



# California Cradle-to-Career Data System 2025-26 Workplan

## Office Operations FY 2025-26

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

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**Goal:** Establish and operate a new state entity that uses secure, effective, and efficient processes and procedures to earn and keep the trust of data providers and the public.


Staffing & HR	Develop an Employee Engagement Action Plan based on survey results, with a focus on equity and shared values
	Implement, monitor, and document employee engagement strategies
	Administer the annual employee engagement survey and engage Office staff in focus groups
	Minimize the staff vacancy rate for the Office by continuing to implement effective recruitment and retention strategies
Leadership Development	Continue contracts for leadership development, team cohesion, and leadership coaching
EEO & DEIA	Continue IAA for EEO position
	Ongoing staff training and professional development on diversity, equity, inclusion, and accessibility
	Establish and operate a Disability Advisory Committee for the Office
Procedures and policies	Refine and establish necessary office procedures, policies, and frameworks
	Create and implement workflows to enhance efficiency and automation in daily operations
	Implement C2C-specific privacy training
Strategy	Annual work plan 
Resources	Budget Change Concept 
	Define fiscal and human resources needed to achieve C2C's statutory charge
	Assess and execute on contract and procurement needs in preparation for year-end

# Analytical Data FY 2025-26

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

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

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<b>Data System Maintenance &amp; Operations</b>	Continue the maintenance and operational activities of the Data System to ensure the secure, efficient, and effective use of data.
<b>Downloadable Data (Query Builder Version 1.0) for Student Pathways Data Story</b>	Enable the public to investigate the data sets that power our public products so that additional insights can be gained with the democratization of data.
<b>CSAC Data Report</b>	Provide CSAC with institution-level data to evaluate the return on investment (ROI) of state-funded scholarships such as Cal Grant, pending requests for support from higher education segment partners.
<b>CalKIDS Integration</b>	New integration of Scholarshare Investment Board (SIB) data into the Data System to help students access funds thereby reducing the financial burden higher education.
<b>Continuous Improvement &amp; Development of Analytical Tools</b>	Continue to engage key stakeholders through the established governance bodies and mechanisms to ensure operational excellence. This includes annual Feasibility Studies, Governing Board, and Advisory Boards. 
<b>Secure Data Enclave</b>	Enable researchers to securely conduct innovative and critical research using the Secure Data Enclave to inform policy or initiatives that improve the lives of Californians. Access to this Secure Data Enclave is gained through a structured request process emphasizing transparency and open science best practices. This also includes the facilitation of data sharing with and between our Data Providers to reduce the effort needed.
<b>Student Pathways Dashboard Maintenance &amp; Operations</b>	Enhance the functionality and usability of the dashboard while continuing to refresh the underlying data powering the dashboard with the most recent annual submission so that users can better interact with the most recent data.
<b>Transfer Outcomes Dashboard</b>	Expand linkages and capabilities of the Data System to advance additional dashboard development, prioritizing first the Transfer Outcomes Dashboard to illuminate the intersegmental journey of students as they traverse through the California educational systems.
<b>Data Provider Integration</b>	Integrate and operationalize new Data Partners into the Data System to provide a more complete picture of the student experience as they traverse to and through education to career. Examples of these new Data Providers include: Labor & Workforce Development Agency and ScholarShare Investment Board.

