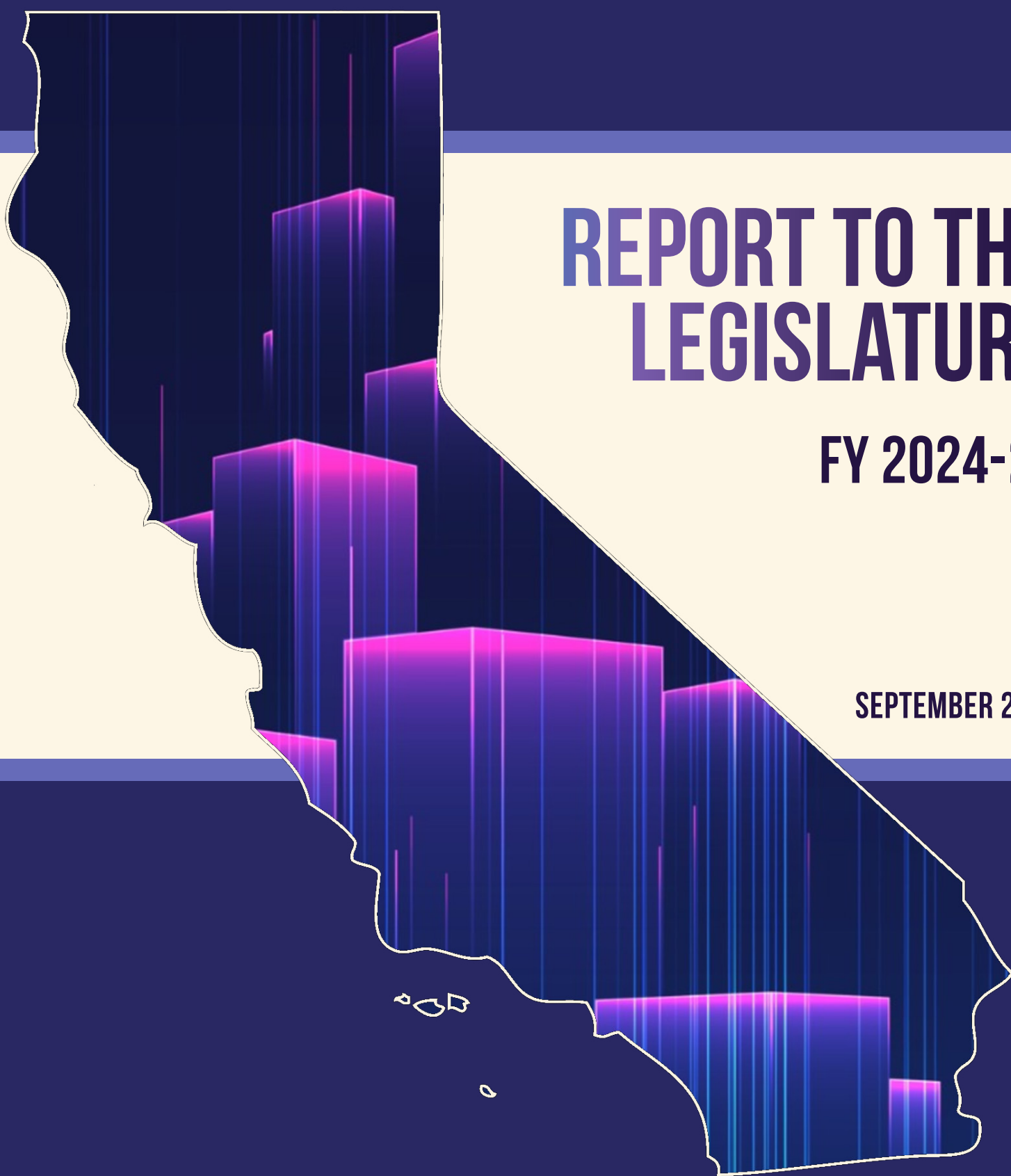




REPORT TO THE LEGISLATURE

FY 2024-25

SEPTEMBER 2025

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SECTION 1: INTRODUCTION

The California Cradle-to-Career Data System (C2C) was named in state legislation to be California's source of actionable data and research on education, economic, and health outcomes for individuals, families, and communities. C2C is envisioned to be the most inclusive data system of its kind in the nation.

In Fiscal Year 2024-25, the Office of Cradle-to-Career Data (Office) delivered on its promise to **build a data system by and for Californians**. In its fourth year of implementation, C2C made concrete progress toward goals defined in statute and its 5-year timeline, including building on the design and development of C2C's planned data dashboards to release its first analytical tool.

Additionally, the Office continued the implementation of cybersecurity infrastructure and processes to ensure the privacy and security of the data system, supported the scale of operational tools that help students understand college and career outcomes, and refined policies and procedures to effectively operate as a state entity to earn and maintain public trust. (See Appendix A for a summary of progress based on the legislation.)

FY 2024-25 HIGHLIGHTS

9,000

Cuts of data power the disaggregation in the Student Pathways Data Story, C2C's first analytical tool for the public

30+

New Labor and Workforce data points added to the C2C dataset

67,500

Visits to the Student Pathways Data Story page

One

Award received at the 2024 California Government Innovation Summit for "Best Collaboration"

Three

New data providers added

Over 600

Participants from across the state, country, and world who joined C2C's community engagement events.

SECTION 2: BACKGROUND

In 2021, [legislation](#) authorized the creation of the Office of Cradle-to-Career Data. The data system is housed within and is implemented by the Government Operations Agency ([GovOps](#)). The legislation also authorized the creation of a 21-member Governing Board and two 16-member advisory boards, and detailed specific implementation goals for the data system.

The California Cradle-to-Career Data System seeks to foster evidence-based decisionmaking to help Californians build more equitable futures and empower individuals to reach their full potential. The difficulty of using disconnected data systems presents challenges to understanding and responding to public health, economic, and social justice crises.

C2C is envisioned to be the most inclusive data system of its kind in the country, and deploys a three-pronged approach of:

- » Community engagement to inform development, interpretation, and awareness building about available information,
- » Tools to support college planning and transition, and
- » An analytical data set on education, well-being, and job outcomes.

This approach recognizes that students and teachers need different types of information than researchers and policy analysts and that community members can be outreach partners, co-interpreters, and users of information that the data system produces. In addition, to better equip users to understand equity gaps in context, the system integrates educational data with information on social services, financial aid, workforce training, and employment. The broader data set means that solutions are more likely to focus on structural factors that can be addressed through changes to practice, policies, and investments, rather than focusing narrowly on student characteristics.

The California Cradle-to-Career Data System provides expansive public access to one of the most comprehensive state longitudinal data systems in the nation, linking existing education, workforce, financial aid, and social service information to address disparities in opportunities and improve outcomes for all communities within California. The data system features user-friendly resources focused on K-12 and higher education through the workforce. It also provides information on financial aid and social services that help students reach their goals.

MISSION

TO BE CALIFORNIA'S SOURCE OF ACTIONABLE DATA AND RESEARCH ON EDUCATION, ECONOMIC, AND HEALTH OUTCOMES FOR INDIVIDUALS, FAMILIES, AND COMMUNITIES; TO EXPAND ACCESS TO TOOLS AND SERVICES TO NAVIGATE THE EDUCATION TO EMPLOYMENT PIPELINE.

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. THE DATA SYSTEM EMPOWERS INDIVIDUALS TO REACH THEIR FULL POTENTIAL AND FOSTERS EVIDENCE-BASED DECISIONMAKING TO HELP CALIFORNIA BUILD A MORE EQUITABLE FUTURE.

In 2023, C2C's Governing Board approved the Office's first [strategic plan](#), which identified problems C2C's specialized role can address and set related goals and measurable objectives. This report to the California State Legislature references the Office's 3-year strategic plan and provides updates on key milestones, achievements, and progress made across all C2C divisions, including Operations, Data Programs, Data Infrastructure, Engagement, and Boards. The report also outlines the Office's priorities, goals, and objectives for 2024-25.

WHAT PROBLEMS IS THE CALIFORNIA CRADLE-TO-CAREER DATA SYSTEM WORKING TO SOLVE?

