

REPORT TO THE LEGISLATURE

FY 2025-26

SEPTEMBER 2026





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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. By connecting data across K-12 education, workforce training, employment, and social services, C2C provides insights that help Californians better understand pathways that lead to success.

In Fiscal Year 2025-26, the Office of Cradle-to-Career Data (Office) completed its [fifth year of implementation](#), fulfilling initial plans set out in statute and the 18-month planning process. It also [adopted a new strategic plan](#) for the years ahead. In year five, the Office has grown from legislation to a statewide resource designed to help Californians make informed education and career decisions. It moved from building the data system to putting it to work by expanding what the public can do with their data, using the linked data set to solve concrete problems for students, and setting direction for the next five years.

The Office also continued to mature its cybersecurity infrastructure, supported the Legislature and the Governor's Office with required reports and analyses, and refined the policies and procedures that enable it to operate effectively as a state entity that earns and maintains public trust. (See Appendix A for a summary of progress based on the legislation.)

FIVE YEARS FORWARD



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Five Years of the California Cradle-to-Career Data System

From a legislative mandate to a fully operational statewide longitudinal data system. Built by, and for, the people of California.

[READ C2C'S 5-YEAR STRATEGY](#)

2019-21

Establishing the Data System

2022

Starting from Statute

2022-23

Building the Foundation

2023-24

Linking the Data

2024-25

Making Data Public for the People

2026

Growing the Work – Year Five

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 was envisioned to be the most inclusive data system of its kind in the country, and deploying 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 final year of its 3-year strategic plan, providing 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 2026-27.

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. In FY 2025-26, the Office updated its first analytical tool for the public, the [Student Pathways Dashboard](#) with a new year of data and enhanced performance and accessibility capabilities, launched the first version of the [query builder](#) tool that breaks down the data by region, school district, and student demographics; and focused on the development of 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 2025–26 ACCOMPLISHMENTS

Governance

- » Seated a new [Governing Board](#) member
- » Reappointed four Governing Board members
- » Seated six new [Community Engagement Advisory Board](#) members and six new [Data and Tools Advisory Board](#) members
- » [Revised](#) the C2C Governing Board's [Governance Manual](#)
- » [Revised the Advisory Board selection process](#)



Operations

- » Achieved a 0% staff vacancy rate for 214 days of the fiscal year
- » [Adopted the annual work plan for FY 2025-26](#)
- » Conducted annual employee engagement survey (Gallup® Q12®) with full team participation
- » Exceeded the Disabled Veteran Business Enterprise (DVBE) participation goal in procurement and contracting by 39% in FY 25-26
- » 34% of C2C contractors in FY 25-26 were certified small businesses

Engagement

- » Continued engagement with the public through virtual [Community Conversations](#)
- » Designed and implemented in-person data literacy efforts through [Data Walks](#)
- » 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 2025-26
- » Engaged with 59 legislative offices in FY 2025-26

Data Programs

- » Updated the [Student Pathways Dashboard](#), C2C's first tool for the public with a new year of data and enhanced accessibility features
- » Launched the first phase of the [Query Builder](#) tool
- » Continued C2C's user-centered design approach in the development of the data system.
- » [Conducted a national scan](#) of skills-based hiring technology ecosystems to inform the California Career Passport
- » Published the fourth annual [Student Experience Report](#) with responses from nearly 7,000 students focused on the transfer experience in the state of California

Data Infrastructure

- » Modern Data Stack Accelerator with the Office of Data and Innovation
- » Implemented new Secure Data Sharing process with the Employment Development Department
- » 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, invite input, and foster collaboration.

