

Cradle-to-Career Community Engagement Advisory Board

Staff Report

Date Report Issued: October 10, 2025
Attention: Members of Community Engagement Advisory Board
Subject: **Overview of the 2025 Proposal Process (Agenda Item Six)**
Staff Contact: Marykate Cruz Jones, Chief of Strategic Initiatives and Partnerships

At this meeting, the Community Engagement Advisory Board (CEAB) will have the opportunity to receive a high-level overview of the 2025 Advisory Board proposal process, listen to the proposals submitted by CEAB members, and analyze all member proposals with specific focus on which proposals are most promising for advancing Cradle-to-Career Data's (C2C) ability to provide actionable information to the people of California. This staff report is broken down into four main parts: overview of the proposal process, section one, 2025 CEAB member proposals, section two, member preparation for the discussion of proposals, section three, and next steps in the process, section four.

Requested Action:

There is no requested action for this item. This is an informational item only.

Background:

Pursuant to [Education Code Section 10865 \(b\)\(1\)\(B\)](#), "the responsibility of the CEAB is to examine whether the managing entity is creating strong feedback loops with data users, supporting evidence-based decision-making and analytical capacity, and ensuring equitable access to actionable information." As outlined on page 36 of the [Governance Manual](#), the CEAB can address a significant gap via the proposal process by recommending:

1. Ways to improve feedback loops with data users and ensure equitable access to actionable information;

2. Professional development and technical assistance models that foster evidence-based decision-making, strengthening analytical capacity to use available data tools, and enable end users to understand structure factors that influence outcomes;
3. Communication structures that ensure a broad range of Californians know about and are using the tools;
4. Additional tools that will address strategic objectives for the data system.

Section One: Overview of the Proposal Process

The [Governance Manual](#) outlines the annual cadence and key milestones in the proposal process. The following chart outlines the 2025 CEAB proposal process milestones.

Date	Milestone
May 1, 2025 ✓	The public submits proposal forms. - The Office received no proposals .
July 11, 2025 ✓	Opportunity for CEAB members to publicly discuss proposal ideas and proposals received from the public.
September 12, 2025 ✓	CEAB members had the option to: - Submit their own proposal form; - Submit a joint proposal form with no more than five CEAB members; - Further refine a proposal form submitted by a CEAB member from a previous year.
October 24, 2025	CEAB members will present proposals and members will discuss how proposals complement and contrast and which are most promising for advancing C2C's ability to provide actionable information.
Fall 2025 - Spring 2026	Office of Cradle-to-Career Data (Office) will conduct light-touch feasibility studies of CEAB member proposals. Two CEAB members will work with the Governing Board Liaison to create the draft proposal report that will

	summarize the discussion of the Fall CEAB meeting, link all member proposals, and include the Office's light-touch feasibility studies.
April 8, 2026	CEAB members will discuss the draft proposal report.
May 20, 2026	The CEAB proposal report will be presented to the Governing Board.

Section Two: 2025 CEAB Member Proposals

The Office received two member proposals which can be found in Attachment A and Attachment B. All proposals are saved in the [proposal repository](#).

1. [C2C Train-the-Trainer Ambassador Model](#) - submitted by Member Gamboa and Member Takagi
2. [Engagement Plans for Data Providers](#) - submitted by Member Johnson

Section Three: Member Preparation for the Discussion of Proposals

At the meeting on October 24, 2025 each proposal will receive ten minutes. It is at the discretion of the presenting member(s) as to whether there will be time for member comments since no presentation shall exceed ten minutes. After members have presented the two proposals, there will be time for public comment, and then the entire CEAB will engage in member deliberation. To support the CEAB members in preparing for deliberation, the Office provided the following documentation:

- ❖ **Proposal Rubric**, found in Attachment C, which defines the criteria for strong recommendations. *CEAB members reviewed the rubric on March 26, 2025.*
- ❖ **Member Proposal Workbook** (Workbook), found in Attachment D, is designed to help members organize their thoughts and reflect on key questions before the meeting in order to actively engage in discussion during the meeting.

Section Four: Next Steps in the Process

As noted earlier in this staff report, in the coming months the Office will conduct light-touch feasibility studies of CEAB member proposals. For the members that have submitted a proposal, please expect to be contacted by the Office regarding this process.