1. Millions of data points, made possible through taxpayer resources, have been collected and validated at the state level. But too often, that information is siloed in different state-level entities, making it difficult for decisionmakers to answer important questions. C2C has built a linked analytical dataset that connects state-level data on education, well-being, and job outcomes that helps decisionmakers answer important questions through dashboards on priority topics. Following the launch of its first analytical tool in 2025, the Student Pathways Data Story, C2C will focus on the creation of query builders that break down the data by region, school district, or student demographics; and a data request process for researchers to conduct studies.
2. Students face confusing barriers when 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. C2C aims to solve this problem by coordinating with partners to scale practical tools for students.
3. Communities lack equitable access to usable information and data to address their priorities, which the Office addresses by engaging with communities and listening to their needs via a user-centered design process to create useful, accessible dashboards and practical tools; community engagement and input; practical trainings for using the dashboards and tools; and with a governance structure reflective of these priorities.

CRADLE-TO-CAREER DATA SYSTEM 2024–25 ACCOMPLISHMENTS

Governance

- » Onboarded new Incoming Governing Board Chair for 2024-25, Gavin Payne
- » Seated three new [Governing Board](#) members
- » Seated five new [Community Engagement Advisory Board](#) members and five new [Data and Tools Advisory Board](#) members
- » Appointed new [Governing Board](#) and [Advisory Board](#) liaisons to support the Office's work
- » [Revised](#) the C2C Governing Board's [Governance Manual](#)
- » Revised the [recommendation process](#) for Advisory Boards to support more collaboration among advisory board members
- » [Received 100 applications](#) for twelve openings on the Community Engagement and Data and Tools Advisory Boards

Operations

- » Filled all established positions before the close of the fiscal year
- » Adopted the [annual work plan for FY 2024-25](#)
- » Conducted annual employee engagement survey (Gallup Q12) with full team participation
- » Contracted with WestEd to begin the statewide scaling of eTranscript California using reappropriated funds
- » Exceeded the Disabled Veteran Business Enterprise (DVBE) participation goal in procurement and contracting by 33% in FY 24-25
- » 61% of C2C contractors in FY 24-25 were certified small businesses

Engagement

- » Continued engagement with the public through virtual and in-person Community Conversations
- » Conducted targeted communications, outreach, and equity efforts
- » Continued the deployment of the Office's media strategy with key news articles, Op-eds, and partner communications placed in FY 2024-25
- » Developed a [menu of complementary resources](#) to facilitate data literacy and make information accessible for the public as part of the launch of the Student Pathways Data Story
- » Engaged with 48 legislative offices in FY 2024-25

Data Programs

- » Launched the [Student Pathways Data Story](#), C2C's first planned dashboard
- » Continued C2C's user-centered design approach in the development of the data system.
- » Convened a [Workforce Data Expansion Task Force](#)
- » Added two new Labor and Workforce data providers and 30+ new data points to help Californians better understand how job training programs are equipping the state's future workforce
- » Published the third annual [Student Experience Report](#) with responses from 11,000 students in the state of California
- » Continued promotion of CaliforniaColleges.edu as California's one-stop shop for launching applications for college and financial aid
- » Signed a partnership with the National Student Clearinghouse to illuminate student pathways out-of-state and at California non-profit and for-profit colleges

Data Infrastructure

- » Continued the convening of a Security Policies Task Force, which informs C2C's ongoing build of cybersecurity infrastructure and protocols
- » Continued compliance with all state and federal requirements and assessments for data security and privacy

SECTION 3: GOVERNANCE

The [authorizing legislation](#) outlined the composition of the C2C Governing Board, which includes Governor's Office, State Senate, and Assembly appointees; data provider designees; and representatives from the Association of Independent California Colleges and Universities and California School Information Systems.

Cradle-to-Career's Governing Board provides strategic direction to the Office regarding the use, maintenance, and protection of the people of California's data.

To ensure transparency and maintain trust, **the Office convenes public governance meetings to share insights and invite input and collaboration.**

Governing Board

In its fourth year, the Governing Board met four times during the 2024–25 fiscal year, as required in statute. During these meetings, the Board accomplished the following:

- » Onboarded a new Governing Board Chair (Gavin Payne), approved a Vice Chair for 2024-25 (Robert Tagorda), and onboarded three new Governing Board members and one designee
- » Reviewed and approved the [work plan for 2024–25](#) and a revised five-year implementation timeline
- » Approved the formation of a Committee for the [Executive Director Review](#)
- » Appointed new [Governing Board](#) liaisons to support the Office's efforts with the California College Guidance Initiative, eTranscript, Advisory Boards, and design; and [Advisory Board](#) liaisons to support the Office's language access work
- » Engaged in a professional development learning session on continuous improvement processes and the role of Governing Board members
- » Reviewed, approved, and completed the [second annual governance survey](#), aimed at fostering ambassadorship and identifying growth opportunities for Governing Board members
- » Approved the formation of a Committee that reviewed and [updated C2C's Governance Manual](#), including the revision of the recommendation process for Advisory Boards
- » Approved the formation of Committee that reviewed applications and recommended candidates for the [Community Engagement Advisory Board and the Data and Tools Advisory Board](#) to ensure both Advisory Boards are fully seated with no vacancies

Advisory Boards

The authorizing legislation established that the data system would have two Advisory Boards to provide input and feedback and to make recommendations to the Governing Board:

- » The Data and Tools Advisory Board examines whether the data system is providing actionable information and identifying ways to improve access to that information.
- » The Community Engagement Advisory Board examines whether C2C is creating strong feedback loops with data users, supporting evidence-based decisionmaking and analytical capacity, and ensuring equitable access to actionable information.

The Community Engagement and Data and Tools Advisory Boards each consist of 16 public members, appointed by the C2C Governing Board. Members include the end users of the data system, such as practitioners, families, students, adult learners and workers, community organization staff, research organization staff, and advocacy organization staff.

In August 2024, C2C appointed five members to the Community Engagement Advisory Board and five members to the Data and Tools Advisory Board. Both Advisory Boards met two times separately and once in a joint Advisory Board meeting during the 2024–25 fiscal year.

The C2C Governing Board, with input from the Advisory Boards, detailed in its Governance Manual a revised process for [Advisory Board recommendations to be developed, discussed, and formally brought to the Governing Board](#). When there are significant gaps regarding feedback loops with data users, evidence-based decisionmaking and analytical capacity, and equitable access to actionable information, the Advisory Board may make formal recommendations about the community engagement framework to the Governing Board for ways to improve feedback loops.

In 2024-25, C2C staff led 19 meetings of the Governing and Advisory Boards:

- » Four meetings of the Governing Board
- » Two Community Engagement Advisory Board meetings
- » Two Data and Tools Advisory Board meetings
- » One Joint Community Engagement and Data and Tools Advisory Board meeting
- » Two meetings of the Governance Manual Review Committee
- » Two meetings of the Executive Director Review Committee
- » Two meetings of the Selection for Advisory Boards Committee
- » Two meetings of the Community Engagement Ad Hoc Committee for Proposal Prioritization
- » Two meetings of the Data and Tools Ad Hoc Committee for Proposal Prioritization

SECTION 4: OPERATIONS

In Fiscal Year 2024-25, the Office worked to define the fiscal and human resources needed to achieve C2C's statutory charge and refine and establish necessary office procedures, policies, and frameworks according to business needs.

Operational Plans and Budgets

In FY 2024-25, the Office supported the Governing Board to update the Governance Manual, and approve a revised 5-year timeline and annual work plan.

