplifting driven by data-informed strategies and best practices in education and community development. Furthermore, developing case studies in collaboration with the data system's data partners strengthens the

commitment to transparency and accountability, ensuring that their efforts lead to measurable improvements in student success. Specifically, it would enable data users to contextualize the data and has the potential to inspire others to utilize C2C's data to inform policy decisions and promote educational equity.



## Educational Case Studies

Voting Option Fall 2024 Proposals from the Community Engagement Advisory Board

This document provides background information to support prioritization of potential community engagement activities for the Cradle-to-Career (C2C) Data System.

Staff from the Office of Cradle to Career Data (Office) worked with Advisory Board members who submitted proposals to provide greater specificity about the suggested item.

### Proposal Name

From Data to Impact: Educational Case Studies

### Proposed Actions by the Office

- Create a research agenda that includes specific questions prioritized by the Data & Tools Advisory Board, C2C data providers, educators, researchers, and policymakers
- Clarify questions that could be answered based on the information available in the P20W data set, providing examples that clarify the scope of what can be answered
- Identify partners to create the research methodology and review data to suggest how findings should be described
- Conduct research using the P20W data set
- Write neutral fact sheets and reports that provide information on trends and systemic issues affecting education

### **Proposed Actions by Community Engagement Advisory Board Members**

- Provide input on topics for the research agenda

### **Proposed Actions by Data & Tools Advisory Board Members**

- Provide input on topics for the research agenda
- Provide input on the research methodology and review data to suggest how findings should be described

### **Proposed Actions by Others**

- Develop methodologies for research studies
- Review data to suggest how findings should be described



## Feasibility Study: Data Literacy Outreach Tools

At the October 16, 2024 meeting, the Community Engagement Advisory Board advanced a proposal from Alexis Takagi to empower individuals to understand and utilize data effectively by incorporating comprehensive data literacy tools and resources in C2C's outreach and communications materials.

Specifically, the Office of Cradle-to-Career Data (Office) would include the following items in its workplan beginning in 2025-2026:

- Build an online repository for resources that support data literacy
- Establish an online forum where community members can ask questions, share insights, and discuss topics with others
- Moderate the online forum and provide answers to questions posted by community members
- Partner with Community Engagement Advisory Board (CEAB), educational institutions, and nonprofit organizations to design communications campaigns and resources
- Utilize blog posts to raise issues regarding understanding and using data
- Create online, interactive tutorials that allow participants to practice data skills in a hands-on manner
- Host Community Conversations that provide an overview of data tools available on the C2C website, walk participants through data literacy resources, and clarify the practical applications of available information
- Engage other partners or constituents to provide input on the design of communications campaigns and resources



CEAB members would be expected to support data literacy outreach by:

- Partnering with the Office to design communications campaigns and resources
- Voluntarily participating in Community Conversations regarding understanding and using data

The full text of this proposal can be found at:

<https://c2c.ca.gov/wp-content/uploads/2024/07/Data-Literacy-Outreach-Tools88.pdf>

When conducting feasibility studies, the Office considers four factors: relationships to the existing policy, protocols, and C2C workplan; governance; neutrality; and cost. Information on each aspect is included below.

### Note on Methodology

The feasibility study is based on interviews with the C2C's Engagement team, Data Programs team, and external organizations with experience with data literacy outreach. Five interviews were conducted between November 20, 2024 and January 9, 2025. External organizations experienced with data literacy that provided input into this feasibility study were:

- EdTrust West
- Texas Data Literacy Program
- National Association of State Workforce Agencies

### Relationship to Existing Policy, Protocols, and C2C Workplan

#### **Cradle to Career Act**

The proposal is aligned with the Cradle to Career Act code specifying that:

- The data system shall: "Support the creation of user-facing tools and

services, and access to information necessary to . . . Provide tailored supports to students, educators, parents, and advisors, and better enable students to navigate the education-to-employment pipeline.<sup>1</sup>

- The Cradle-to-Career Office will Implement communications, professional development, and technical assistance that supports data system use."<sup>2</sup>

### **C2C Community Engagement Framework and Workplan**

The [C2C FY 2024-2025 Workplan](#) includes “Engage interest holders and subject matter experts to develop comprehensive companion materials for Student Pathways data story.” The Office is currently working on or planning for the following elements that are aligned with the proposal:

