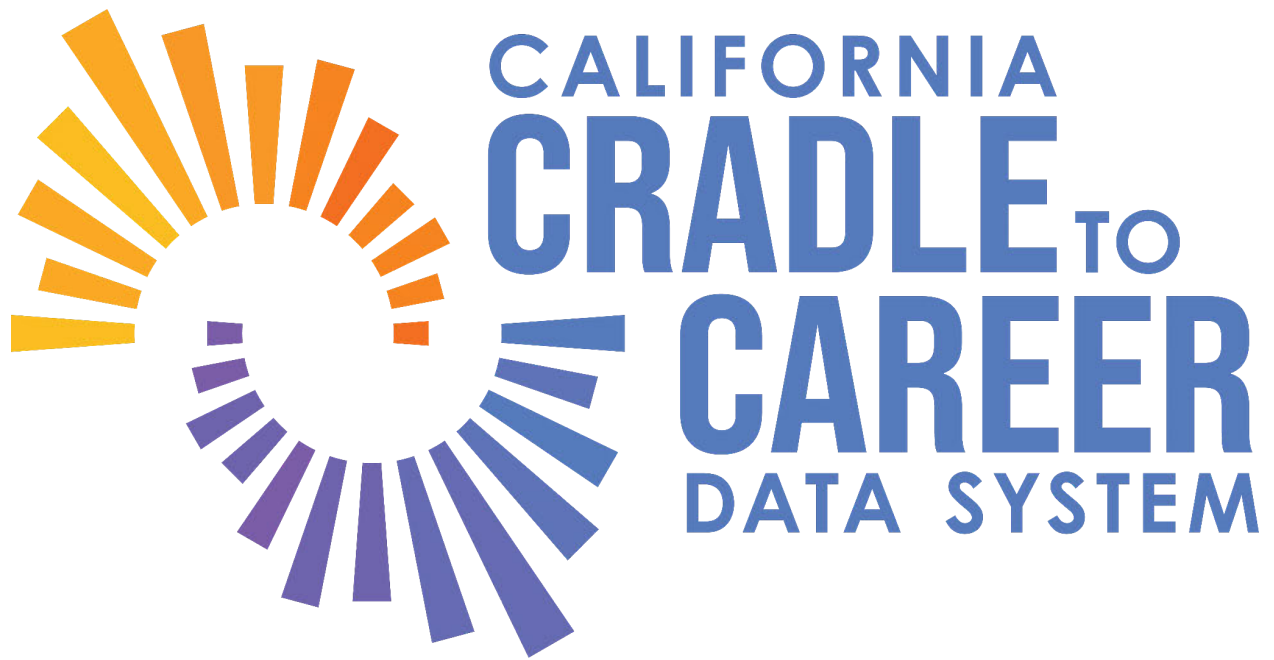




Letters of Support

Data and Tools

Advisory Board

2025

**2025 Advisory Board Letters of Support : Entry #
6655**

Name

Zeb Welborn

Email

[REDACTED]

Name of Advisory Board Applicant

Renay Mehta

To which Advisory Board are they applying?

Data and Tools

Share your support here:

To Whom It May Concern,

It is my privilege to write this letter of support for Renay Mehta as she applies for a position on the California Cradle to Career Advisory Board. As President & CEO of the Chino Valley Chamber of Commerce, I have had the opportunity to work closely with Renay in her role as Vice President and I can say with confidence that she exemplifies the type of leadership, integrity and vision that would be a tremendous asset to the Cradle to Career initiative.

Renay has led transformative efforts in our region to strengthen education-to-employment pathways. She has spearheaded workforce development programs that connect businesses with emerging talent, expanded career readiness initiatives in partnership with local school districts, and secured significant grant funding to support underrepresented populations—including justice-involved individuals—in finding meaningful employment. These efforts are not theoretical; they've produced tangible outcomes and directly impacted the lives of individuals and families in our community.

One of Renay's most notable achievements includes helping secure a \$1.25 million federal appropriation to launch a regional Entrepreneurship Center, which will provide long-term support to small business owners and aspiring entrepreneurs, including youth and historically underserved communities. Additionally, she has played a central role in the development of the Upskill Chino Valley initiative—an award-winning program that brings together business, education, and government to address workforce gaps and promote upward mobility.

Renay's experience and passion for equity, data-informed decision making and cross-sector collaboration make her an ideal candidate for the Community Engagement Advisory Board. She has a deep understanding of how to amplify community voice, build inclusive coalitions, and turn strategy into impact. Her work with state and federal agencies, educational institutions, and civic leaders demonstrates her readiness to contribute meaningfully to this important statewide effort.

I support Renay Mehta's application and have no doubt that her insight and commitment will help ensure the Cradle to Career system fulfills its promise to all Californians.

Sincerely,
Zeb Welborn
President & CEO
Chino Valley Chamber of Commerce

2025 Advisory Board Letters of Support : Entry # 6650

Name

Linda Collins

Email

[REDACTED]

Name of Advisory Board Applicant

Byron Reaves

To which Advisory Board are they applying?

Data and Tools

Share your support here:

Please see attached letter of support.

You can upload your letter of support here

- [Recommendation-for-Byron-Reaves-EdD.-for-C2C-Data-and-Tools-Advisory-Board.docx](#)

Linda Collins
Founder and Executive Director
Career Ladders Project



May 27, 2025

Selection Committee for the
Data and Tools Advisory Board
Cradle-to-Career Governing Board

Dear Selection Committee Members,

I am writing to support the nomination of **Byron Reaves, EdD.** to be a member of the **Data and Tools Advisory Board** for the Cradle-to-Career (C2C) Governing Board.