In 2025-26, C2C staff led 14 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
- » One meeting of the Governance Manual Review Committee
- » Two meetings of the Executive Director Review Committee
- » Two meetings of the Strategic Planning Committee

Governing Board

In its fifth year, the Governing Board met four times during the 2025–26 fiscal year, as required in statute. During these meetings, the Board accomplished the following:

- » Approved the [Continued Operations of the Office of Cradle-to-Career Data](#)
- » Onboarded one new Governing Board member and two designees
- » Approved a [Governing Board Chair and Vice-Chair](#)
- » Reviewed and approved the [work plan for 2025–26](#)
- » Approved the formation of a Committee for the [Executive Director Review](#)
- » 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

Cradle-to-Career Data's Future Operations

[Legislation](#) established the Office as a new state government entity housed within GovOps, along with a 21-member Board and two Advisory Boards. Statute identifies a set of key topics on which the Board must provide formal recommendations related to the future state of C2C:

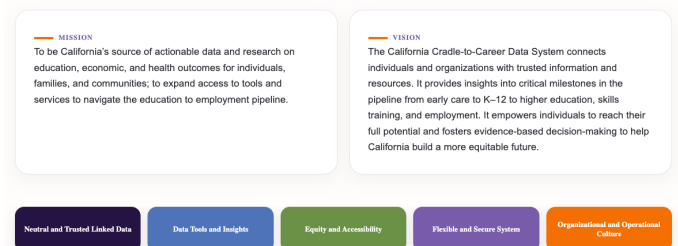
- » “The managing entity shall operate until July 1, 2026, or a later date, as approved by the governing board, contingent on a review of the appropriateness and efficacy of the Government Operations Agency (GovOps) continuing to house the managing entity after July 1, 2026. A recommendation to move the managing entity under the administration of another state department or agency shall be submitted by the governing board to the Legislature and the Governor through the governing board's annual budget submission” ([Education Code Section 10862 \(c\)](#)).
- » The Board will ensure that the data system is “serving its intended purposes by submitting recommendations to the Governor and the Legislature to adjust the data system's vision, mission, and strategic objectives, particularly recommendations related to improving educational outcomes and reducing opportunity gaps” ([Education Code Section 10866 \(b\)\(1\)](#)).
- » The Board will provide “oversight of the data system and operational direction to the managing entity to ensure the data system is serving its intended purpose” including strategic planning activities ([Education Code Section 10866 \(d\)](#)).
- » The Office is responsible for “Within five years of the operative date of the act that adds this section, assessing the feasibility of subsuming the Governing Board operational tools that are currently administered by other agencies, and reporting findings to the governing board, the Legislature, and the Governor. The report to the Legislature shall be submitted in compliance with Section 9795 of the Government Code” ([Education Code Section 10867 \(5\)\(E\)](#)).

On August 15, 2025, the Governing Board [approved the continued operations of the Office of Cradle-to-Career Data](#).

2026-31 Strategic Plan

In FY 2025-26, the Cradle-to-Career Governing Board engaged in the strategic planning process, reviewing past and future milestones and deliberating on the proposed goals and objectives of the Office based on themes discussed by the Board shaped by C2C's mission, vision, and values. The Strategic Plan is anchored on five goals:

California Cradle-to-Career Data System Strategic Plan [2026-31]



- 
1. Be California's neutral, trusted source of linked, state-wide data on how education and jobs shape opportunity and well-being.
 2. Create data insights and tools that Californians count on.
 3. Provide equitable access to information and tools for all Californians.
 4. Build a flexible and secure data system that continually adapts to the needs of Californians.
 5. Optimize organizational and operational culture.

The Governing Board approved the [2026-31 Strategic Plan](#) at the May 20, 2026 Governing Board meeting, which will guide C2C's work over the next five years and reinforce C2C's role as a source of neutral and trusted information.

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 2025, C2C appointed six members to the Community Engagement Advisory Board and six 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 2025–26 fiscal year.

At the February 25, 2026 Governing Board meeting, the Board approved moving away from an [annual recruitment process to a three-year cohort model](#) for the selection of Advisory Board members. This change will foster more effectiveness, efficiency, and engagement.

Section 4: Operations

In Fiscal Year 2025-26, 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

[Per Education Code Section 10866 \(d\)](#), “the Board is responsible for providing “oversight of the data system and operational direction to the managing entity to ensure the data system is serving its intended purpose”. This includes “adopting an annual strategic plan and reviewing and revising that plan as needed” ([Education Code Section 10866 \(d\)\(1\)](#)) and “approving budget requests for inclusion in the [Board's] annual budget requests” ([Education Code Section 10866 \(d\)\(2\)](#)).