Additionally, a draft proposal report needs to be written by two CEAB volunteers in collaboration with the Governing Board Liaison. Members who are interested in volunteering need to submit a statement of interest to [MaryKate Cruz Jones](#), Chief of Strategic Initiatives and Partnerships, by Friday, November 21, 2025. If the Office does not receive two volunteers, the CEAB proposal report will not be presented at the April CEAB meeting, nor the May Governing Board meeting. Examples of past proposal reports can be found in the [proposal repository](#).



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Community Engagement Advisory Board Proposal Form

Instructions:

Per the [Governance Manual](#) proposal forms submitted will address significant gaps regarding feedback loops with data users, evidence-based decision making and analytical capacity, and equitable access to actionable information. Please note there should only be one proposal per form.

Name:

Alexis Takagi, EdD and Lorenzo Gamboa, EdD

Proposal Title: *no more than 50 characters*

C2C Train-the-Trainer Ambassador Model

- ☒ By checking this box, I understand that I will be presenting my recommendation at the Fall Advisory Board meeting.

Nature of Proposal:

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

What action should be taken to address the issue?

Develop a train-the-trainer model leveraging the Community Engagement Advisory Board [Affinity Map](#) and members' expertise, beginning with training Advisory Board members as Cradle-to-Career Data (C2C) Ambassadors. Ambassadors will learn to present and represent C2C data tools and resources

accurately and neutrally, effectively engage with the data system, champion its mission and vision, and apply consistent best practices for community engagement. Once trained, they will expand the model by equipping data partners, community organizations, and members of the public—including families, students, and community leaders—to use C2C tools, connect data to lived experiences, and disseminate information within their networks. This approach creates an inclusive feedback loop, ensuring that diverse perspectives, including those of rural communities, first-generation students, low-income families, and parents, inform and strengthen C2C's work.

The train-the-trainer model is designed to strengthen C2C's overall capacity to engage thoughtfully with communities, demystify data, and increase comfort with using its tools. It allows C2C to standardize protocols for how Advisory Board members and community partners interact with the data, establishing baseline metrics, consistent messaging, and best practices for community engagement. This model deepens regional and community-based engagement with C2C's public-facing tools and resources, ensuring that outreach is strategic, measurable, and aligned with the organization's mission and vision.

Practitioners will also gain the skills to accurately present C2C's data resources, communicate the significance of its work, and translate insights into actionable outcomes. The train-the-trainer approach also expands and builds on initiatives such as the Lesson Plan Challenge. This statewide initiative invites teachers to design lesson plans that showcase innovative and accessible ways to integrate C2C's Student Pathways Dashboard into instruction. It enables students, educators, and communities to interpret education and career pathways data, build data literacy skills, and center the student experience in exploring and applying insights. Building on foundational efforts such as the development of a data dictionary and roadshows, this model also encourages Advisory Board members to strengthen their ambassadorship and ultimately empowers communities to become champions of C2C.

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

Families, students, counselors, and other practitioners will benefit from C2C research tools and resources that are clear, actionable, and directly relevant

to their educational and career pathways. The model begins by equipping advisory board members and eventually community members with the skills to effectively leverage C2C's data tools. Advisory board members will strengthen their leadership, outreach, and advocacy skills, while C2C can draw on their lived experiences, cultural knowledge, and community connections to translate data into meaningful, real-world insights for families and students. By engaging these trusted community leaders, C2C can standardize practices and messaging around its tools and resources, expand its reach to diverse populations, strengthen community engagement, and ensure that research data drives meaningful action across California, including in rural areas, among first-generation students, low-income families, and parents. In practice, this looks like both virtual and in-person workshops and trainings. Trained advisors and community members support families, students, and counselors by hosting information sessions to help them understand trends, identify opportunities, and make informed educational and career decisions. Advisory board members also present C2C data at local schools, community centers, and parent meetings, translating research into clear, actionable guidance tailored to each audience.

Families, students, counselors and other practitioners will benefit by gaining access to C2C research tools and resources that are clear, actionable, and relevant to their educational and career pathways. The model begins by equipping advisory board members, and eventually community members, with the skills to leverage C2C's data tools effectively. Community organizations will be supported in their efforts to increase educational equity by having access to standardized data and effective engagement strategies. Advisory board members will develop leadership, outreach, and advocacy skills, while the model allows C2C to leverage their lived experiences, cultural knowledge, and community connections to more effectively translate and connect data to the real-world experiences of families and students.