EXHIBIT 1: UPDATED 5-YEAR TIMELINE

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	» Appointed Executive Director » Defined leadership positions and initial staff recruitment	» Recruited leadership team » Filled initially authorized positions (16) » Received additional positions and funding effective with the 2023 State Budget » Established office procedures within GovOps	» House the C2C office in an inclusive space designed to foster community engagement » Fill newly authorized positions (total team size: 26) » Define fiscal and human resources needed to achieve C2C's statutory charge » Launch annual employee engagement survey	» Continued refinement of regular training on cyber security and data privacy » Review fiscal and human resources needed to achieve C2C's statutory charge » Continued refinement of DEIA training and supports, with feedback from annual employee engagement survey	» Office established as a fully functioning new state entity
Analytical Data	» Signed Participation Agreement for data sharing » Defined procurement and implementation plans for technology products » Issued RFP for data warehouse » Completed Stages 1 and 2 of CDT's Project Approval Lifecycle for IT projects » Review of data element definitions identified during planning process	» Finalized detailed file upload specifications for all initial data submissions by partners » Completed Stages 3 and 4 of CDT's "Project Approval Lifecycle" for IT projects, including awarding vendor contracts » Launched Security Policies Task Force with data privacy and security experts from data partners » Executed contracts for the next phase System Integrator and 4 Strike Teams tailored to the technology stack » Initial build and configuration of technology stack	» Data providers submit reliable and timely data annually that C2C links and keeps secure » Design an initial dashboard on a priority topic » Expand teacher credentialing analytical data set » Expand analytical data set to include independent colleges » Continue complying with all state and federal requirements and assessments for data security and privacy, with input from the Security Policies Task Force	» Data providers submit reliable and timely data annually that C2C links and keeps secure » Develop a query builder that enables disaggregation » Expand analytical data set to include private colleges » Expand analytical data set to include early learning and care information » Develop process, privacy framework, and legal agreements for research request process in collaboration with data providers	» Data providers submit reliable and timely data annually that C2C links and keeps secure » Review technology infrastructure to ensure it continues to meet expectations » Expand analytical data set to include additional social services, health, and workforce information » Develop the research data request process for the secure data enclave

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	» CCGI expanded access to CaliforniaColleges.edu planning tools and high school electronic transcript infrastructure	» CCGI expanded access to CaliforniaColleges.edu tools and continued to build technical implementation improvements with partners » Launched annual Student Experience Report* » Assessed possibilities for postsecondary electronic transcripts and eTranscript infrastructure	» Promote CaliforniaColleges.edu as a one-stop shop for launching applications for college and financial aid » Annual Student Experience Report* » Create a roadmap for how eTranscript can become a seamless platform for transferring transcripts across post-secondary institutions » Assess possibilities for integrating competency-based education and supporting skills-based hiring	» Launch universal basic accounts at CaliforniaColleges.edu for all public high school students » Annual Student Experience Report* » Assess possibilities for integrated social services applications	» 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 » Annual Student Experience Report*
Engagement	» Launched "Community Conversations" » Continued holding meetings open to public input	» Defined brand identity and communications strategy » Launched user-centered design work on data dashboards » Continued community engagement and feedback	» Provide public trainings on using data tools » Ensure information is trusted and useful by prioritizing transparency in communications and processes	» Deepen regional and community-based engagement with C2C's public-facing tools and resources » Establish baseline metrics for public-facing products for reporting	» Continuous improvement based on input and engagement » Share metrics on quality of engagement: C2C promotes equitable access to its engagement activities by region and key communities » Share metrics on actionable information: C2C data informs decisions, policy, and research
Boards	» Seated Governing Board » Elected Board Chair and Chair Elect » Developed Governance Manual to clarify processes for the Board	» Refined ad hoc committee and governance processes » Selected and seated Community Engagement Advisory Board and Data and Tools Advisory Board » Share progress summaries at every Governing Board meeting	» Launch annual governance survey for Governing Board members » Launch the annual recommendations and feasibility study process for Advisory Boards	» Refine onboarding, offboarding, and continuous strengthening of governance culture » Continued appointments to Advisory Boards » Annual recommendations and feasibility study process for Advisory Boards	>>>>>

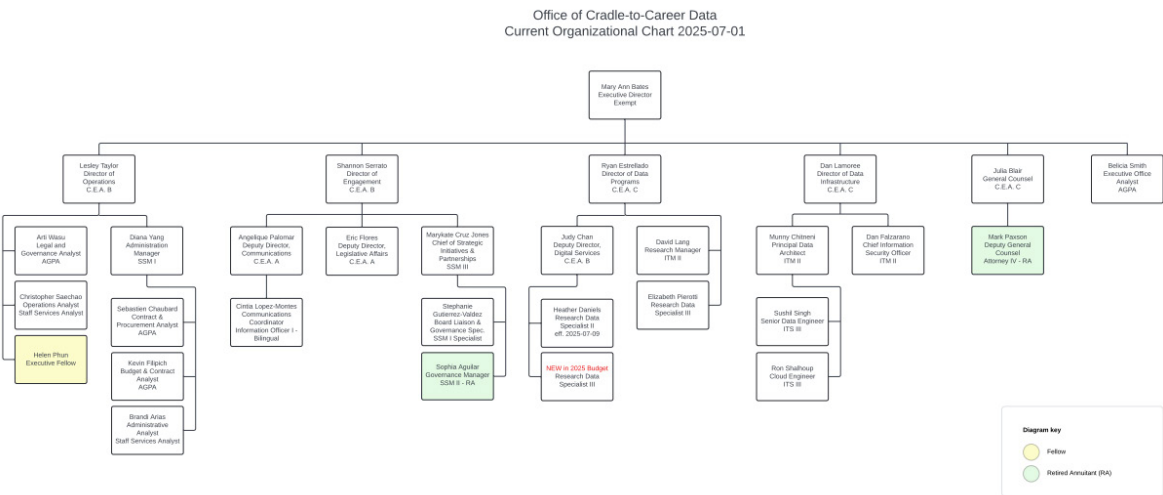
Cradle-to-Career's operating budget in the Budget Act of 2024 consisted of \$14.99m in ongoing funding. The budget also provided a one-time \$600,000 reappropriation to advance the recommendations identified by the [eTranscript California & Career Passport Task Force](#) as part of the Master Plan for Career Education. The Office also received position authority for a Chief Information Security Officer without additional funding.

Staffing and Employee Engagement

In FY 2024-25, the Office successfully filled all 26 established positions¹ at the close of the fiscal year, including the Senior Data Engineer and Cloud Engineer roles for the first time. This recruitment added essential in-house capabilities to the Data Infrastructure team, enabling the Office to fulfill C2C's statutory charge and continue to **employ secure, effective, and efficient processes and procedures to maintain the trust of data providers and the public.** (See Exhibit 2 below.)

As part of C2C's 2024 Equity Action plan, the Office conducted C2C's first employee engagement survey, the Gallup Q12 survey, facilitated by a third-party consultant. The Office had a 100% response rate and held full and small-group sessions to review the survey's outcomes, which informed the development and implementation of C2C's Employee Engagement Action Plan. The 2024 Employee Engagement Action Plan focused on dedicating resources to ensure C2C staff understood their individual expectation at work, had the opportunity to manage their time effectively, and increased support and a sense of belonging. In April 2025, the Office conducted its second annual Employee Engagement survey, achieving a 96% response rate. With a focus on equity and shared values, the survey results will inform the development of the 2025 Employee Engagement Action Plan.

EXHIBIT 2: THE OFFICE OF CRADLE-TO-CAREER DATA ORGANIZATIONAL CHART



For more information about ongoing projects, please reference Appendix A.

¹ One additional position was identified in the Control Section 4.12 budget drill, and therefore not advertised or filled.

SECTION 5: ENGAGEMENT

Communities across California lack equitable access to usable information and data to address their educational and workforce needs, and different types of users will need different types of information when accessing the data system.

In FY 24-25, the Office developed and **delivered resources, products, and programming to support the Data System's overall mission of advancing equity by making data accessible and actionable for all Californians**. To facilitate these efforts, C2C engaged with key interest holders, including members of the public, to listen to and identify their information needs through user-centered design work, community engagement activities, and training and outreach for the data system's tools.

The Office also monitored effective practices for longitudinal data systems by participating in state and national conversations coordinated by organizations across the country such as the California Collaborative for Educational Excellence, the Data Quality Campaign, the Post-Secondary Employment Outcomes (PSEO) Coalition, The Education-Trust West, California Competes, the Northern California College Promise Coalition, the Education Commission of the States, the Institute of Educational Sciences, Partnership for Public Service, and the Strategic Data Project. Additionally, the Office prepared and provided all required reports to the Legislature and the Governor's Office.