- Creating accompanying data literacy documents for each dashboard that includes factsheets developed for different audience groups, video tutorials for both data use and interpretation, a guide with discussion questions, resource data definitions, and student stories
- Offering a glossary and FAQs that are accessible to a non-technical audience
- Including data literacy tools and activities within Community Conversations that share and humanize data while offering strategies for sensemaking with the data
- Conducting continuous improvement of data literacy tools and outreach, including engaging subject matter experts in the design process, capturing feedback during live sessions, and conducting follow-up surveys
- Partnering with CEAB members and external organizations to promote communications and participate in Community Conversations, such as engaging with EdTrust West and the [Data for the People coalition](#)

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<sup>1</sup> CA Educ Code § 10860 (2022)

<sup>2</sup> CA Educ Code § 10862 (2022)

- Translating selected materials to Spanish based on available budget and staff capacity (the Office recently allocated .5 FTE for Spanish-language translation)

The following elements of the proposal are not currently included in the 2025-2026 workplan:

- Offer a repository of reports, resources, and infographics produced by researchers and practitioners in the field using C2C data in 2025. Note: This repository is a priority for future data literacy outreach.
- Provide materials in languages beyond English and Spanish. While the Office has funds to translate materials into up to eight languages, the Office does not currently have staff who are fluent in additional languages who could review translations, confirm the content and meaning is consistent and accurate, and adjust the translation as needed.
- Write a series of blog posts.
- Host an online forum.

### Future Risks to Flexibility

Creating new requirements for Office staff and CEAB members may constrain the scope of future C2C workplans by committing the Office and CEAB members to specific responsibilities, thus providing less flexibility to adapt and react to emerging community engagement needs as the data system evolves. Additionally, if staffing changes (for example, due to an unexpected open position), the Office staff may need to deprioritize other elements of the workplan to carry out the activities recommended by the CEAB.

### Governance

No data providers would be affected by this proposal, so the proposal does not impact governance for the C2C Governing Board.

## Neutrality

Generally, data literacy resources, tools, and communication outreach involves very low risk to Office neutrality. The process to develop training, resources, and communications includes review to ensure all materials are politically neutral.

The component of the proposal regarding an online forum poses moderate-to-high risk to neutrality. Given the invitation for the public to comment openly, significant risks exist that an individual may - intentionally or unintentionally - post a comment that is incendiary, violates a code of conduct on the forum, or misrepresents a position of the Office.

## Cost

### **Start-up Costs: The Office**

Expenses would primarily involve approximately 180 hours of staff time to:

- Identify, prioritize, and workplan expanded workshops, training sessions, interactive tutorials, blog post topics, and communication outreach campaigns. The organizations that were interviewed for the feasibility study stressed the importance of tailoring data literacy tools and interactive sessions to specific audiences. The Office would need a process to prioritize the audiences that would be targeted for expanded data literacy tools.
- Develop audience-specific templates, approaches, and outreach plans for data literacy outreach.
- Develop an evaluation plan for expanded data literacy outreach tools, including a logic model, measurable indicators, data collection strategies, and a workplan.
- To offer an online forum, the Office would need to secure the necessary technology, design the platform, and develop policies and procedures for the content moderation and responses. Additional time and costs -

beyond the 180 hours mentioned above - would be required to determine processes and structures to handle user credentials involved in an online forum. The Office does not currently directly collect and manage personally identifiable information from individuals due to privacy and related legal concerns.

### **Ongoing Costs: The Office**

Expenses would primarily involve staff time and/or consultant services, along with technology costs.

Office or contractor staff time would be required to:

- Develop, implement, and update interactive workshops, training sessions, and video tutorials for new dashboards. Organizations interviewed for the feasibility study gave time estimates for interactive data literacy tutorials, costs that ranged from 10-20 hours to develop a single interactive workshop (e.g. a module that would be integrated into a community conversation) to a part-time staff to develop, deliver, and maintain synchronous interactive online tutorials. Experts in the field recommended that content be developed dynamically and refined to reflect audience needs, rather than 'plug and play' modules.
- Develop and distribute audience-specific outreach communications through newsletters, social media, and communications via partners.
- Consult and collaborate with external partners providing data literacy resources related to the data system.
- Engage and collaborate with CEAB members to design communications campaigns and resources and participate in Community Conversations.
- Write, edit, brand, and post blogs (approximately 8-10 hours per blog post).
- Translate materials in languages beyond English and Spanish. Translation

services cost approximately \$600 - \$1,200 per language, per resource, depending on length and complexity of the resource.

- Designing subsequent evaluations for new or revised data literacy tools, requiring approximately 40 hours of staff time per additional evaluation.
- Implementing data literacy evaluations, including tracking and reporting engagement metrics (such as the number of views or participants), measuring outcomes through surveys, reporting findings, working to implement changes based on evaluation results. Time and cost required would depend on the evaluation approach.