By engaging trusted community leaders, C2C can standardize practices and messaging around its tools and resources, expand its capacity to reach diverse populations, strengthen community engagement, and ensure that research data drives meaningful action across California, including in rural areas and among first-generation students, low-income families, and parents. Leveraging advisory board members and training community participants

further extends C2C's reach to a broad network of educational and community organizations, such as PTA groups, PIQUE, the Western Association of California Admission Counselors, Independent Educational Consultants, UCOP, the California Latino School Boards Association (CLSBA), the Association of California School Administrators (ACSA), the Northern California Indian Development Council, CalVet, and other local and statewide partners. By engaging these networks, C2C can share research tools and insights widely, amplifying impact and ensuring data-driven strategies reach diverse communities across the state.

Who would implement this action?

This action would be carried out through a close collaboration between C2C staff and advisory board members, ensuring a co-development process that prioritizes community input and expertise. Together, C2C and its advisory members would co-create a comprehensive approach, including the standardization of protocols for events and community engagement, the establishment of clear criteria for success, the development of talking points, and the construction of a replicable train-the-trainer model prior to any community engagement.

Advisory board members would serve as the initial C2C Ambassadors. This initiative would be phased in, with C2C staff working closely with all advisory board members to co-develop a comprehensive train-the-trainer model, including standardized protocols, talking points, and criteria for success. The ultimate goal is for community members, including students, parents, volunteers in their community, to become Ambassadors themselves. In this role, they can engage their own communities of students and practitioners, learning to understand the available data and tools and leverage that information to guide their own educational and career journeys. For example, this information could be particularly relevant for the California Student Aid Commission during Cash for College workshops, where counselors and community members volunteer to help high school students and their families navigate the financial aid application process. This phased, collaborative approach expands C2C's reach, builds community capacity, and establishes a sustainable, community-driven model for engagement that can be scaled and adapted across diverse regions. It also provides C2C with the ability to

develop metrics of success and engagement, particularly as the advisory board continues to grow and new tools are developed, ensuring that impact is measurable and strategies remain effective over time.

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

This action aligns directly with C2C's mission to connect data-driven research to actionable outcomes by expanding regional and community-based engagement. By training advisory board members and community participants as C2C ambassadors, the initiative empowers trusted local leaders to translate research into practical guidance, ensuring families, students, counselors, and community organizations have access to clear, actionable information about educational pathways, financial resources, and opportunities for advancement.

C2C is deeply committed to democratizing data, and it would be remiss not to invest in the standardization of its tools and the training of advisory board members and community participants, especially given the prevalence of misinformation, limited local capacity, and the ongoing development of new tools. Trained ambassadors extend C2C's reach to diverse populations across California, including rural areas, first-generation students, low-income families, and parents, by connecting with PTAs, PIQUE, educational associations, independent consultants, UCOP, CLSBA, ACSA, CalVet, and other local and statewide organizations.

Additionally, this action establishes baseline metrics for C2C's public-facing products and engagement strategies. By tracking outreach activities, attendance at workshops, use of data tools, and community feedback, C2C can measure the effectiveness of its engagement, standardize practices, and ensure that research data drives meaningful, measurable impact across communities. This structured approach ensures alignment between C2C's mission, its Five-Year Plan goals, and tangible outcomes for the communities it serves.



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Community Engagement Advisory Board Proposal Form

Instructions:

Per the [Governance Manual](#) proposal forms submitted will address significant gaps regarding feedback loops with data users, evidence-based decision making and analytical capacity, and equitable access to actionable information. Please note there should only be one proposal per form.

Name:

Marisa Johnson

Proposal Title: *no more than 50 characters*

Engagement Plans for Data Providers

- ☒ By checking this box, I understand that I will be presenting my recommendation at the Fall Advisory Board meeting.

Nature of Proposal:

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

What action should be taken to address the issue?

Data Providers play a key role in ensuring that Cradle-to-Career Data (C2C) has the data to fulfil the agency's mission and represent many data users within their institutions/agencies. As C2C continues to develop data stories and other tools, the Data Providers should support engagement within their

institutions/agencies and make sure their data users have the opportunity to provide feedback. Co-created engagement plans between C2C and the Data Providers would help maximize visibility and optimize feedback loops.

Who could benefit from this action?