Community Engagement

Cradle-to-Career's work is centered around engaging stakeholders and the community through public events and meetings. Key components of C2C's approach include community engagement, equity, and transparency. In 2024-25, the Office cultivated relationships with the public by employing a user-centered design process to gather feedback, ensuring that the voices of Californians were heard and prioritized. C2C's Community Engagement efforts were [championed as a bright spot](#) by national leaders, emphasizing the importance of transparency and user feedback as part of an inclusive decisionmaking process.

The Office is prioritizing community engagement to ensure that information from the data system is both trusted and useful. This is achieved through transparent communication and processes. Additionally, the Office is committed to promoting equitable access to engagement activities across different regions and key communities.

Community Conversations

In FY 24-25, the Office held [five virtual Community Conversations](#), which are ways for C2C to meaningfully engage with the public. C2C's Community Conversations enable the Office to share key updates, clarify information about C2C's work, and gather feedback from the public. And in FY 24-25, the Office convened with over 600 registrants from across the country and the world.

Data Literacy

C2C is mandated by statute to develop and release tools and services that support the navigation of the education-to-employment pipeline, and as part of Cradle-to-Career's efforts to make data public for the people of California, a key priority for the Office is to facilitate data literacy and ensure that information is accessible to all users.

As part of the release of the Student Pathways Data Story, C2C developed a suite of companion resources for the public. These resources include video tutorials, available in both English and Spanish, that guide users on how to utilize the dashboard, and infographics that illustrate the various paths students may take throughout their educational journeys, also provided in both languages. We also feature a selection of student stories that highlight the unique challenges and triumphs individuals face in their educational experiences. These resources can be found on the C2C site in our [Student Pathways Resource Hub](#). The Resource Hub also features neutral summaries curated by user type.



Equity and Accessibility

As [written in statute](#), C2C's Governing Board is intended to reflect the cultural, racial, geographical, economic, and social diversity of California. It is important that the Board not only represent the key stakeholders of the California Cradle-to-Career Data System, but the wide range of Californians that the data system is charged with serving. In 2023, C2C Governing Board approved a request to collect the demographic information of C2C's leadership through a self-reported anonymous survey. The Governing Board later discussed having an annual update of demographic information and in the Fall of 2023, C2C Data and Tools and Community Engagement Advisory Board members also discussed an annual collection of their own information. [Responses from all three boards are posted in aggregate on the C2C website](#) for the purposes of equity and transparency.

In September 2024, the Office joined the [Actionable Intelligence for Social Policy \(AISP\)](#) Equity in Practice Learning Community to engage and collaborate with peer states and local governments to identify best practices in the responsive use and implementation of data sharing efforts.

In FY 24-25, the Office also continued its participation in the States Advancing Racial Equity Community of Practice, a network of state and local government racial equity practitioners across the country to address complex problems, and identify best practices related to the effective delivery of service to the public.

Language Access

In 2025, the Office created and implemented its [Language Access Plan](#) (LAP). The LAP highlights C2C's current and future work in ensuring persons with limited English proficiency (LEP) have meaningful access to C2C's public tools and information, and that language is not a barrier. Equity is at the forefront of C2C's work as we strive towards ensuring equitable access to actionable information to the public, as outlined in C2C's statute ([Education Code Section 10865\(b\)\(1\)\(B\)](#)).

In FY 2024-25, the Office employed interpretation services for its public meetings, receiving nearly 100 hours of live Spanish and American Sign Language interpretation for Governing and Advisory Board meetings, and Community Conversations.

The Office worked to ensure public-facing C2C materials (fact sheets, briefs, and infographics) were [translated and available](#) in the languages most spoken by Californians.

In March 2025, the Office appointed two Language Access Liaisons from C2C's Community Engagement Advisory Board to partner with the Office to help advance the language goals outlined in the C2C workplan and in the ongoing development and implementation of C2C's Language Access Plan.

Press and Digital Engagement

As part of its communications strategy to reach diverse communities across the state, Cradle-to-Career developed and implemented a press strategy to help amplify its resources to Californians. Cradle-to-Career strategically placed thought-leadership commentaries in sources whose readership comprise of school district administrator and school elected officials.

Cradle-to-Career targeted digital news sources, regional outlets, public radio stations, and regional television news, including Spanish media to ensure Cradle-to-Career's resources are reaching all Californians.

In FY 2024-25, Cradle-to-Career appeared in 130 news sources, including in print, digital, radio, and broadcast outlets.

- » "Data-driven insights forge paths toward brighter futures," [California School Boards Association](#), November 26, 2024
- » "Job hunting is awful. California believes its 'Career Passport' can change that, Emma Gallegos, [EdSource](#), March 6, 2025
- » "Governor Newsom launches first-of-its-kind tool for education and career planning," [Office of California Governor Gavin Newsom](#), April 2025
- » "California unveils 'Cradle-to-Career' online platform for students," [Politico Pro](#), Eric He, April 22, 2025
- » "California launches first phase of long-anticipated Cradle-to-Career data system," [EdSource](#), Diana Lambert, April 22, 2025
- » "How do high schoolers in your area really fare after graduation? A new California tool lets you know," [CalMatters](#), Adam Echelman, April 22, 2025
- » [KRON-TV \(San Francisco, CA\) - KRON 4 News at 9am](#) - "California Lunches First Phase of Cradle-to-Career Data System," Aired on April 23, 2025
- » [KTVU-TV \(Oakland, CA\) - The Eleven O'Clock News on KTVU Fox 2](#), Aired on April 22, 2025 at 11:10pm
- » "Community Engagement Is Crucial for Successful State Data Efforts," [Data Quality Campaign](#), June 2025
- » "Governor Newsom celebrates four years of connecting education and workforce insights thanks to Cradle-to-Career," [Office of California Governor Gavin Newsom](#), July 2025

Throughout FY 2024-25, C2C engaged in statewide digital campaigns to build awareness of the data system, promote opportunities for the public to share feedback as part of the Office's user-centered design process, and ways to get involved with the development of the data system. In 2025, Cradle-to-Career conducted a three-month campaign that spanned from the North State to Southern California to increase awareness of its Advisory Boards application opportunity.

Cradle-to-Career engaged with tribal groups, higher education institutions, K-12 district offices, student-led organizations, community leaders, and advocates to spread awareness. The campaign resulted in 8,450 total reach, 2,530 page visits, and 100 unique application submissions for only 12 available spots.

The Office of Cradle-to-Career Data was recognized at the 2024 California Government Innovation Summit for its unprecedented collaboration! We are honored to receive the '[Best Collaboration](#)' award and are committed to ensuring an inclusive and transparent process as C2C builds actionable tools for all Californians.



C2C staff at the 2024 California Government Innovation Summit.

SECTION 6: LEGISLATIVE AFFAIRS

In FY 2024-25, the Office strengthened engagement with the California Legislature, legislative staff, and the Legislative Analyst's Office. The Office held over 40 meetings with legislative offices in the year and briefed policymakers and legislative staff on the Student Pathways Data Story. The Office also developed [resources](#) and [materials](#) for the Legislature focused on the usage of the Student Pathways Data Story, which **enables policymakers to explore information and insights for their constituents.**

With feedback from the legislature, the Student Pathways Data Story can be disaggregated geographically by Senate and Assembly District, creating a first-of-its-kind tool in California that allows policymakers to see patterns and trends unique to their constituencies.

SECTION 7: PRACTICAL TOOLS

The [authorizing legislation](#) (Assembly Bill 132, Postsecondary Education Trailer Bill, 2021) refers to Practical Tools as Operational Tools; the Office also refers to these as “Practical Tools” for students to communicate clearly with the public.

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. **To address these inequities, Cradle-to-Career collaborates and coordinates with partners to reduce barriers to applying to college and financial aid and expand the number of students who benefit from these tools by linking near real-time information across institutions and communicating about these options to students.**

As part of establishing C2C, the state invested in making the practical college and career planning tools at CaliforniaColleges.edu available at no cost to local education agencies (LEAs), with a plan to scale the service statewide to all 6th-12th grade students. Additionally, Education Code [section 10867](#) identified eTranscript California as another service to scale and expand in scope.