In FY 2025-26, the Office supported the Governing Board to update the Governance Manual, and approve an [annual work plan](#), including the review of C2C's 5-year timeline.

Exhibit A: [C2C 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	

C2C's operating budget in the Budget Act of 2025 was \$15.165M ongoing. [Education Code Section 10860 et seq.](#) provides the statutory charge for the C2C Data System and the Office. Each year, the Office reviews the fiscal resources and human resources needed to achieve this charge to inform the development of a budget change concept for the following fiscal year.

In Spring 2025, the Office had the opportunity to define the resources necessary to support the development of the Career Passport by developing a BCP specific to this work for the budget's May Revision. [Budget Request 0511-021-BCP-2025-MR](#) was included in the Budget Act of 2025, establishing one new Research Data Specialist position and providing \$500,000 one-time to contract with a technical assistance provider to support the development of the Career Passport (for more on the Career Passport see Section 7: Practical Tools).

Staffing and Employee Engagement

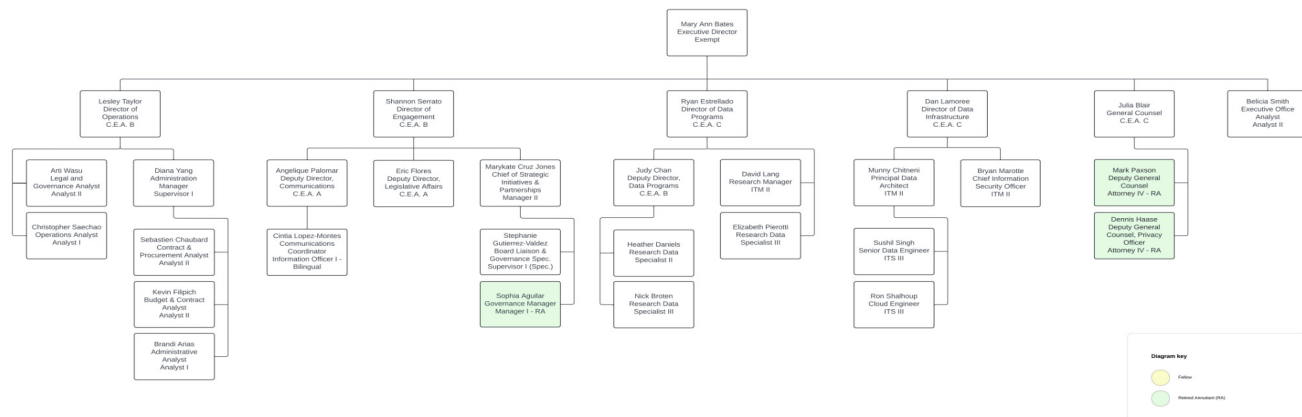
In FY 2025-26, the Office fully staffed all 27 established positions for 214 days (59%) of the fiscal year, including the new Research Data Specialist to support Career Passport. This recruitment added essential in-house capacity to the Data Programs team, enabling the Office to fulfill C2C's statutory charge to support the development and scaling of practical tools, with a focus on the Career Passport. (See Exhibit B on the following page.)

C2C's 2025-26 Employee Engagement Action Plan focused on streamlining and enhancing team collaboration and increasing organizational and operational culture by building institutional knowledge. As part of C2C's commitment to equity,

in April 2026, the Office conducted its third 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 and inform the development and implementation of C2C's 2026-27 Employee Engagement Action Plan.

Exhibit B: The Office of Cradle-to-Career Data Organizational Chart

Office of Cradle-to-Career Data
Current Organizational Chart 2026-08-20



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

Conflict of Interest Code

The Political Reform Act and its implementing regulations require that all state agencies adopt a Conflict of Interest Code that identifies individuals affiliated with the agency that are required to complete the Statement of Economic Interests (Form 700) and what types of interests must be disclosed. The Conflict of Interest Code (COI Code) must be adopted pursuant to a regulatory process, approved by the Fair Political Practices Commission (FPPC), and filed with the Office of Administrative Law (OAL) for publication.