By establishing engagement plans with the Data Providers to make sure their data users are aware of C2C tools that are launched and know how to provide feedback with the C2C Data System ensures that data users across the state are plugged into C2C's work through trusted messengers. Data Providers also ensure that their data users get to directly benefit from their contributions as data collectors.

Who would implement this action?

The C2C Office would work with the Data Providers to co-create engagement plans for when data tools launch.

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

Engagement plans for the Data Providers for the data tools would advance the mission and vision of C2C by ensuring the tools are in the hands of those who experience, work, and lead the education to employment pipeline. Everyone who works at or attends the institutions and agencies of the data providers are ideal data users. These engagement plans are to ensure that they become data users.



Cradle-to-Career Community Engagement Advisory Board Proposal Rubric

Instructions:

Per the [Governance Manual](#) Section "Member Expectations and Responsibilities" and in preparation for the Fall Advisory Board meeting, members will use the Proposal Rubric in their review of the proposals to examine potential impact and alignment with the C2C vision, mission, and authority.

Criteria	Marginal Recommendation	Moderate Recommendation	Strong Recommendation
Impact and Benefit	No description or explanation included to demonstrate the impact and benefit relevant to C2C	Description provided moderate impact and benefit relevant to C2C	Demonstrated significant impact and benefit relevant to C2C, with specific focus on addressing gaps and/or aiding specific populations
Mission and Vision	No description or explanation included to demonstrate connection to and support of the mission and vision of C2C	Description provided moderate connection to and support of the mission and vision of C2C	Demonstrated significant connection to and support of this mission and vision of C2C; aids efforts to address disparities in opportunities and improve outcomes for all students
Authority	Proposed recommendation is outside of the scope of authority of C2C	Proposed recommendation is partially within the authority of C2C or there may be uncertainty about authority	Proposed recommendation is within in the scope of authority of C2C
Likelihood of Success	Proposed recommendation has low likelihood of success	Proposed recommendation has moderate likelihood of success	Proposed recommendation has high likelihood of success



Member Proposal Workbook

Community Engagement Advisory Board (CEAB) Meeting

Friday, October 24, 2025

Overview

The Member Proposal Workbook (Workbook) is designed to help members organize their thoughts and reflect on key questions in order to actively engage in discussion during the meeting. The Workbook is structured into three sections:

1. **Individual Proposal Overview and Reflections:** a high-level bullet point summary of each proposal written by proposal authors, as well as reflection space to answer guiding questions and record additional thoughts.
2. **Venn Diagram Comparison Chart:** a visual tool to compare and contrast proposals.
3. **Big Picture Reflection Chart:** a visual tool to capture responses to key theme questions.

Instructions

Before the CEAB meeting, members are expected to:

1. Review both proposals and fill out the **Individual Proposal Overview and Reflections** documents;
2. Fill out the **Venn Diagram Comparison Chart**; and
3. Fill out the **Big Picture Reflection Chart**.

During the CEAB meeting, members are expected to share their reflections from the Workbook during member deliberation. This Workbook is for members' notes only and will not be shared publicly; however, during the CEAB meeting, members are expected to share their reflections during deliberations.

C2C Train-the-Trainer Ambassador Model - submitted by Member Gamboa and Member Takagi

Summary	Reflections
• Advisory Board Ambassadors: Advisory Board members will be trained first as C2C Ambassadors, learning to present data tools, engagement communities, and model best practices, with the goal of eventually empowering community members to become Ambassadors and stewards of data themselves. • Standardized Engagement: The model establishes consistent protocols, messaging, and data literacy practices to help communities interpret and apply C2C insights while strengthening regional and statewide engagement. • Sustainable Impact: Leveraging trusted leaders, C2C expands reach to diverse populations — including first-generation and low-income students — ensuring data informs actionable educational and career decisions and fostering scalable, community-driven engagement.	
Questions	
How does this proposal relate to the mission, vision, and authority of C2C?	
What makes this proposal impactful and beneficial to C2C?	
What are the potential risks, tradeoffs, and likelihood of success of this proposal?	