CaliforniaColleges.edu

Per [California Education Code Section 10860](#), the California Cradle-to-Career Data System shall provide expanded access to tools and services that support the navigation of the education-to-employment pipeline.

In its fourth year, C2C continued its work to promote and scale practical tools like CaliforniaColleges.edu, intended to be the state’s one-stop shop for college and career planning, managed by the California College Guidance Initiative (CCGI). CCGI’s tools are powered by students’ transcript data and help create smoother transitions to higher education by streamlining the college and financial aid application process, monitoring progress toward meeting “a-g” requirements, and providing higher education systems with data needed to inform admissions, first-year academic placement, guidance, and financial aid.

In FY 2024-25, CCGI continued to significantly expand its reach, partnering with 436 districts and local education agencies which serve more than 2.3 million 6-12th grade public school students.

Additionally, in October 2024, the California State University (CSU) and Riverside County Office of Education launched a pilot program offering CSU Direct Admission to Riverside County Office of Education students that resulted in 10,000 Riverside

County students who launched or linked 40,000 Cal State Apply applications from CaliforniaColleges.edu — an increase of 22% from the previous year.

eTranscript California and Career Passport

Statute identified eTranscript California as a tool that could be leveraged to streamline the exchange of transcripts between postsecondary institutions, share information on dual enrollment between K-12 and postsecondary, and expand the types of records that can be shared to include third party documentation for skills-based hiring.

In 2023, Governor Gavin Newsom signed [Executive Order N-11-23 \(EO\)](#), which charged the state of California's top public education and workforce leaders to develop and submit to the Governor's Office a proposed new Master Plan on Career Education to integrate and align the programs funded by the state's historic investments in this space. Cradle-to-Career was highlighted in the EO as the "foundation" of an integrated and coordinated career education system.

In 2024, C2C convened the [eTranscript California & Career Passport Task Force](#) for the purpose of: 1) [providing concrete, actionable recommendations](#) for how to leverage eTranscript California to reduce administrative burden for students; 2) clarifying complementary systems and processes that are necessary to attain the concept of a Career Passport that would support skills-first hiring; and 3) documenting specific steps that various entities are ready to take in the next three years to advance this vision. In 2025, the Governor's Office released [California's Master Plan for Career Education](#) which calls for a Higher Education Coordinating Body and provides a framework for responding to the complex, multifaceted challenges confronting California's labor market and educational landscape.

As part of the Governor's Budget for 2025-26, the Board of Governors for the California Community Colleges received \$25,000,000 from the General Fund to support the development of a Career Passport. The purpose of this funding is the creation of a tool that provides individuals with a secure digital record that displays their preparation for employment, academic records, and credit for prior learning. The operating language of this appropriation is included in AB 132, the Higher Education Omnibus, and directs the Office of Cradle-to-Career to support the Chancellor's office in convening agency and employer representatives to identify technical and policy considerations for building the tool. To support this work, the Office of Cradle-to-Career Data received 1.0 new position, \$687,000 General Fund in fiscal year 2025-26, \$187,000 General Fund in fiscal year 2026-27 and ongoing, and \$500,000 one-time funds in fiscal year 2025-26.

Student Experience Report

[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.

The [2024 Student Experience Report](#) was conducted with the California Education Lab at the University of California, Davis and the California Student Aid Commission to create a survey for students transitioning to college. More than 11,000 students responded. The survey asked questions about the college and financial aid application process; what kind of support students received; the challenges they faced along the way, and their expectations for college. Respondents emphasized the importance of high school workshops, counselors, and staff as critical resources for helping them transition to college. This sentiment was especially true for students who were first in their family to attend college.

As C2C develops analytical and operational tools to support Californians' decision-making, it is important to hear directly from students about their experiences.

Student input can help shape C2C's direction, contextualize its analytical tools, and ensure that its operational tools can address students' needs. The annual Student Experience Report informs C2C's work in developing and refining data-driven tools for all Californians.

SECTION 8: DATA PROGRAMS

Data is siloed in different state-level entities, making it hard for decision-makers to answer important questions. Because of this, Cradle-to-Career **has built a linked analytical dataset by and for the people of California that connects existing state-level data on education and job outcomes and that empowers decision-makers to answer important questions.**

The Office is fulfilling its related legislative requirements: In FY 24-25, the Office launched its first planned analytical tool, the [Student Pathways Data Story](#), added new data providers and expanded the data system with data points that provide a more complete picture of the milestones Californians meet as they progress from early childhood, education, and workforce.

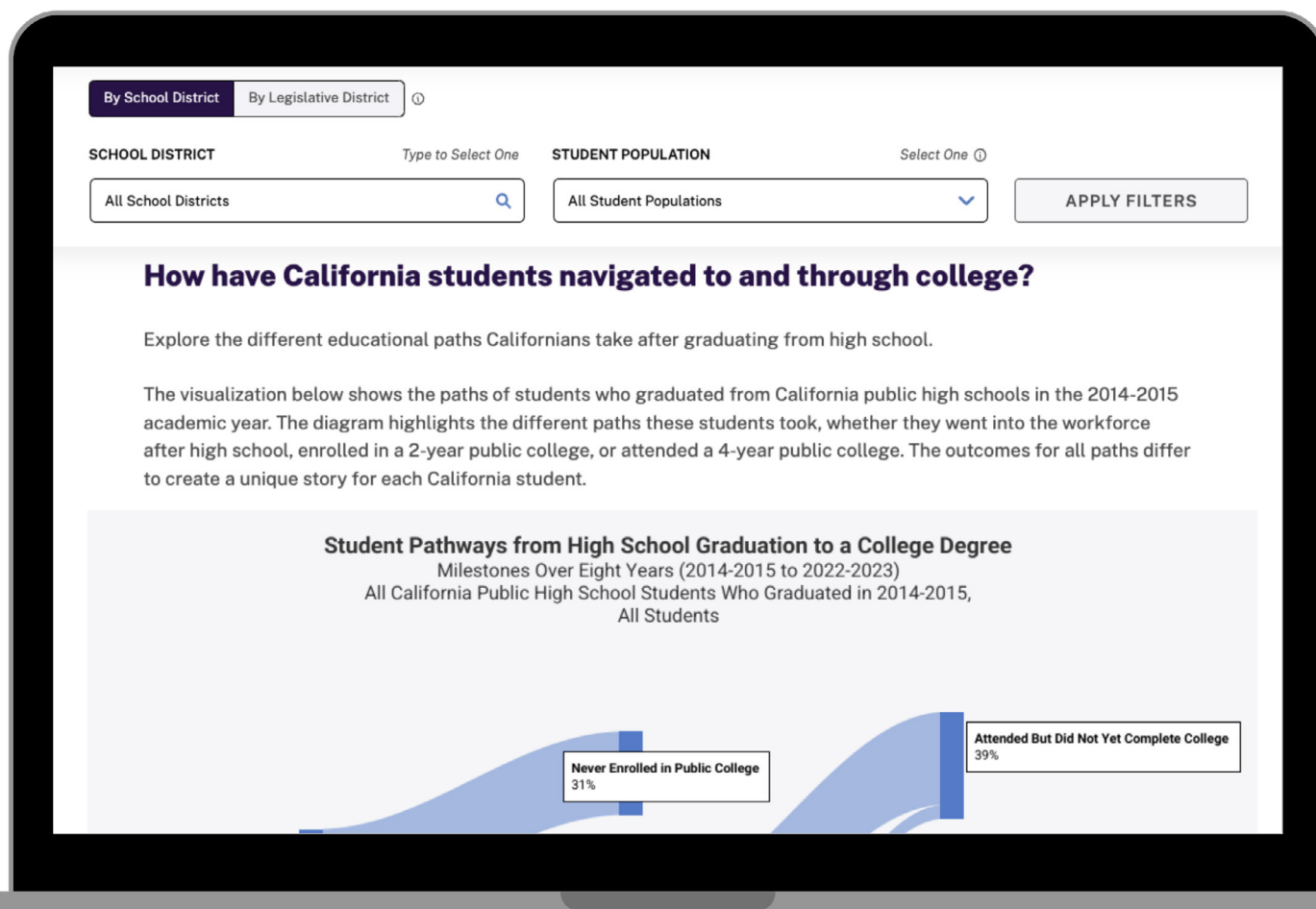
Student Pathways Dashboard

Education Code Section 10867(b)(4)(B) requires the Office to provide information to the public using tools, including data dashboards; the Office also refers to these as "Data Stories" to communicate clearly with the public.