I am the founder and executive director of the [Career Ladders Project](#) (CLP). We work statewide to improve college and career outcomes, with focus on under-resourced students and students from communities underserved in postsecondary education. We work in partnership with community colleges, their TK-12 and workforce partners, employers, the Community College Chancellor's Office, the California Department of Education, and philanthropy to develop and implement high quality college and career pathways that include robust student supports, embedded dual enrollment and career connected learning. We utilize the non-profit fiscal services of the Foundation for California Community Colleges to support our organization.

Dr. Reaves is a Director at CLP. He has an extensive background in educational initiatives that center the student learning experience and data informed decision-making. He currently leads our body of work centered on transforming counseling and student supports for community college students and for high school students dually enrolled in college courses. He also supports colleges seeking to design and implement learner-centered innovations, including guided pathways, competency based education and credit for prior learning.

I was particularly delighted that he was willing to join the CLP team. He brought with him extensive knowledge of college processes and policies as well as deep understanding of what community college students have to navigate in their educational journeys. Beyond his experience as a college counselor and faculty member, he has also navigated the complexities of college administration as a dean at Santa Rosa Junior College. All of this has prepared him to support college champions focused on removing structural barriers and improving systems, policies and processes to more equitably serve students, facilitate their development and support their completion of high value credentials and degrees.



Dr. Reaves has a firm grasp of using both quantitative and qualitative data to illuminate and redesign processes and policies to improve student experience and outcomes. He just recently completed his doctorate in educational leadership at San Francisco State University (SFSU) where he focused on the experiences of African American administrators in the community colleges. And, this Spring he was part of the design team and one of the lead faculty members for a [new course in culturally responsive teaching and learning for dual enrollment](#) that CLP piloted in partnership with the Bay Area K16 Collaborative and SFSU. The reviews of that course, and Byron's leadership in it, have been stellar.

Dr. Reaves is a practitioner-scholar who can engage administrators, faculty, classified professionals and students alike. Beyond his vitae, Dr. Reaves is one of those rare individuals who is able to simultaneously challenge people's assumptions while affirming their presence and commitment—and calling them to action on behalf of students. He is skilled, insightful, strategic and bold. He's also a real joy to work with – and an accountable and focused colleague.

I cannot recommend him highly enough. I know he is keenly interested in serving on the Data and Tools Advisory Board and is excited at the prospect of contributing to C2C's success.

Please feel free to call on me if I can be of further assistance in your deliberations.

[REDACTED]

Linda Collins

[REDACTED]

[REDACTED]

2025 Advisory Board Letters of Support : Entry # 6643

Name

Myrtha Ortiz Villar

Email

[REDACTED]

Name of Advisory Board Applicant

Cameron Schmidt-Temple

To which Advisory Board are they applying?

Data and Tools

Share your support here:

I am pleased to support Cameron Schmidt-Temple in his application to the Data and Tools Advisory Board. I've had the opportunity to connect with Cameron through conversations about data strategy and student support, and I'm consistently impressed by his genuine curiosity about data in practice, his care for California students, and thoughtful questions about how systems can better serve the communities they are designed to support.

Cameron understands the challenges and opportunities facing college access organizations today. He asks systems-oriented questions while staying deeply grounded in the human impact of data; how it is collected, used, and experienced by staff and students alike. I've witnessed firsthand how Cameron brings a rare blend of practitioner experience and technical expertise, having worked with him during the brainstorming stages of the UC Berkeley Center for Educational Partnerships (CEP)'s data system, and his consistent consideration for how educators will navigate this new tool. Additionally, I have seen the impact of his work with Destination College Advising Corp and the Early Academic Outreach Program, where he left a lasting imprint on the advising model and practices of the school he served. Cameron understands how data tools can function and be leveraged to shift practice and support more equitable outcomes for students in California. His ability to translate complex data challenges into actionable insights makes him an ideal contributor to C2C.

Cameron's commitment to educational equity, coupled with his experience supporting students from underrepresented communities, as well as his systems-level perspective, will make him a valuable asset to the C2C Data and Tools Advisory Board. He is someone who is deeply committed to using data in the service of real change. I recommend Cameron for the Advisory Board and believe his contributions will help ensure the C2C Data System continues to be a powerful learning and action tool for advancing equity and opportunity for California's students.

You can upload your letter of support here

- [Cameron-Schmidt-Temple-Letter-of-Support-C2C1.pdf](#)

**2025 Advisory Board Letters of Support : Entry #
6636**

Name

Jason Borgen

Email

[REDACTED]

Name of Advisory Board Applicant

Miguel Rocha

To which Advisory Board are they applying?

Data and Tools

Share your support here:

Dear Members of the Selection Committee,

I am writing to offer my strongest recommendation for Dr. Miguel Rocha to serve on the Cradle to Career Data and Tools Advisory Board. Dr. Rocha is a distinguished leader in educational data systems and analytics, whose technical prowess, strategic foresight, and deep commitment to equity-driven outcomes make him an ideal candidate for this role. As I term off the Data and Tools Advisory Board, I see Dr. Rocha as an ideal addition to the advisory board representing our region.

Over the years, Dr. Rocha has demonstrated an exceptional capacity to harness complex data systems to serve the needs of students, families, and educational leaders across the P20W continuum. He has been instrumental in developing business intelligence (BI) tools that provide real-time, actionable insights into student achievement and institutional performance. These tools have supported everything from early interventions to long-term strategic planning in both K-12 and higher education contexts. See the data portal he has established here: <https://dataportal.santacruzcoe.org>

Dr. Rocha's expertise in integrating local and state data sets has been foundational in bridging traditionally siloed systems. His leadership in aligning student information system (SIS) standards has fostered interoperability across districts and institutions, greatly improving data quality and reporting. Notably, he has developed robust predictive models to anticipate student outcomes and institutional effectiveness, guiding data-informed decisions that enhance equity and access.

His extensive work with the P20W data set and with linking preschool to postsecondary data has uniquely positioned him to contribute meaningfully to the Board's mission. Dr. Rocha understands the nuances of early learning, K-12, and postsecondary systems, and he leverages data to illuminate student pathways, highlight gaps, and identify promising practices.