Managing an online forum would require significant ongoing staff time. The Office would need to designate at least one staff member with daily responsibilities to pre-screen posts, remove posts that violate the code of conduct, coordinate internal review for statements from the Office, and respond to comments or questions. Notably, the turnaround time to conduct necessary review would delay the spontaneous interaction intended with an online forum. As referenced above, significant time and costs would be required to handle user credentials on an ongoing basis given privacy and legal concerns related to maintaining personally identifiable information.

EdTrust West, the Texas Data Literacy Program, and the National Association of State Workforce Agencies have not pursued an online forum due to capacity concerns. Additionally, a data literacy consultant with the National Association of State Workforce Agencies advised that the online forums are often unused, and other avenues to answer questions, such as office hours, typically provide a better return on the time investment.

Ongoing technology costs include:

- Interactive tutorials and video recordings should entail minimal costs to host, depending on the technology used. Posting recorded webinars to the C2C website would involve no additional costs.

- Either reallocation or additional funding to engage dedicated website support for an online forum.
- Additional data analytics monitoring to assess the effectiveness of data literacy outreach and communications.

The Office currently has 3 FTE of communications staff to support its outreach activities, which includes a .5 FTE to support Spanish translation. Staff estimate that this proposal would require .5 - 1 additional FTE at the Staff Services Manager I level, depending on the scope of the expanded data literacy outreach. This position would attend and represent C2C for in-person events; contribute to the expansion of interactive training and tools, communications campaigns, blog posts, and the online forum; and partner with external organizations and CEAB members. An additional part-time staff member would be needed to conduct formal evaluations of data literacy resources and outreach, or additional funding would be required to hire an external evaluator.

### **Ongoing Costs: CEAB Members**

Expenses would exclusively involve CEAB member time. To offer meaningful partnership to the Office, CEAB members would need to provide approximately 4-6 hours of time annually for input into communications campaigns and data literacy resources. Participation in Community Conversations would involve approximately 3-6 hours of time per event, including preparation. Additional time may be needed to build CEAB members' understanding of data literacy within the data system.



## Feasibility Study: Constituent-Based Community Conversations

At the October 16, 2024 meeting, the Community Engagement Advisory Board (CEAB) advanced a proposal from Adam Gottlieb to require CEAB members to work with staff from the Office of Cradle to Career Data (Office) to co-host constituent-based Community Conversations.

Specifically, the Office would:

- Provide marketing materials for tailored Community Conversations
- Provide a Zoom platform to hold the meeting if an online venue is preferred
- Travel to the Community Conversation if it will be held in person
- Co-facilitate the Community Conversation
- Record the Community Conversation
- Post a recording of the Community Conversation to the Cradle-to-Career (C2C) website

CEAB members would be expected to co-host one Community Conversation during their three-year term, including the following activities:

- Provide recommendations on a constituency to engage through a tailored Community Conversation



- Provide recommendations on the format for engaging that constituency (online or in person)
- Advertise the Community Conversation to the specified constituency
- Assist in organizing the Community Conversation, including, but not limited to, providing a venue and resources for the conversation or providing expertise that would help to shape the event
- Co-facilitate the meeting
- Follow up on any action items that come from the Community Conversation
- Recommend key words to associate with the recording of the Community Conversation to help community members find it

The full text of the proposal can be found at:

<https://c2c.ca.gov/wp-content/uploads/2024/07/Expansion-of-Constituent-Based-Community-Conversations.pdf>

When conducting feasibility studies, the Office of Cradle-to-Career Data considers four factors: relationships to the existing policy, protocols, and C2C workplan; governance; neutrality; and cost. Information on each aspect is included below.

### Note on Methodology

The feasibility study is based on interviews with CEAB members and the Office Communications and Data Team. Four outreach messages were sent to CEAB members between November 18, 2024 and December 12, 2024, resulting in:

- 12 completed interviews

The analysis is based on the following assumptions:

- Office staff would not be responsible for ensuring CEAB members co-host a Community Conversation. Please see the Governance section below for more information on roles, responsibilities, and future steps related to establishing accountability structures.
- CEAB member events would be hosted in partnership with Office staff to ensure consistency, compliance, alignment to the C2C workplan, and meaningful follow-through regarding information shared during the Community Conversations.
- Each year, Office staff would develop objectives, activities, and materials relevant to the C2C workplan to be used for the co-hosted Community Conversations. This would ensure topics are relevant and actionable for both participants and the Office. These materials would be used at all co-hosted Community Conversations to promote efficiency and consistency.
- Because the Office is prohibited from using funds to pay for space or food, any such costs would be underwritten by CEAB members' employers and/or secured through sponsorship or in-kind donations arranged by CEAB members. CEAB members would not be expected to expend personal funds to co-host events.
- There would be approximately five Community Conversations co-hosted by CEAB members each year. This parameter is based on the assumption that events would be staggered throughout CEAB members' three-year tenure.