At its May 2024 meeting, following staff's completion of the regulatory process, the Governing Board approved the proposed COI Code. Following that Governing Board approval, staff submitted the approved COI Code to the FPPC for final approval and to OAL for publication. Following the adoption of the COI Code, staff determined that a number of amendments were needed. At the November 2026 Governing Board Meeting, members [voted to adopt amendments to the Cradle-to-Career Data's Conflict of Interest Code](#).

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 25-26, the Office developed and delivered resources, products, and programming to support the Data System's overall goal of providing equitable access to information and tools 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 Data Quality Campaign, CTData Collaborative, Actionable Intelligence for Social Policy (AISP), 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 2025-26, 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. transparency and user feedback as part of an inclusive decisionmaking process.

Community Conversations

In FY 25-26, 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 25-26, the Office convened with over 600 registrants from across the country and the world, with topics ranging from the first phase of the Query Builder Tool, the 2026 Student Experience Report, Lesson Plan Challenge, and Transfer Outcomes Dashboard.

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

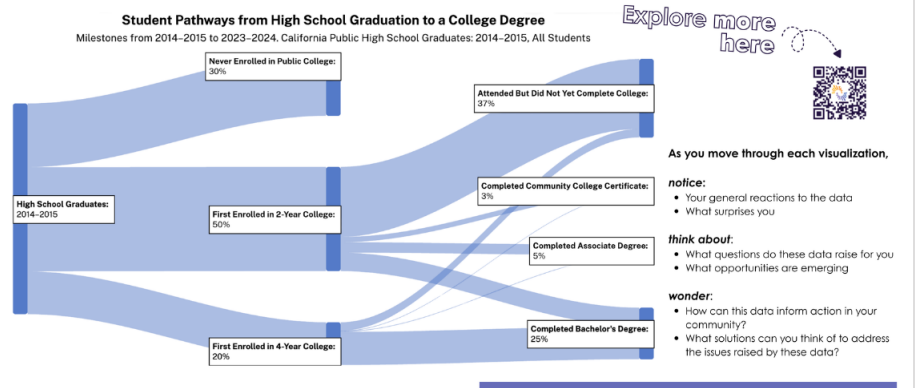
for the Office is to facilitate data literacy and ensure that information is accessible to all users.

What Happens When Community Meets Data - Data Walks

As part of the Office's Data Literacy efforts, C2C is hosting [Data Walks](#) throughout the state, in partnership with trusted organizations and educators. These events facilitate interactive, in-depth engagements with communities that foster meaningful conversations about California's Data.

At a Data Walk, participants explore data visualizations specific to their community from the Student Pathways Dashboard. They engage in discussions and analyze how regional data impacts local communities and all Californians. The Office held a [Data Walk in April 2026 in San Bernardino](#), where attendees explored data and discussed student outcomes in the Inland Empire.

How have California students navigated to and through college?



Lesson Plan Challenge

Following the launch of the Student Pathways Dashboard, Cradle-to-Career invited educators, aspiring educators, and post-secondary faculty to participate in creating an innovative lesson plan using the tool to guide the next generation in making informed decisions, launching C2C's [first Lesson Plan Challenge](#) in Fall 2025.

Contributions from the public play a vital role in reaching and educating the next generation of students to interpret education and career pathways data and insights and to build data literacy skills, while centering student experience in exploring data.

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 2025-26, the Office employed interpretation services for its public meetings, receiving nearly 45 hours of live Spanish and 20 hours of American Sign Language interpretation for Governing and Advisory Board meetings, and Community Conversations.

In 2025, the Office appointed two Language Access Liaisons from C2C's Community Engagement Advisory Board to assist in the ongoing development and implementation of C2C's Language Access work, and in FY 2025-26, C2C's Language Access Liaisons launched C2C's [Spanish Resources Hub](#), revised the Office's [Language Access Survey](#) and developed C2C's Spanish Language Style Guide.