Beyond his technical qualifications, Dr. Rocha is a thoughtful collaborator and an unwavering advocate for using data to drive systemic improvement and support student success. His commitment to transparency, equity, and community voice has earned him respect across the education landscape.

In conclusion, Dr. Rocha's deep technical knowledge, practical experience, and visionary leadership will be an invaluable asset to the Cradle to Career Data and Tools Advisory Board. I recommend him without reservation and look forward to the contributions he will undoubtedly make in this role.

Sincerely,

Jason Borgen

You can upload your letter of support here

- [Miguel-Rocha-c2c-2025-letter-of-rec.pdf](#)

2025 Advisory Board Letters of Support : Entry # 6629

Name

Jinann Bitar

Email

[REDACTED]

Name of Advisory Board Applicant

Brianna Huynh

To which Advisory Board are they applying?

Data and Tools

Share your support here:

To the California C2C Data System Selection Committee,

I'm thrilled to offer my strongest support for Brianna Huynh as a candidate for the Cradle to Career Data and Tools Advisory Board. As Director of the Higher Education Research and Data Analytics for The Education Trust national team —and as a proud UCLA alum—I've worked closely with Brianna throughout her time as an intern—though “intern” hardly captures the scope of her contributions. She brings the sophistication and independence of a seasoned analyst, delivering high-impact work that consistently exceeds expectations.

Brianna brings rare depth and versatility in her data experience. She has worked extensively with federal datasets like IPEDS and College Scorecard, engaged with state-level metrics, drawn insights from institutional and system-level data, and led original qualitative data collection. Most recently, she created a data-driven ROI metric, grounded in public data and developed independently in just six weeks, that closely mirrored the core components of the Carnegie Foundation's newly released Student Access and Earnings Classification, a framework that took years, millions of dollars, and a national commission of experts to produce. Her ability to translate complex findings into accessible tools and narratives is exceptional.

But what truly sets Brianna apart is her understanding of how data informs policy and impacts people. She doesn't just work with data—she knows how it moves through decision-making ecosystems, how it shapes student outcomes, and how it must be designed to be inclusive, usable, and equitable. Her work is informed by her own lived experience navigating California's education systems, and her commitments are grounded in both technical excellence and deep empathy.

Brianna is exactly the kind of equity-minded, analytically rigorous, and systems-aware student leader the Advisory Board needs. I recommend her without reservation.

Jinann Bitar

Director, Higher Education Research & Data Analytics
The Education Trust | [REDACTED] [REDACTED]

You can upload your letter of support here

- [Brianna_C2C_LOS.pdf](#)

**2025 Advisory Board Letters of Support : Entry #
6628**

Name

Susan Phillips

Email

[REDACTED]

Name of Advisory Board Applicant

Stephanie Huie

To which Advisory Board are they applying?

Data and Tools

You can upload your letter of support here

- [Huie-recommendation.pdf](#)



Susan D. Phillips, Ph.D.
School of Education
Department of Educational and Counseling Psychology
Division of Counseling Psychology
Department of Educational Policy & Leadership

May 26, 2025

California's Cradle-to-Career Data System
Data and Tools Advisory Board Selection Committee

Dear Colleagues,

I am honored to recommend **Dr. Stephanie Huie** for appointment to the California's Cradle-to-Career (C2C) Data and Tools Advisory Board. I have worked closely with her in my (prior) capacity as a public member of the WASC Senior College and University Commission (WSCUC), and enthusiastically endorse her candidacy. With over two decades of leadership in higher education data strategy, institutional research, and public accountability, Dr. Huie brings a remarkable blend of technical expertise, strategic vision, and a deep commitment to equity and transparency—qualities that align perfectly with C2C's mission.

Dr. Huie is known for her ability to transform complex data into actionable insights. In her work at the University of Texas System, she had spearheaded the creation of seekUT, a pioneering public data tool linking education and workforce outcomes and launched a partnership with the U.S. Census Bureau that enabled unprecedented access to postsecondary earnings data. More recently, in her work at WSCUC, she led the development of the first-ever public-facing accreditor dashboard, setting a national standard for transparency. As both a consultant to the development of this dashboard, and an eventual consumer of it, I can personally attest to its excellence and usefulness, and to the expertise and collegiality that she brought to the development process.

Stephanie's technical talent is matched by her collaborative leadership. She has built and led cross-functional teams, developed user-centered dashboards, and designed training programs to empower diverse stakeholders—from students and families to policymakers and institutional leaders. Her work always includes strategies C2C will find valuable: building robust analytical datasets, coordinating with partners, and engaging communities through accessible, equity-driven tools.

In short, Stephanie Huie is uniquely qualified to contribute to the C2C Data and Tools Advisory Board. Her experience, insight, and unwavering dedication to using data for public good make her an invaluable asset to this important work. I could recommend her more highly, and welcome the opportunity to assist in her candidacy if you have further need for information.

Sincerely,




Susan D. Phillips, Ph.D.
Professor and Provost Emeriti



**2025 Advisory Board Letters of Support : Entry #
6627**

Name

Ellen Junn

Email



Name of Advisory Board Applicant

Stephanie Huie

To which Advisory Board are they applying?

Data and Tools

Share your support here:

Please see full letter of support that is attached.

You can upload your letter of support here

- [Stephanie-Huie-Letter-of-Support-from-Ellen-Junn-May-2025.docx](#)

May 20, 2025

Dear California Cradle-to-Career Selection Committee:

As the President Emerita of the California State University, Stanislaus, I am delighted to write a letter of enthusiastic support for Dr. Stephanie Huie for consideration as a Community Engagement and Data and Tools Advisory Board member for the California Cradle-to-Career (C2C) Data System initiative. Dr. Huie possesses a truly impressive record of creating, implementing, and utilizing comprehensive, complex data analytics and business intelligence, as well as demonstrated proven leadership across multiple higher education institutions, systems, and including the WSCUC (WASC Senior College and University Commission) regional accreditation organization. I first had the pleasure of getting to know Ms. Huie when I was elected a Commissioner of WSCUC in 2021.