Access to transparent, verified and centralized information about education and workforce outcomes is needed to understand whether efforts to improve student success are working as intended. Students and families often make decisions about education and career pathways with limited and disconnected information about outcomes. To address this information gap, the Office designed the The Student Pathways dashboard.

In Fiscal Year 2024-25, the Office used a user-centered design process to [validate the accuracy of C2C's linked data](#), implement [data suppression policy](#) to protect

individual privacy, design relevant research questions, and create a meaningful story framework. In April 2025, C2C launched the [Student Pathways Data Story](#), a first-of-its-kind informational tool to help students better understand their options for education and career planning.



Through a series of research questions and data visualizations, the data story provides a broad view of students' educational journeys from high school graduation to college and the workforce, offering valuable insights about important questions, including:

- Where do students go after high school, by district?
- How much do college students earn after they graduate?
- What do those trajectories look like when the data is broken down by race, gender, or geography?

As part of the launch, the Office held an in-person event that was [livestreamed for the public](#) to unveil the analytical tool. The event included C2C champions and California's state leaders in K-12, higher education, and workforce development who are working together to improve opportunity for all.

Data Providers

Prior to the launch of the Student Pathways Data Story, the Office met regularly with data providers to get feedback on analytic tool designs and collaboratively develop plans and specifications for importing data into the P20W data system. These meetings provided the foundation for cross agency partnerships and knowledge sharing

Workforce Data Expansion

During the planning process of the Cradle-to-Career Data System, state agency representatives and community members recommended that the analytical data set include information on workforce training to deepen understanding about ways that adults prepare for jobs and to identify how education and workforce training relate to employment and earnings.

As part of the planned expansion, in 2025, the Office [worked with the Labor and Workforce Development Agency](#) to identify priority research topics and the data points necessary to answer those questions, convened a task force of community members who are workforce data experts to identify additional priority questions and information required to answer those queries, and facilitated discussions with state agencies to support the expansion of the P20W analytical data set.

Workforce Data Expansion Task Force

Starting in January 2025 and ending in April 2025, the Office utilized a collaborative and inclusive approach to identify research questions by convening a Workforce Data Task Force and hosting public meetings to allow for public input.

During the planning process of the Cradle-to-Career Data System, state agency representatives and community members recommended that the analytical data set include information on workforce training to deepen understanding about ways that adults prepare for jobs and to identify how education and workforce training relate to employment and earnings.

- » Read the memo from Labor and Workforce Development Agency Secretary Steward Knox: [Labor & Workforce Development Agency Priorities for Expanding the Cradle-to-Career Data System](#)

New Data Points and Providers

In FY 2024-25, the Cradle-to-Career Governing Board voted on the inclusion of new data providers and data points to help a more holistic picture of the educational and career trajectories of Californians.

- » [Scholarshare Investment Board](#)
In February 2025, the Governing Board voted to add the ScholarShare

Investment Board (SIB) as a data provider, and approved the request of data points from SIB on California Kids Investment and Development Savings (CalKIDS) to the P20W data set.

- » California Workforce Development Board and Employment Training Panel
In May 2025, the Governing Board voted to add the Labor and Workforce Development Agency's California Workforce Development Board and Employment Training Panel, the largest planned expansion to date. Following approval, C2C's P20W data system will include crucial labor data to help Californians better understand how job training programs are equipping the state's future workforce.

For more information, see [Data Elements by Provider](#).

Data Elements by Provider

The Office of Cradle-to-Career Data is building a statewide data system that will provide tools to help students reach their goals and deliver information on education and workforce outcomes.

The Cradle-to-Career System will connect individuals and organizations with trusted information and resources. It will provide insights into critical milestones in the pipeline from early care to K-12 to higher education, skills training, and employment. It will empower individuals to reach their full potential and foster evidence-based decision-making to help California build a more equitable future.

This document shows the list of "P20W" data points that are planned for the deidentified, linked C2C analytical dataset, which is the foundation for the C2C system's data dashboards, query builder, and research request tool.

JUNE 2025

National Student Clearinghouse

In May 2025, the Office signed a partnership with the National Student Clearinghouse that will enable insights on California public high school students who attend college out of state or at an AICCU (California private nonprofit) institution. The agreement will share data on students who enroll at California's public higher colleges and institutions, but then transfer out of state or to non-public colleges. This partnership represents a multi-year effort and creates cost efficiencies across state government.

Data Dictionary

[Education Code 10866 \(b\)\(3\)](#) requires the Office to adopt a data dictionary to ensure interoperability between the data system, the source data, and other state data systems using the same source data, and in 2025, the Office published the [Student Pathways Data Dictionary](#), which provides information on about the underlying dataset, including a glossary, metadata, and data definitions.

User-Centered Design

Education Code 10866 requires the Office to use User-Centered Design to create C2C's public-facing tools. Beyond the statutory requirement, the Office prioritized engagement with key stakeholders during the development process to help ensure the Office is building tools that Californians will engage with and use. Throughout FY 2024-25, the Office utilized a user-centered design process with key stakeholders to research, synthesize, ideate, prototype, and test designs for C2C's analytical tools through a series of activities that included focus groups with educators, legislative briefings with policymakers, and Community Conversations with members of the public.

Cradle-to-Career's first data dashboard was developed using Cradle-to-Career's theory of equity: *the C2C data system will advance equity by making data accessible and actionable for all Californians, particularly marginalized communities. It will facilitate data literacy across all user types by surfacing information and raising questions to address and tell a richer story about issues that impact specific communities.* The dashboard prioritizes asset-based and student-centered approaches to displaying and interpreting information, with [resources integrated into the tool's design](#).

Strategic Partnerships

Collaboration is a core C2C value, and in Fiscal Year 2024-25, the Office engaged in key external partnerships to learn and develop best practices around data sharing and integration.

- » UC Berkeley Possibility Lab
- » UC Davis California Education Lab
- » Strategic Data Project, a Program of the Center for Education Policy Research at Harvard University
- » Urban Institute
- » Actionable Intelligence for Social Policy (AISP) at the University of Pennsylvania

SECTION 9: DATA INFRASTRUCTURE

[Education Code Section \(10860\)\(c\)\(1\)](#) requires the Office to enable the linkage, management, and monitoring of information on student progress through education, workforce training, employment, health, and social services. In its fourth year, the Office's Data Infrastructure efforts focused on data security, the linkage of data records, metric calculations for the first dashboard, integration of data with visualizations for the release of the Student Pathways Data Story.

Data Ingestion

C2C's Data Infrastructure team completed the development of the Data Validation component of the Data System in October 2023, which allowed for the secure submission of data from nine Data Providers, most having many different data domains, into a data warehouse from which records are subsequently run through an record linking process to create a comprehensive longitudinal record of an individual across all Data Provider data. Regular data submissions are completed annually.

For the annual submission in FY 24-25, C2C examined external referential integrity, aggregating the submitted data and comparing it to publicly available reports published by Data Providers. Additionally, the data submitted by Data Providers underwent rigorous validation to ensure data quality. This is vitally important when matching data between Data Providers to produce the resulting P20W data set. Following this work, the data system generates anonymized data extracts that can be aggregated and leveraged for use in downstream products such as C2C's data dashboards.

Record Linkage

Record linking is an [explicit directive in C2C's statute](#), and the Data System collects elements as defined in the Participation Agreement that allow for record linking. There are three primary challenges with linking records within and between the submitted data:

1. No singular identifier can be leveraged to identify individuals as they progress in their educational journey.
2. The identifiers needed to link records with earnings data at the Employment Development Department are collected by some, but not all, of C2C's data partners.