Engagement Plans for Data Providers - submitted by Member Johnson

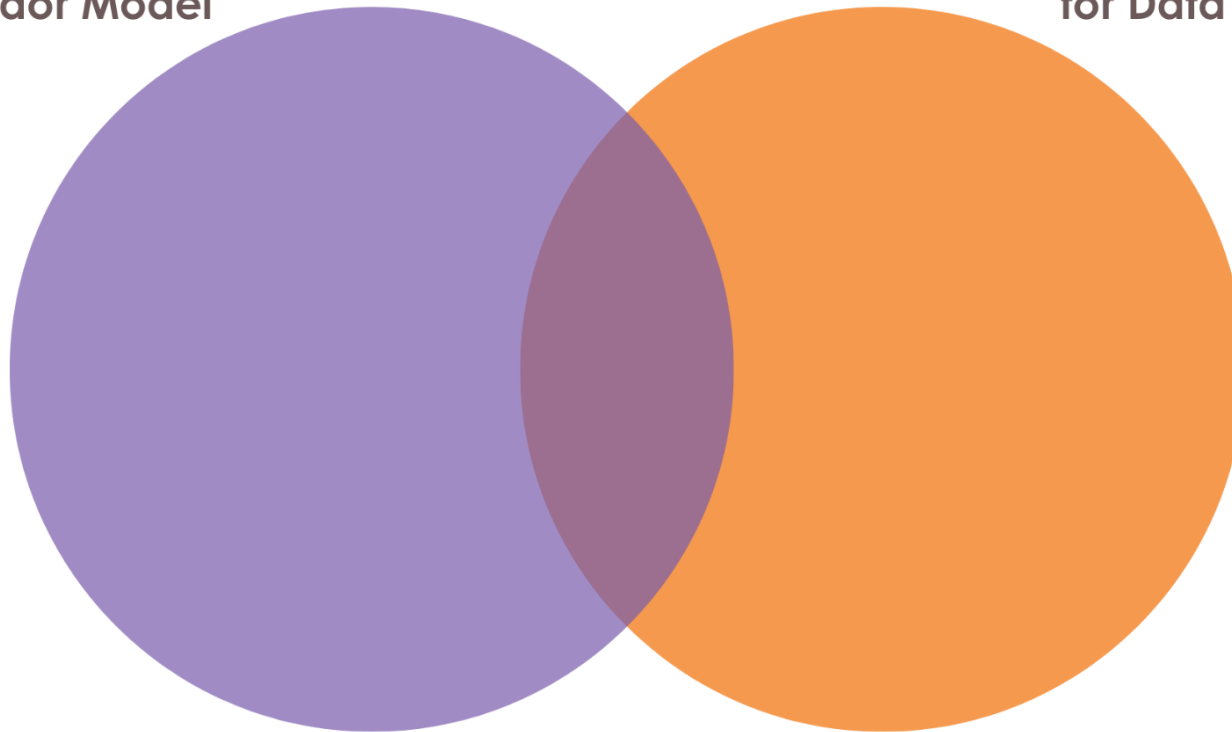
Summary	Reflections
• Data Providers should be empowered to lead engagement efforts within their institutions. As institutions that provide significant information and leadership to C2C, Data Providers should be supported to ensure their data users are involved and equipped to utilize and provide feedback on C2C tools • Co-created engagement plans between C2C and Data Providers would help create roadmaps to maximize visibility within current capacity constraints, strengthen feedback loops, and ensure that the data tools reach and benefit those working across the education-to-employment pipeline.	
Questions	
How does this proposal relate to the mission, vision, and authority of C2C?	
What makes this proposal impactful and beneficial to C2C?	
What are the potential risks, tradeoffs, and likelihood of success of this proposal?	

Fill out the Venn Diagram Comparison Chart, found below, addressing the following questions:

1. How do Advisory Board member proposals complement and reinforce one another, in terms of priorities and outcomes?
2. How do Advisory Board member proposals contrast and diverge from one another, in terms of priorities and outcomes?

**C2C
Train-the-Trainer
Ambassador Model**

**Engagement Plans
for Data Providers**



Fill out the Big Picture Reflection Chart, found below, addressing the questions in the left column.

	C2C Train-the-Trainer Ambassador Model	Engagement Plans for Data Providers
Which proposal(s) has the strongest connection to the mission, vision, and authority of C2C?		
Which proposal(s) has the highest likelihood of success and the highest potential impact and benefit for providing actionable information to the people of California?		
What potential risk(s) and drawback(s) could arise from the proposal?		
Which proposal(s) fit into the 12-month annual work plan and 5-year timeline?		