Education and Professional Experience

Dr. Huie's degrees strongly reflect her expertise in data analytics, having earned her Ph.D. and M.A. in Sociology with a specialization in demography & medical sociology from the University of Texas at Austin, and her B.A. in anthropology. She is a graduate of Harvard University's Institute for Education Management (IEM) and has completed the planning certification program through the Society for College and University Planners (SCUP), and has completed a certificate with the Leadership Series, Governor's Center for Management Development--LBJ School of Public Affairs.

Ms. Stephanie Huie possesses an exemplary record in administration and research both at highly regarded state universities, university systems, research labs, a regional accreditation organization, and national professional associations. With extensive experience spanning over 22 years, she has adeptly served in various senior leadership roles. Several noteworthy accomplishments for her professional positions are listed below.

- 1) **WASC SENIOR COLLEGE AND UNIVERSITY COMMISSION (WSCUC):** WSCUC is one of seven historically regional institutional accreditors recognized by the US Department of Education. Dr. Huie currently serves as Vice President and provides leadership and oversight for the accreditation of institutions offering bachelor's degrees and above, both within the United States and internationally.
 - She led and oversaw the design, build, and launch of WSCUC's industry-first, public interactive accreditor dashboard that included peer benchmarking, that is accessible to the public, the media, and internal decision makers. This [Key Indicators Dashboard, KID](#)) is designed to strengthen the capacity of institutions, evaluation teams, staff liaisons, and the Commission to effectively leverage student and campus outcomes data for institutional continuous improvement and accountability.
 - This innovative and bold business intelligence and decision support dashboard solidified WSCUC as a national leader in transparency by being the first accreditor to make available publicly on its website metrics for WSCUC's accredited institutions.
- 2) **THE UNIVERSITY OF TEXAS SYSTEM ADMINISTRATION:** Dr. Huie served as Vice Chancellor of Institutional Research & Analysis as one of eight senior executive officers charged with strategy, policy analysis, accountability, and project management for the UT system and with overall responsibility for research policy, planning, and administration that included 14 academic and health institutions, \$19.5 B operating budget and over 235,000 students. She oversaw a 15-member team of analysts and senior staff to develop strategies that align with the UT System's strategic vision. Benchmark performance against national peers and advise Board and Chancellor (CEO) on opportunities to elevate operational efficiency, affordability, quality, and outcomes.
 - Oversaw design and launch of seekUT, a free public data tool that demonstrates workforce outcomes and the value of higher education in an environment of heightened scrutiny from the public, the media, legislators, and students.

- Brokered agreement with the U.S. Census Bureau to access graduates' earnings by major and overcome the federal government's ban on linking student-level educational data to national employment data.
 - As part of a larger lobbying efforts to allow more transparency in student data, made presentations to the U.S. Senate Committee on Health, Education, Labor, and Pensions and the House Committee on Education and Labor, followed by individual meetings with legislative aides and correspondents for key congresspeople.
 - Built UT System's first project management office from the ground up and infused processes and standards into the institutional culture across 14 campuses to champion the planning, reporting, tracking, and execution of 9 strategic initiatives with a budget of \$175 million over 3 years. Initiatives required significant business process and capability changes.
 - In addition, she implemented Planview Enterprise to elevate strategic and financial planning, program management, road mapping, and project prioritization capabilities. Rolled out the solution to 15 project managers and 400 users across
- (3) HUTSON-TILLOTSON UNIVERSITY: Established in 1875, HT is Austin's first and only historically black university. Today, it serves a population of 1,100+ undergraduate and post-graduate students. Dr. Huie served as Director of Institutional Research & Assessment where she collected, analyzed, interpreted, and reported information essential for evaluating institutional effectiveness with an emphasis on student learning, satisfaction, and success. She led the institutional strategic plan, served as Interim Associate Provost for overseeing student services, coordinated with the CFO for budget planning, and served as the campus Accreditation Liaison Officer (ALO).with the Southern Association of College and Schools (SACS).
- (4) SOUTHWEST EDUCATIONAL DEVELOPMENT LABORATORY (SEDL) in Austin, TX: Dr. Huie served as Program Specialist at this nonprofit education research, development, and dissemination organization working to improve teaching and learning for assessment of achievement gaps in K-12 mathematics and reading research and designed studies to address them.

Scholarly and Research Experience and Accomplishments

Not surprisingly, Dr. Huie has worked to disseminate her findings and has made significant scholarly contributions, authoring a dozen peer-reviewed journal or book chapter publications, research briefs, and white papers to her name. She has delivered over 45 conference presentations, invited keynote addresses, workshops, webinars, and other presentations sharing her insights and expertise with the academic community, elected officials, and the public (see her CV for complete listings).

Additional National Leadership Accomplishments

Given Ms. Huie's strong reputation as a highly skilled data analyst and as a strong communicator who often served as a critical change agent, she was recruited by several other national organizations to lead large, transformational initiatives. She is committed to building partnerships, processes, and technology practices to drive innovation in higher education. Some of these national accomplishments and professional affiliated positions are listed below.

(1) National Association of Student Financial Aid Administrators (NASFAA)—Dr. Huie served as a Member of the National Advisory Committee of 50, tasked with examining policy areas related to access, affordability, accountability, and transparency of postsecondary education. In this role she also contributed to the publication of four white papers with practical recommendations for members of Congress to help overcome obstacles preventing students from enrolling in, paying for, and graduating from college.