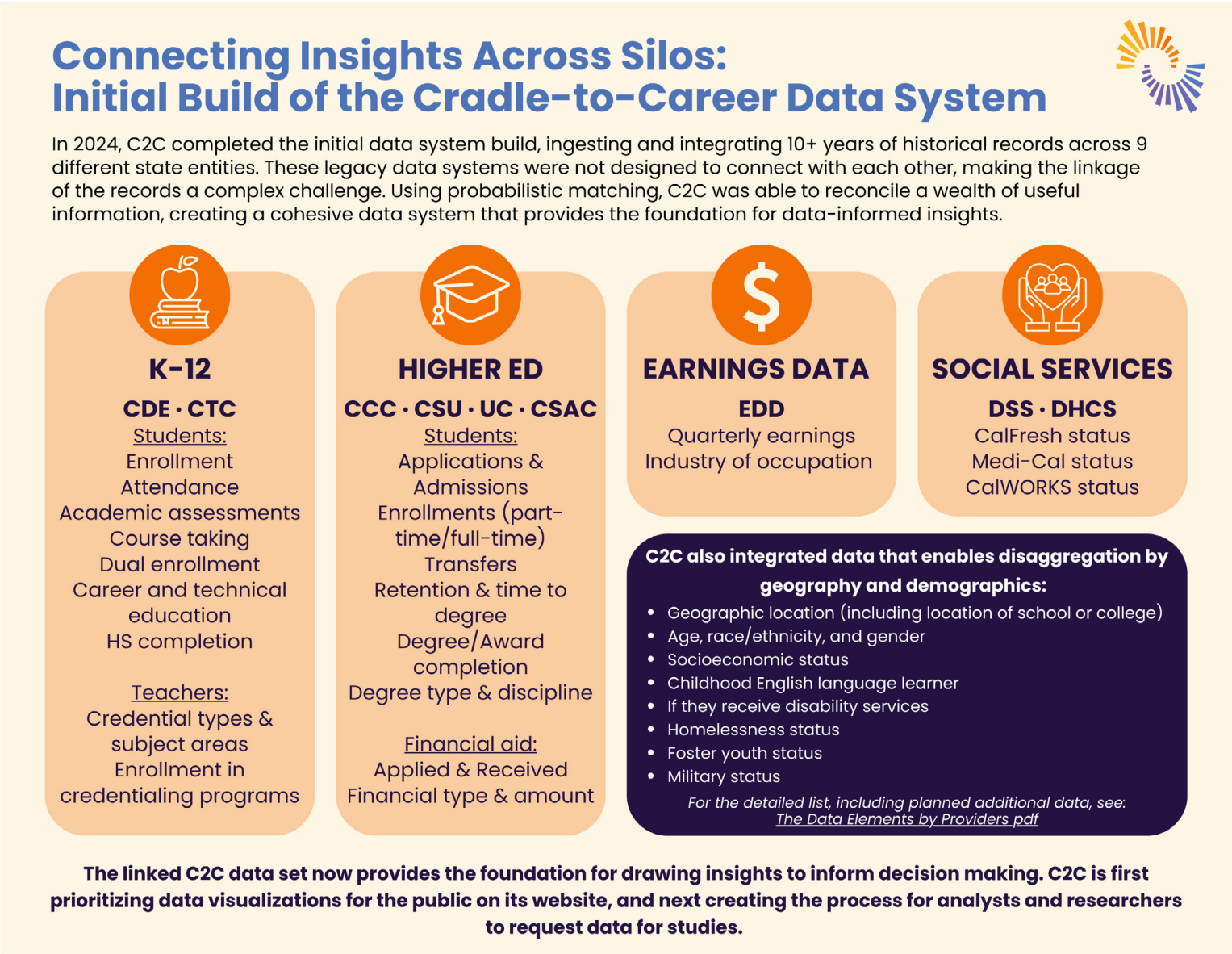
In FY 24-25, the Office addressed these challenges by implementing a master data management platform. This platform employs probabilistic matching which helps increase the match rate while keeping the accuracy rate of matches high. More specifically, it leverages human-guided or "supervised" machine learning to build

the matching model. This interactive record linkage allows subject matter experts to iteratively fine tune the results. At a high level, this takes the form of reviewers, verifiers, and curators collaborating together to complete the following steps:

- 1. Create unified datasets;
- 2. Group records with identical values;
- 3. Generate initial pairs to identify matches;
- 4. Train the model by labeling pairs; and
- 5. Curate and review record clusters.

(For more on the types of records the Data System is linking, see Exhibit 3: Connecting Insights Across Silos: Initial Build of the Cradle-to-Career Data System.)

EXHIBIT 3: CONNECTING INSIGHTS ACROSS SILOS: INITIAL BUILD OF THE CRADLE-TO-CAREER DATA SYSTEM



Data Privacy and Security

In FY 23-24, the Office implemented Zero Trust Architecture as outlined in Technology Letter 23-01 issued by the California Department of Technology. Zero Trust Architecture, a cybersecurity framework, assumes no trust is granted to users or assets, regardless of location within the network boundary. In FY 24-25, the Office focused on Zero Trust Maturity, which builds upon the implemented Zero Trust Architecture model to ensure C2C's cybersecurity efforts respond to rapidly accelerating and ever-evolving technology, risk, and threat landscapes. The California Department of Technology has provided guidance to California state entities for achieving Zero Trust compliance. To achieve compliance, the Zero Trust Maturity Model assesses organizations across five security pillars, each with multiple functions and three cross-cutting functions: Identity, Devices, Network, Application Workload, and Data. The three cross-cutting functions are: Visibility and Analytics, Automation and Orchestration, and Governance.

As part of the Office's data security and privacy processes, C2C continued compliance with all state and federal requirements and assessments for data security and privacy, with input from the Security Policies Task Force. And in 2025, the Office hired a Chief Information Security Officer to oversee C2C's data security and privacy operations. (See Appendix B.)

Learn more about [Cradle-to-Career](#)'s security and privacy policies.

SECTION 10: LEGAL

The Office's work is supported by in-house General Counsel, who serves as the foundation for C2C's data privacy, security, and partnership efforts. The Legal team at C2C plays a pivotal role by offering specialized legal guidance to the Office, ensuring that all operations are fully compliant with C2C's statutory and legislative obligations. **Through their efforts, the Legal team helps safeguard the organization's interests while fostering a culture of accountability and transparency.**

SECTION 11: CONCLUSION

The Cradle-to-Career Data System has an ambitious timeline and work plan to build and fully implement the most inclusive longitudinal data system in the nation, with the promise of centering community engagement and user-centered design. In its fourth year of implementation, C2C has fully **built a data system by and for Californians** following the robust planning process and foundations laid in previous years to advance the work of the Office across all departments. The Office worked in collaboration with key interest holders, including data providers, partners, and the public.

As it enters its fifth year, the Office will continue to prioritize data quality and security while also working on the development and release of additional analytical tools. With strong ongoing support from its Governing Board, the public, data providers, and policymakers, the Cradle-to-Career Data System is well-positioned to advance data tools that Californians use in their decisionmaking.

APPENDIX A.

Status of Progress of Legislative Requirements

Table A1: Governing Board

Requirement	Code Section	Status	Description
Appoint an Executive Officer	Education Code Section 10866 (a)	Completed in 2022	
Adopt a timeline	Education Code Section 10857 (b)(1)	Approved an updated five-year timeline	See Section 4: Operations
Revise vision, mission, strategic objectives	Education Code Section 10866 (b)(2)	Completed in 2023	
Adopt data dictionary and standards	Education Code Section 10866 (b)(3)	Completed in 2025	See Section 8: Data Programs
Expand data points	Education Code Section 10866 (b)(4)	Added new work-force and labor data points	See Section 8: Data Programs
Create new tools	Education Code Section 10860 (c)(7)	Completed in 2024-25	See Section 8: Data Programs
Create and revise data request process	Education Code Section 10866 (b)(6)	Will be addressed in 2025-26	
Create privacy policies	Education Code Section 10866 (c)	Convened regular meetings of the Security Policies Task Force.	See Section 9: Data Infrastructure
Adopt annual strategic plan, approve budgets, ensure user-centered design approach	Education Code Section 10866 (d)(1-3)	Annual plan and budget adopted for 2024-25	See Section 4: Operations
Review and approve plans for end user professional development, operational tools, topics for summary reports, significant changes to analytical tools	Education Code Section 10862 (d) (4)	Addressed beginning in 2023-24	
Conduct data quality audits, provide for evaluations, promulgate regulations, other activities	Education Code Section 10862 (d)	Data quality audits and data validation implemented beginning in FY 23-24	See Section 9: Data Infrastructure
Provide reports to the Legislature and Governor's Office	Education Code Section 10866 (d) (9)	Annually by September 1	See this report and report from the California College Guidance Initiative (CCGI).