## Relationship to Existing Policy, Protocols, and C2C Workplan

### Cradle to Career Act

The proposal is aligned with the Cradle to Career Act code, which specifies that:

- C2C shall: “Provide support for professional development opportunities to further policy making and to improve the functionality of the system by end users, including state agencies, schools, colleges and universities, social service providers, and students and families.”<sup>1</sup>
- The Office will “Implement communications, professional development, and technical assistance that supports data system use.”<sup>2</sup>

### CEAB Member Responsibilities and Expectations

According to the [Cradle-to-Career Governance Manual](#), the responsibility of the CEAB is to “examine whether the Office is creating strong feedback loops with data users, supporting evidence-based decision making and analytical capacity, and ensuring equitable access to actionable information.” While the proposal involves an expansion to the CEAB member expectations and responsibilities, CEAB members consistently expressed that this proposal aligned with their intended role of ensuring equitable access to the data system.

### C2C Community Engagement Framework and Workplan

Rooted in the Office's values, including transparency and collaboration, as well as [C2C's Community Engagement Framework](#), the Office hosts Community Conversations to inform development, interpretation, and awareness of the data system, and to foster an environment and culture of collaboration. Between June 2022 and August 2024, the Office hosted ten Community Conversations to engage the public through interactive webinars, along with three in-person sessions in 2024. The virtual Community Conversations are recorded and posted

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<sup>1</sup> CA Educ Code § 10860 (2022)

<sup>2</sup> CA Educ Code § 10862 (2022)

for review by the public on the C2C website at <https://c2c.ca.gov/ways-to-get-involved/community-conversations/>.

The [C2C FY 2024-2025 Workplan](#) includes “Ongoing Community Conversations, events, and engagement activities (both in-person and online) to solicit input and feedback.”

This proposal would support the goal of engaging communities across the state by working with trusted messengers to outreach to communities, enlisting their expertise in effective communications that is relevant and contextualized to their communities, and further equipping CEAB members to serve as champions and ambassadors of C2C.

Office staff and CEAB members are aligned on topics and goals for Community Conversations, including: (1) making C2C relevant to communities across the state; (2) informing key, timely elements of the data system; and (3) gathering public input and feedback on the system. CEAB members also expressed interest in hosting events that develop participants' understanding of how to use the data system in their own work.

Office staff indicate that this proposal is also aligned with their intention to provide additional Community Conversations in 2025 and beyond, including plans to host three virtual events by April 2025. Partnership with CEAB members would expand their reach to host in-person Community Conversations, which has previously been challenging because the Office cannot pay for venues or food.

### **Expanding the Communities That Are Engaged with C2C**

The Community Engagement Framework aims to reach a wide range of communities and constituencies to ensure equitable access to the data system. Current CEAB members report an ability to support outreach to constituencies that include students and families; K-12, community college, and university practitioners, administrators, and educators; state and local policy makers; and non-profit organizations. Some CEAB members also have connections to industry partners. Members who have the capacity to host in-person events would be

uniquely equipped to reach constituents unlikely to attend virtual events, such as students and families.

Current CEAB members could support outreach to the following regions: Greater Sacramento, Greater Bay Area, Central Valley, Inland Empire, and Los Angeles. Given that CEAB membership will vary and represent only a subset of regions across the state, the proposal would not be sufficient to ensure comprehensive reach across the state. Therefore, to achieve the goal of intentional engagement and geographical representation, Office staff would likely need to both support CEAB member events and provide additional, Office-led Community Conversations.

### Future Impact on Flexibility of Community Engagement Strategies

Creating new requirements for Office staff and CEAB members may constrain the scope of future C2C workplans by committing the Office and CEAB members to specific responsibilities. Because the Office has a very small staff (a total of 3 FTE cover all community engagement activities, with support from other staff), there are significant constraints on how many activities the Office can undertake. If co-hosting Community Conversations becomes a mandated strategy, there will be less flexibility to adapt and react to emerging community engagement needs as the data system evolves. Additionally, if staffing changes (for example, due to an unexpected open position), the Office staff may need to deprioritize other elements of the C2C workplan to ensure they are not in violation of the Governance Manual.

### Governance

No data providers would be affected by this proposal, so the proposal does not impact governance for the C2C Governing Board.