(2) Association of Public and Land-Grant Universities (APLU)—Dr. Huie served as Executive Committee Secretary, Commission on Information, Measurement & Analysis (CIMA), which created space for APLU institutions to come together to create communities of practice around effective and efficient use of data and fiscal resources to guide campus planning and decision making. She chaired and led planning the organization's first national meeting, as well as helped define APLU's vision and goals. She worked to systematically create and improve data infrastructure and the strategic analysis capacity, as well as fiscal and administrative management on APLU campuses.

(3) National Association of System Heads (NASH)—Dr. Huie served as the chair of the National Leadership Diagnostic Team and led a 10-member national committee in examining the role of higher education systems in institutional research and identifying avenues of change to improve capacity to measure and improve institutional performance. She also chaired the national advisory committee overseeing a 2-year grant (funded by the Bill and Melinda Gates Foundation) to increase student access, reduce administrative costs, and improve system and campus capacity to use data. In addition, she conducted extensive fieldwork and synthesized data to create self-assessment tool for higher education systems and developed publications with findings and recommendations for driving change.

Personal Connections and Summary and Benefits of Dr. Huie's Professional Expertise for C2C

On a personal level, I must also mention that I have a special and strong connection with C2C for several reasons. First, my own educational training is in early childhood education (ECE), having earned my doctorate and Master's degrees from Princeton University in cognitive developmental psychology. Second, I have always advocated for the critical importance of early childhood education throughout my career, having served both as Past President of CAEYC (California Association for the Education of Young Children) and past Governing Board member of NAEYC (National Association for the Education of Young Children). Third, I am very aware of the C2C initiative and have continued to try to stay abreast of new developments and I made it a priority to be involved whenever possible. For example, while President of California State University, Stanislaus, I was a member of the [Stanislaus Community Foundation's Cradle to Career Partnership](#). This initiative worked to stay connected to the CA C2C organization.

Because of my own passion for both ECE and higher education access, I believe Dr. Huie will bring direct experience in four core strategies that C2C will deploy: (1) developing robust analytical datasets, (2) coordinating effectively with partners, (3) engaging meaningfully with communities and stakeholder groups, and (4) centering firmly on transforming complex data into actionable insights through the development of robust data infrastructure and tools. Obviously, she has led the design and implementation of data systems and processes from the ground up, and developed interactive, user-friendly dashboards tailored to a range of audiences—including students, families, public, media, policymakers, and institutional leadership. She skillfully uses clear data visualizations to enhance transparency and support decision-making. In addition, she has the acumen to use statistical methodology to identify and select peer institutions and relevant benchmarking metrics to ensure meaningful performance comparisons. Importantly, she also is skilled in planning for stakeholder engagement, creating user guides, training, and communications for public launches of data-based initiatives, as well as understanding and facilitating business operations, program management, and grant and contract management.

Personal Strengths of Dr. Huie

Finally, no letter of support for would be complete without reference to the many wonderful qualities of this truly remarkable colleague and person. Stephanie's keen quantitative skills, professionalism, strong communication and interpersonal skills, and gentle spirit make it a joy and a pleasure to work with her. Her hard work, vision, and dedication have continued to enrich the experiences of many. I am continually impressed with her ability to quickly assimilate complex ideas and skillfully integrate disparate threads of thought in compelling ways. She also has the enviable ability to foster collegial dialogue and build consensus around sometimes difficult issues. Moreover, she is well regarded as someone who will

advocate in reasonable and fair ways. She also demonstrates an over-riding sense of fairness, balance, and ethical perspective in all her inclusive dealings with others.

In conclusion, I nominate Dr. Huie with great enthusiasm for this position. As a C2C board member, her passion will be backed by her formidable professional skills that will allow her to accelerate C2C's agenda forward at the national level. In my view, Stephanie's unique combination of exemplary analytical skills, significant administrative and leadership accomplishments, academic successes, and admirable personal qualities make her the perfect candidate for C2C. As you can see from her long and impressive list of accomplishments, I fully endorse Dr. Huie as the perfect fit for this important position with California C2C!

Should there be any additional questions, please contact me at my contact information below. Best wishes on this important search.

Sincerely,


Ellen Junn, Ph.D.
President Emerita & Professor of Psychology
California State University, Stanislaus
Email:  Mobile: 

**2025 Advisory Board Letters of Support : Entry #
6620**

Name

Stephen Nellman

Email

[REDACTED]

Name of Advisory Board Applicant

Dylan Farris

To which Advisory Board are they applying?

Data and Tools

Share your support here:

I'm writing in support of Dylan Farris for a seat on the Cradle-to-Career Advisory Board. I've known Dylan through his work in K-12 education as a high school principal, assistant superintendent of Human Resources, and now in his current role of Coordinator of Apprenticeship Programs with the South Bay Workforce Investment Board. He brings a rare and valuable mix of experiences—from navigating the complexities of K-12 education to building real-world opportunities for students entering the workforce.

What makes Dylan stand out is his ability to see the full arc of student success. He's been on the ground in schools, helping students succeed academically, and now he's helping them find meaningful pathways after graduation. His work with apprenticeships and workforce development is exactly the kind of perspective the C2C system needs—someone who understands both the educational and the career landscapes.

He's collaborative, sharp, and has a heart for equity. I think he'd be a strong voice on the board and a great partner in helping C2C deliver on its promise.

Thanks for considering him!

2025 Advisory Board Letters of Support : Entry # 6618

Name

Dana Carter

Email



Name of Advisory Board Applicant

Thoibi Rublaitus

To which Advisory Board are they applying?

Data and Tools

Share your support here:

I recommend your consideration of Dr. Thoibi Rublaitus for the Cradle to Career Advisory Board for Data and Tools. Dr. Rublaitus has many years of experience working with adult education in California. Her knowledge and experience would bring a holistic understanding, as many students in adult education programs are also parents of students in prekindergarten through college programs that will be served by this board as they identify data and tools to identify gaps and measure successes.