# Practical Tools\* FY 2025-26

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

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

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<b>C2C and Partners**</b>	
<b>C2C and Partners**</b>	Conduct the 2025 Annual Student Experience Report
<b>C2C &amp; Data Partners</b>	Promote CaliforniaColleges.edu as a one-stop shop for launching financial aid applications, applying to public colleges and universities, and accessing planning resources for public, independent, and private colleges and universities
<b>eTranscript California work</b>	
<b>CCC</b>	Make continued progress on the procurement of an improved eTranscript platform
<b>C2C &amp; Data Partners</b>	Facilitate ongoing feedback to ensure needs of all segments met
<b>Career Passport</b>	
<b>C2C, CCC, LWDA</b>	Provide technical assistance and collaborate with partners to develop technical specifications for the Career Passport
<b>CCGI's work with C2C Data Partners</b>	
<b>CCGI &amp; CDE</b>	Work with local educational agencies and the student information system vendor community to ensure that all 9th-12th grade public school students have access to transcript-informed accounts on CaliforniaColleges.edu
<b>CCGI &amp; CCC</b>	Partner with the CCCs to provide dual enrollment college transcripts to CCGI which will inform unified high school transcripts on CaliforniaColleges.edu. Ongoing exchange of data in support of application completion
<b>CCGI &amp; CSU</b>	Enhance and scale Direct Admission initiatives, including counselor interventions and others supports. Ongoing exchange of data in support of application completion. Streamline the enrollment process for CSU admitted students by continuing to pilot the provision of final transcripts for admissions clearance in Summer 2025
<b>CCGI &amp; UC</b>	Streamline the enrollment process for UC admitted students by piloting the provision of final transcripts for admissions clearance in Summer 2025. Ongoing exchange of data in support of application completion
<b>CCGI &amp; CSAC</b>	Ongoing exchange of data in support of financial aid application completion. Collaborate on content development when updating financial aid modules


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

# Engagement FY 2025-26

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

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

<b>Outreach and Engagement</b>	<p>Ongoing community conversations, events, and engagement activities (both in-person and online) to solicit input and feedback.</p> <p>Ensure information is trusted and useful by prioritizing transparency in communications and processes; promote equitable access to engagement activities by region and key communities and prioritize actionable information (ongoing and with measurable metrics by Summer 2026)</p> <p>Develop and implement trainings on Student Pathways data story through Data Academies and Data Walks</p>
<b>Communications</b>	<p>Establish and implement plan for regular reporting of key metrics related to the Office's objectives and public-facing products</p> <p>Continue communications strategy through earned and acquired media in print, digital, broadcast, and radio to highlight key milestones, developments, and emerging issues related to the data system</p>
<b>User-centered design</b>	<p>Iterate on data dashboard design based on input from the public</p> <p>Develop strategy for user-centered design for forthcoming analytical tools</p>
<b>Focus: Query Builder</b>	<p>Develop and implement Query Builder communications plan</p> <p>Conduct interest holder meetings on user interface &amp; outreach activities; develop and maintain partnerships for outreach</p>
<b>Focus: Advancing Accessibility</b>	<p>Develop and implement strategy for continued accessibility compliance, including websites and public-facing materials</p> <p>Engage in strategic partnerships with State agencies and entities to advance C2C's accessibility efforts to ensure persons with limited English proficiency have meaningful access to C2C's public tools and information</p>
<b>Equity</b>	<p>Collaborate with Language Access Liaisons to implement C2C's Language Access Plan and efforts</p> <p>Conduct annual Boards demographic survey</p>
<b>Legislative Affairs</b>	<p>Develop and submit annual Report the Legislature </p> <p>Engage with Governor's Office and the California Legislature on C2C's Legislative priorities</p> <p>Provide information, updates, and education for legislative stakeholders: personal and committee legislative staff, Legislative Analyst's Office, elected officials, and key interest holders across C2C's policy areas.</p>

# Boards FY 2025-26

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	July-September	October-December	January-March	April-June
Board chair	Elect and onboard Chair and Vice-Chair			
Governance Manual Updates		Confirm Committee composition and charter 	Adopt updates 	
Advisory Board Selection			Confirm Committee composition and charter 	Committee convenes
Executive Director Review	Confirm Committee composition and charter 	Committee convenes	Board review with ED 	
Strategic planning		Confirm Committee composition and charter	Committee convenes	Board Review of Strategic Plan
Governance Culture & Ambassadorship	Onboarding for new Advisory Board members		Governing Board development session at Board meeting	
	Onboarding for new Board members			
	Progress summaries discussed at Board meetings			
			Governing Board: Annual governance survey	
Advisory Boards	Appoint new Advisory Board members 	Onboarding for new Advisory Board members		Recruit and select new Advisory Board members 
Advisory Board Recommendation Process				Public proposals submitted to the Office 
	Advisory Board members submit proposals, discuss and prioritize proposals in Fall meeting.		Governing Board Liaison drafts report with Fall meeting discussions, includes all proposals, and links to the Office's light touch feasibility studies.	Governing Board Liaison report presented to Governing Board