However, the proposal would involve amending the Governance Manual to specify a new expectation and responsibility for CEAB members. Responsibility would need to be assigned to the appropriate parties to ensure that CEAB members fulfilled their responsibilities.

Based on feedback about how work on community conversations would be divided among advisory board members, the Office should expect to work with the CEAB members to support evenly distributed efforts for these events.

### Neutrality

#### Maintaining Neutrality for the Data System

Expanded Community Conversations involves low-to-moderate risk for Office neutrality, largely due to ensuring that CEAB members' do not inadvertently misrepresent the Office's or Governing Board's position on an issue.

Many CEAB members expressed a desire for reference documents on common questions and guidance on how to address comments or concerns voiced by participants. Office staff would need to train CEAB members on how to ensure neutrality when participants make political statements or ask questions on sensitive topics. The extent of preparation and training may vary based on the CEAB members; while some may have significant experience with ensuring political neutrality, others may be less familiar and need more guidance.

#### Risk to CEAB Members

Expanded Community Conversations may involve low-to-moderate risk to CEAB members, particularly in clarifying their role as advisory board members versus their institutional roles. Participants may misinterpret content shared by CEAB members on behalf of the data system as official statements of their institutions.

### Cost

#### Start-up Costs: The Office

Expenses would fall into two primary categories:

- Staff time to build out the project management system to manage coordination with CEAB members.
- Staff time to develop guidance, resources, and materials for CEAB

members, such as policies that clarify expectations for members and guidance related to political neutrality.

### **Ongoing Costs: The Office**

Ongoing costs include Office staff time on an annual basis to:

- Identify topics and learning outcomes aligned to the broader C2C workplan for Community Conversations.
- Coordinate with CEAB members to plan scheduling, format, and roles for co-hosted Community Conversations. As a reference point, coordinating, scheduling, tracking, and completing CEAB interviews for the feasibility study required 32 hours. Initial planning and coordination with CEAB members who are co-hosting Community Conversations would require between 48 - 64 hours each year.
- Develop or adapt templates, materials, and resources to use during events, including marketing materials, presentation and activity materials, facilitation guides, and evaluation surveys.
- Collect and review proposed events from CEAB members for the year, offer thought-partnership on events as needed, and follow up with CEAB members who have not yet fulfilled their co-hosting duties.

In addition, Office staff would have ongoing costs based on the events. These costs would involve the following for virtual events:

- Time for 1-2 Office staff members to co-facilitate each event, synthesize and analyze input or feedback from the events, and respond to inquiries that arose at the event.
- Funding to cover accessibility costs (such as ASL or Spanish interpreters) and language translation when not underwritten by CEAB members.
- Time and financial costs may be needed to ensure that events adhere to standards for public meetings, particularly if more than two CEAB

members participate in the event.

In-person events may involve the following additional costs:

- Funds for travel and lodging in cases where staff support in-person events.
- Physical materials when not underwritten by CEAB members.
- Time from additional Office staff in the case that in-person events are scheduled across the state during the common event windows of early fall, late winter, and spring.

Staff estimate that this proposal would require one additional authorized position at the Staff Services Manager I level. This position would serve as liaison to and support board members and lead the co-sponsored Community Conversations. In addition, depending on the event topics, needs, format, and location, the Office would need 8-10 hours of support from other team members to deliver content or co-facilitate at events.

### **Ongoing Costs: CEAB Members**

At a minimum, CEAB members would need to provide 25-40 hours to co-host an event. This includes 15-20 hours to refine session objectives with Office staff, develop an outreach list, recruit participants, communicate with attendees, prepare for their role as co-facilitator, receive training in topics such as maintaining political neutrality, and provide follow-up information. An additional 4 hours would be needed for webinars or 10-20 hours for in-person events, including organizing space, food, AV needs, and parking.

Costs to CEAB members will vary based on the size of the event and whether it will be stand-alone or integrated into existing convenings or conferences. Time and costs are likely to be higher for CEAB members who have less experience hosting events or who have to secure underwriting for events.

The majority of CEAB members shared that co-hosting Community Conversations would be moderately to highly feasible, while others acknowledged they would



not have capacity to co-host an event.

In terms of financial resources to co-host events:

- Five CEAB members reported they would be able to underwrite costs of in-person events for between 10 and 60 people. They noted that staff from their institutions would be available to help with logistics or coordination.
- Three members reported the possibility of underwriting costs depending on available funds, approval from leadership, and their ability to secure partners.
- Four members reported it would not be possible to underwrite hosting costs for a Community Conversation.

In the future, people may be dissuaded from participation on the CEAB, due to capacity or fiscal constraints.