You can upload your letter of support here

- [Letter-of-Support-Dr.-Thoibi-Rublaitus-for-Cradle-to-Career-Advisory-Board.docx](#)



May 22, 2025

Letter of Support for Dr. Thoibi Rublaitus for the Cradle to Career Advisory Board

Dear Members of the Selection Committee,

I am writing to express my enthusiastic support for Dr. Thoibi Rublaitus's application to join the Cradle to Career Advisory Board, representing adult education in California. I believe Dr. Rublaitus is an exceptional candidate who will bring invaluable insights and a crucial perspective to the board's important work.

Dr. Rublaitus possesses a deep and comprehensive understanding of adult education and its profound impact on the lives of students across California. Her knowledge extends beyond the theoretical, encompassing the practical ways in which adult education programs are making a tangible difference in fostering student success and preparing individuals for meaningful careers.

Furthermore, Dr. Rublaitus's extensive involvement with leading statewide organizations demonstrates her commitment and broad perspective. As the current President of the Adult Education Council for the Association of California School Administrators (ACSA), she has a unique vantage point on the administrative and programmatic landscape of adult education. Her role as a board member of the California Adult Education Administrators Association (CAEAA) further solidifies her statewide reach and understanding of how adult education can seamlessly integrate with and positively contribute to the goals of a comprehensive cradle to career data system.

Her leadership within these organizations has provided her with a statewide perspective on the challenges and opportunities within adult education, making her an ideal representative to highlight how these programs can effectively feed into and benefit from a robust cradle to career data system. Dr. Rublaitus will be instrumental in ensuring that the vital role of adult education is accurately reflected and supported within the board's discussions and recommendations.

I am confident that Dr. Rublaitus's expertise, leadership, and dedication will make her an invaluable asset to the Cradle to Career Advisory Board. She is precisely the kind of thoughtful and experienced voice needed to ensure that the board's efforts are truly comprehensive and impactful across all educational stages.

Thank you for considering Dr. Rublaitus's application. Please do not hesitate to contact me if you require any further information.

Sincerely,



Dana Carter, Principal

Dana Carter
PRINCIPAL

Belinda Bettis
Victoria Orozco-Sapp
COUNSELOR

Debbie Sanchez
SPANISH GED TEACHER

Austin Kemmerer
Tracy Marrs
Cathy Schmidt
ASE TEACHER

Derek Livingston
CITIZENSHIP TEACHER

Dulce Martinez
Kurt Meidinger
Susana Ramirez
Errick Simms
ESL TEACHER

Kurt Meidinger
Brandon Taylor
ABE – ELA TEACHER

Lynn Kick-Holod
Kurt Meidinger
ABE – MATH TEACHER

Shannon Laird
SECRETARY

Sueyeng Diaz
INTERMEDIATE CLERK

Jorge Quintero
Custodian

Yucaipa-Calimesa
Joint Unified
School District

MAKING A DIFFERENCE IN THE
LIFE OF EACH STUDENT

**2025 Advisory Board Letters of Support : Entry #
6577**

Name

Jessica Thach

Email



Name of Advisory Board Applicant

Cameron Schmidt-Temple

To which Advisory Board are they applying?

Data and Tools

Share your support here:

May 19, 2025

Dear Data and Tools Advisory Board,

I am writing to express my strong support for the application of Cameron Schmidt-Temple, our Data Analysis & Communications Manager at the UC Berkeley Center for Educational Partnerships (CEP), to serve on the California Cradle-to-Career Data and Tools Advisory Board.

Cameron brings a dynamic and powerful combination of lived experience, technical skill, and equity-centered data leadership. As a first-generation, underrepresented, transfer student, he deeply understands the importance of building data systems that reflect and respond to the experiences of students at the margins. His perspective would bring valuable representation to the Data and Tools Advisory Board and help advance its mission of building a data system that supports all Californians.

In his current role, Cameron has been instrumental in developing CEP's new data management system (DMS), designed to manage critical student data and track key college access milestones, such as applications, financial aid submissions, exam scores, and scholarship awards of middle school, high school, and community college students. He has worked collaboratively across our independently operated college access programs to ensure clean, non-duplicated, and aligned data that facilitates seamless student support. His work in this area not only reflects technical mastery but also a thoughtful approach to data governance and data culture-building.

Cameron has a strong track record of making data actionable. As a former direct service provider, he leveraged data insights to expand equity-based assessments, resulting in increased participation of underrepresented students in high-impact advising and workshops. These assessments prompted him to reflect on whether his cohort composition and services aligned with school site demographics. Cameron understands that data must be paired with context to drive meaningful change. Today, he leads the design of real-time dashboards and reports that empower staff to strengthen their student support strategies and advance a culture of impact learning rooted in equity.

Cameron also brings valuable experience working with postsecondary and financial aid data — most recently analyzing FAFSA completion trends amid the significant challenges of the 2023–24 Better FAFSA rollout. His analysis revealed that completion rates had dropped to levels not seen since the pandemic, underscoring the urgency of intervention. He developed a visual dashboard that made key trends more accessible and actionable for our department leadership, enhancing how data

is used across our team. He has consistently demonstrated curiosity, innovation, and a solutions-oriented mindset in addressing systemic barriers.

Cameron brings a unique and valuable perspective as both a practitioner and a scholar. His background in direct service, combined with advanced research training through his master's program, allows him to bridge the gap between frontline experience and systems-level analysis. Currently, he supports an entire department in developing accessible, equity-focused data tools that drive informed decision-making. He is eager to join a data community that shares his commitment to building impactful, context-driven systems. Cameron consistently asks insightful questions and contributes forward-thinking ideas — qualities that will make him a strong asset to the Data and Tools Advisory Board.

I offer my full and enthusiastic support for his candidacy. Cameron will be a thoughtful, equity-driven, and impactful contributor to the Data and Tools Advisory Board. Please feel free to contact me should you require any additional information.