Table A2: Office of Cradle-to-Career Data

Requirement	Code Section	Status	Description
Staff governing board, advisory boards, and meetings	Education Code Section 10867 (b) (1) (A)	Convened meetings of the Governing Board, Advisory Boards, and Committees	See Section 3: Governance
Support governance manual development	Education Code Section 10867 (b) (1) (B)	Revised Governance Manual in 2025.	See Section 3: Governance
Onboard new data providers	Education Code Section 10867 (b) (1) (C)	Met regularly with data providers	See Section 8: Data Programs
Support development of policies	Education Code Section 10867 (b) (1) (D)	Established office procedures within the Government Operations Agency in FY 2023-24.	
Provide recommendations on data points, tools, professional development	Education Code Section 10867 (b) (1) (E)	Additional data points for Workforce and Labor recommended to Governing Board	See Section 8: Data Programs
Address issues of compliance from data providers	Education Code Section 10867 (b) (1) (F)	Implemented External Referential Integrity policy and review for data providers	See Section 9: Data Infrastructure
Develop annual work plans and budgets	Education Code Section 10867 (b) (2) (A)	Completed 2023-24 workplan and budget	See Section 4: Operations
Oversee personnel and compensation	Education Code Section 10867 (b) (2) (B)	Filled authorized positions (26)	See Section 4: Operations
Regular reporting and external evaluations	Education Code Section 10867 (b) (2) (C)	Began in 2024-25 and ongoing	
Enter into contracts	Education Code Section 10867 (b) (2) (D)	Began in FY 21-22 and ongoing	See Section 4: Operations
Procure and maintain infrastructure for analytical data set	Education Code Section 10867 (b) (3) (A)	Executed contracts for System Integrator and four strike teams tailored to the technology stack.	See Section 9: Data Infrastructure
Create data sets	Education Code Section 10867 (b) (3) (B)	Finalized file upload specifications with data providers. First data submissions from data providers in Fall November 2023. Regular annual data submissions from data providers completed in March 2024 and 2025.	See Section 9: Data Infrastructure
Ensure availability and privacy of data	Education Code Section 10867 (b) (3) (C)	Convened regular meetings of the Security Policies Task Force.	See Section 9: Data Infrastructure

Implement analytical tools including user-centered design	Education Code Section 10867 (b) (4) (A-D)	Launched the Student Pathways Data Story in 2025	See Section 8: Data Programs
Provide neutral summaries	Education Code Section 10867 (b) (4) (E)	Completed in 2025	See Section 5: Engagement
Monitor effective practices for longitudinal data systems	Education Code Section 10867 (b) (4) (F)	Continued Participation in P20W community of innovation, engaging in state and national conversations coordinated by organizations and entities in California and around the nation focused on state longitudinal data systems	See Section 5: Engagement
Scale and operate operational tools, including annual student experience audit, GPAs for financial aid, California College Guidance Initiative (CCGI), eTranscript California	Education Code Section 10867 (b) (5)	Increased reach of CaliforniaColleges.edu with increased partnerships with California public school districts. Third Student Experience Audit completed in 2025. Convened eTranscript California & Career Passport Task Force	See Section 6: Practical Tools
Provide training and technical assistance	Education Code Section 10867 (b) (6)	Conducted starting in FY 23-24 and ongoing	
Support data requests	Education Code Section 10867 (b) (7)	Will be addressed beginning in 2025-26	
Improve data quality	Education Code Section 10867 (b) (8)	Began in 2023-24 and ongoing.	See Section 9: Data Infrastructure
Ensure compliance with all laws	Education Code Section 10867 (b) (9)	Began in FY21-22 and ongoing	See Section 10: Legal
Increase government efficiency and identifying opportunities for clearer or more consistent messaging to students and families related to education pathways and transitions	Education Code Section 10867 (b) (10)	Convened eTranscript California & Career Passport Task Force in Spring 2025	See Section 7: Practical Tools

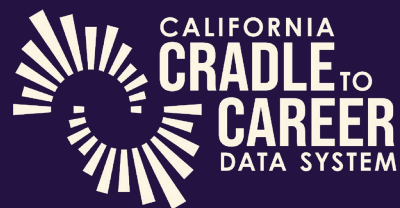
Table A3: Data Providers

Requirement	Code Section	Status	Description
Contribute P20W data points	Education Code Section 10871 (a)	First data submissions from data providers in Fall November 2023. The second annual data submission from data providers completed in March 2025.	See Section 9: Data Infrastructure
Ensure data quality	Education Code Section 10871 (b)	Began in 2023-24 and ongoing.	See Section 9: Data Infrastructure

APPENDIX B.

Accessible Presentation of Exhibit 2: C2C Staff Chart

- » Governing Board
 - » **Nick Maduros**, Government Operations Agency Secretary
 - » Community Engagement Advisory Board
 - » Data & Tools Advisory Board
 - » **Mary Ann Bates**, Executive Director (Exempt)
 - » **Belicia Smith**, Executive Office Analyst, AGPA
 - » **Lesley Taylor**, Director of Operations, CEA B
 - » **Diana Yang**, Administration Manager, SSM I
 - » **Sebastien Chaubard**, Contract and Procurement Analyst, AGPA
 - » **Kevin Filipich**, Budget Analyst, AGPA
 - » **Arti Wasu**, Legal & Governance Analyst, AGPA
 - » **Brandi Arias**, Administrative Analyst, Staff Services Analyst
 - » **Christopher Saechao**, Operations Analyst, Staff Services Analyst
 - » Contractor, EEO Officer, CDTFA
 - » Contractor, HR Services, CalHR
 - » Contractor, IT Services, DGS
 - » **Shannon Serrato**, Director of Engagement, CEA B
 - » **Marykate Cruz Jones**, Chief of Strategic Initiatives and Partnerships, SSM III
 - » **Stephanie Gutierrez-Valdez**, Board Liaison & Governance Specialist, SSM I
 - » **Sophia Aguilar**, Governance Manager, SSM II - RA
 - » Contractor, Board Governance
 - » **Angelique Palomar**, Deputy Director, Communications, CEA A
 - » **Cintia Lopez-Montes**, Communications Coordinator, Information Officer I (Bilingual)
 - » **Eric Flores**, Deputy Director, Legislative Affairs, CEA A
 - » Contractor, Website Services
 - » Contractor, Graphic Design Services
 - » **Ryan Estrellado**, Director of Data Programs, CEA C
 - » **Judy Chan**, Deputy Director, Digital Services, CEA B
 - » **Heather Daniels**, Research Data Specialist II
 - » **David Lang**, Research Data Manager
 - » **Elizabeth Pierotti**, Research Data Specialist III
 - » Contractor, eTranscript California
 - » Contractor, California College Guidance Initiative (CCGI)
 - » **Dan Lamoree**, Director of Data Infrastructure, CEA C
 - » **Munny Chitneni**, Principal Data Architect, IT Manager II
 - » **Ron Shalhoup**, Cloud Engineer, IT Specialist III
 - » **Sushil Singh**, Senior Data Engineer, IT Specialist III
 - » **Dan Falzarano**, Chief Information Security Officer, IT Manager II
 - » Contractor, System Integrator
 - » Contractor, Project Manager
 - » Contractor, IV & V
 - » **Julia Blair**, General Counsel and Chief Privacy Officer, CEA C
 - » **Mark Paxon**, Deputy General Counsel, Attorney IV - RA



Connecting
Data and Insights
to Advance
Equitable Futures

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