Sincerely,

Jessica Thach, M.A.
Associate Director of Data Analysis & Communications
University of California, Berkeley | Division of Student Affairs
Center for Educational Partnerships

You can upload your letter of support here

- [Cameron-Schmidt-Temple-Letter-of-Support-C2C.pdf](#)

2025 Advisory Board Letters of Support : Entry # 6556

Name

Mark Milliron

Email

[REDACTED]

Name of Advisory Board Applicant

Angela Baldasare

To which Advisory Board are they applying?

Data and Tools

Share your support here:

See attached letter of support

You can upload your letter of support here

- [Letter-of-Support-Dr-Angela-Baldasare-2-.pdf](#)

May 18, 2025

To the C2C Data and Tools Advisory Board Selection Committee:

I am writing in support of Dr. Angela Baldasare's application to the C2C Data and Tools Advisory Board. Dr. Baldasare is a deeply collaborative, effective, and passionate data champion with whom I have had the pleasure of working since 2014 when she led the University of Arizona's student success data strategy. In more than ten years of working together in universities and in edtech, I have seen Dr. Baldasare effectively overcome data silos, create accessible and compelling insights and data stories with research and analytics, and engage with diverse higher education stakeholders, empowering them to streamline student experiences, implement effective interventions, and solve for equity gaps.

Today, Dr. Baldasare serves National University (NU) as the Deputy Chief of Staff and Vice President for Institutional Research & Planning. In that capacity she oversees our Student Success Science team and our Data & Insights analytics team that fulfills data requests and builds dashboards and reports to support all University functions. Having completed the merger of two universities in 2022, NU is now in the process of unifying systems including a new SIS and LMS, and a rebuilding of a new enterprise data warehouse and enterprise metrics. In this effort, Dr. Baldasare has led the challenging work of unifying data definitions across two very different educational models, creating new governance structures and processes, and deploying a unified set of data tools for the NU community. Dr. Baldasare's deep, student-centric collaboration with every unit at NU has earned her the status of a trusted partner among all on our leadership team. Her launch of the NU Data Compass, our one-stop-shop for all things data, has democratized data, made it easy for users to find the dashboards and reports they need, increased transparency, and empowered leaders, faculty, and staff across NU to become everyday student success scientists.

In addition to Dr. Baldasare being well-suited and qualified to serve on a C2C advisory board, it would be an honor for National University to participate in supporting the C2C vision of being the most inclusive data system of its kind in the nation. As a Professions-focused Undergraduate/Graduate-Doctorate Large institution, per the 2025 Carnegie Classifications of Institutions of Higher Education, NU is not typically well-served by public institutional data systems that focus on traditional undergraduate education. NU is one of the largest private, not-for-profit institutions in the country, an HSI serving more than

50,000 degree-seeking students annually and another 80,000 in workforce and professional development programs, and we are a vital part of the CA educational pipeline as the #1 provider of teaching credentials in the state. Approximately 70% of our working, non-traditional, and military student population takes the majority of their classes online. We are also proud to have been recently recognized in the new Carnegie classifications with the prestigious Opportunity Colleges and Universities — Higher Access, Higher Earnings classification, placing us among a subset of 16% of all classified institutions nationwide that demonstrate deliver the highest earning premiums while also enrolling high numbers of students who are from low-income or underrepresented backgrounds.

We at NU are deeply committed to the positive transformation of our communities and are proud to participate in the C2C data system. I highly recommend Dr. Angela Baldasare as a new member of the C2C Data and Tools Advisory Board, where I am confident her energy, talent, and dedication to democratizing data will serve the C2C and people of California well.

Sincerely,


Mark D. Milliron, Ph.D.
President & CEO

2025 Advisory Board Letters of Support : Entry # 6523

Name

Beth Cutter

Email

[REDACTED]

Name of Advisory Board Applicant

Thoibi Rublaitus

To which Advisory Board are they applying?

Data and Tools

Share your support here:

Dr. Thoibi N. Rublaitus would be an outstanding addition to the California Cradle-to-Career Data System Data and Tools Advisory Board. She has a strong commitment and the background needed to contribute to creating an equitable and inclusive data system by participating on the Advisory Board. As a former English learner and current director of a large adult education program, she offers a unique blend of personal experience, data expertise, and policy leadership. Her doctoral research involved analyzing nearly 20,000 student records, highlighting the importance of high-quality data for policy change and student success. Dr. Rublaitus represents communities of adult learners, English learners, immigrants, and working adults, and advocates for inclusive data indicators through state-level advisory groups. Her experience includes building data literacy, using data tools for performance tracking, and collaborating across agencies to address data gaps. She believes in creating human-centered data tools that support data action and align with the Cradle to Career vision of unifying education and workforce data. As a colleague who has worked with her through both the Association of California School Administrators and the California Council for Adult Education, I have seen firsthand how Dr. Rublaitus contributes positively and fulfills her commitments to the field. I am confident she would be an asset to the California Cradle-to-Career Data System by contributing as an Advisory Board member.

2025 Advisory Board Letters of Support : Entry # 6462

Name

Jamienne Studley

Email



Name of Advisory Board Applicant

Stephanie Huie

To which Advisory Board are they applying?

Data and Tools

Share your support here:

I enthusiastically recommend Dr. Stephanie Huie for the C2C Data & Tools Advisory Board. I worked with her when I was deputy and acting undersecretary of the US Department of Education and for five years when I was CEO of WSCUC where she is a Vice President.

Dr. Huie is a skilled, experienced, widely respected, and creative expert in developing and implementing higher education data systems. Her work for the Univ of Texas System was groundbreaking and provided a model as the team on which I worked developed the federal College Scorecard. I recruited her to WSCUC to guide a major Lumina Foundation funded project to do exactly what she has accomplished: lead the creation of the Key Indicators Dashboard and peer benchmarking to support institutional and accreditor attention to student success and outcomes, providing a national model that has been praised by NACIQI, the federal advisory board. Dr. Huie is consultative, always gathering and building on varied views and recommendations, which led to smooth adoption of significant new expectations and tools that institutions welcomed, thanks to her effective processes for listening, explaining, development of resources, and implementation. She is also rigorous in assuring data quality and presentation. Her experience with numerous national data initiatives, including ACE, NASH, and NASFAA, collaborations with federal and state agencies, and leadership on accrediting agency data projects prepare her well for deep engagement with the next phase of C2C's work. She would be an excellent advisory board member: thoughtful, prepared, responsive, a practical problem solver who offers clear advice and respects others' views.

Please let me know if you have any questions.

**2025 Advisory Board Letters of Support : Entry #
6456**

Name

Maria Toyoda

Email



Name of Advisory Board Applicant

Stephanie Hui

To which Advisory Board are they applying?

Data and Tools

Share your support here:

Please see uploaded document

You can upload your letter of support here

- [Hui-ref.pdf](#)

May 8, 2025

To Whom It May Concern:

This is a letter in support of Dr. Stephanie Huie's application to serve on the California Cradle to Career Data and Tools Advisory Board. She is the architect of WASC Senior College & University Commission's Key Indicators Dashboard (KID) and the Student Outcomes Overview (SOO). WSCUC was the national (formerly regional) accreditor to offer a publicly available interactive data tool on the institutions it accredits. Since then, our strategic focus on evidence and outcomes using federal datasets has been a critical part of our accreditation review process, allowing us to leverage diverse federal data sources, including IPEDs, the College Scorecard, and the Federal Student Aid Data Center. Dr. Huie's work statistical work and consultation with a wide array of national experts transformed the data to provide peer benchmarking for all institutions that receive Title IV funding. The initial design for KID included retention, graduation, and other outcomes data in a longitudinal display.

As Dr. Huie built out the dashboard, we added other critical outcomes data such as:

- Earnings by Field of Study: information on earnings of students by their field of study four years after graduation
- Earnings by Credential Level: information on median earnings by institutional credential level (Bachelors, Masters, etc.)
- Debt-to-Earnings Ratios by Credential and Field of Study: information on how much federal loan debt students have accumulated in comparison to earnings four years after graduation

The SOO identifies areas where metrics fall below (above) benchmarks for each institution. Dr. Huie also developed companion guides and instructions to help institutions interpret and use the SOO and KID effectively in their self-evaluations and in their strivings to improve student outcomes. To paraphrase former WSCUC president, Jamiene Studley, better data makes for better conversations.

Dr. Huie is uniquely qualified to serve on this advisory board. As Vice Chancellor in the office of Institutional Research and Analysis for the University of Texas system, she oversaw one of the largest and most comprehensive efforts to benchmark performance to improve quality, affordability, and student outcomes.

She is very knowledgeable about the national systems of data collection, understands their limitations, and has over time built an enviable amount of goodwill and trust among those who steward them. WSCUC is extremely fortunate to have Dr. Huie serving as one of our Vice Presidents.

I strongly endorse her for the data tools advisory board and have no doubts that she will accelerate the acquisition of knowledge and the work of the California Cradle to Career data system.

Sincerely,



A. Maria Toyoda
President

**2025 Advisory Board Letters of Support : Entry #
6455**

Name

Richard Mahon

Email



Name of Advisory Board Applicant

Stephanie Huie

To which Advisory Board are they applying?

Data and Tools

Share your support here:

I am beyond delighted to recommend the application of Dr. Stephanie Huie for a seat on the Cradle to Career Advisory Board. I first met Dr. Huie when she came to the Western Association of School and Colleges, Senior College and University Commission (WASC-SCUC) in 2020, which was my second year as a Commissioner on WASC. I had already served six years as a Commissioner on the Accrediting Commission for Community and Junior Colleges (ACCJC), so I thought I was already fairly literate in the use of a wide range of data in evaluating private and public higher education in California.

To be blunt, Stephanie brought to WASC an enormous leap forward in the Commission's data literacy, and even more important, she has continued to guide conversations on the effective use of data for meaningful conversations about institutional growth and improvement. Almost single-handedly, Stephanie has not only brought about a qualitative change in the use of data within WASC, but has made much of that data available to colleges and the public. Much of my career has been in California community college teaching and I have conversations with students regularly about where they might transfer. Students regularly assume that they can afford to attend a University of California campus (because it's public), but could not afford a private liberal arts college. In these conversations, I have taken students to the public-facing WASC website and shown them how they can use the WASC Key Indicator Dashboard to find and compare median postgraduate student debt. I have encouraged a few high performing students to consider applying to Pomona College (Gabrielle Starr, the president at Pomona, served on the dissertation committee of a colleague and a letter from that colleague would carry some weight). Students are surprised (astonished, really) to find that the Median Student Debt at Pomona is lower than most UC campuses. That data is readily available because of the work Stephanie has done.

WASC went through the process of reviewing and revising its accreditation standards recently (the new standards became effective in 2023). In my view, most of the changes were minor, with the exception of a new standard, 2.11: "The institution monitors and analyzes the outcomes of its students following graduation and uses the results for improvement." Some institutional leaders were nervous about this standard and uncertain how they might gather the data to meet the standard. It has been Stephanie's leadership in assuring institutions that WASC would not ask colleges to do what could not be done, and that we—commission and colleges—will find ways of gathering these data as part of the process of institutional improvement.

Finally, I have found Stephanie an inspiring colleague. She is a careful listener and articulate in conversation. She is good at hearing both the questions being asked and the assumption behind them, and engaging colleagues and institutional leaders in productive dialog.

Stephanie Huie would be a terrific asset to the Cradle-to Career Board and I recommend her enthusiastically and without

reservation. I would be happy to discuss her candidacy in more detail if that would be helpful.

You can upload your letter of support here

- [Huie-Reccomendation.pdf](#)