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 2025-26, Cradle-to-Career appeared in 111 news articles, including in print, digital, radio, and broadcast outlets:

- » "[California publishes education and early career dataset](#)," Sophia Fox-Sowell, *Statescoop*, September 19, 2025
- » "[With new partnership, colleges can connect California students to free scholarship money](#)," Lasherica Thornton, *EdSource*, March 5, 2026
- » "[Do college certificate programs pay off? California must find out | Analysis](#)," Cathie Anderson, *Sacramento Bee*, April 9, 2026
- » "[California updates education and workforce dashboard with new accessibility features](#)," Sophia Fox-Sowell, *State Scoop*, April 16, 2026
- » [California Boosts Mobile Power of Student Dashboard](#)," *GovTech*, April 17, 2026
- » "[Here's six new ways California is modernizing state government](#)," California Governor's Office, April 17, 2026

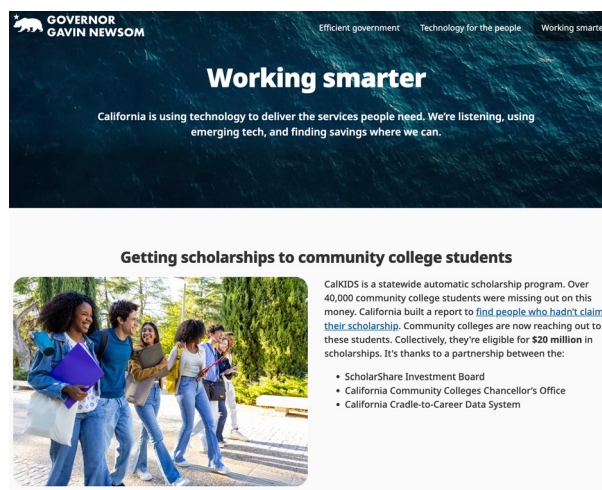
External Speaking Engagements

- » Mary Ann Bates, speaker, Massive Data Institute, Georgetown University, June 22, 2025
- » *The State of the CA Cradle-to-Career Data System*, Ryan Estrellado, plenary speaker at the [Northern California College Promise Coalition Joint Convening](#), August 1, 2025
- » Mary Ann Bates, speaker, Community of Innovation Building Bridges webinar, August 26, 2025

- » Mary Ann Bates, panel speaker at the [Braven Summit 2025](#), September 22, 2025
- » Mary Ann Bates and Munny Chitneni, Plenary speakers at Council of Chief State School Officers' Community of Innovation Annual Convening in San Diego, October 29, 2025
- » Mary Ann Bates, panel speaker, National Governor's Association's National Data Summit, November 13, 2025
- » Mary Ann Bates, keynote speaker, College Futures Foundation Convening, November 17, 2025
- » *Empowering Individuals with Data*, Mary Ann Bates with CCGI, Wested, November 21, 2025
- » Mary Ann Bates, panel speaker, Statewide Data Leaders Network, December 10, 2025
- » [A Data System for All Californians with Mary Ann Bates](#), featured podcast guest on California Competes' Degrees of Change series, February 12, 2026
- » Mary Ann Bates, presenter, State Data Leadership Network meeting, February 11, 2026
- » Shannon Serrato and Ryan Estrellado, speakers at the ACSA Council of Career and Technical Education Leaders meeting, February 22, 2026
- » Mary Ann Bates, speaker, California Community Colleges Board of Governors meeting, March 24, 2026
- » Mary Ann Bates, panelist at the ASU-GSV Summit, April 2026
- » Mary Ann Bates, panel speaker, State Data Leaders Network, April 21, 2026
- » Shannon Serrato and Ryan Estrellado, presentation, BLU Education Foundation's Black Education Congress, April 22, 2026
- » Shannon Serrato and Elizabeth Pierotti, California County Office of Education Data Visualization Network Meeting, April 23, 2026
- » Mary Ann Bates speaker at the Little Hoover Commission's public hearing on IT project delivery, May 28, 2026
- » Mary Ann Bates, presentation at the Data Quality Campaign's webinar, June 1, 2026
- » Shannon Serrato, panel speaker at the [AISP Data + Equity Summit](#), June 2026

[Results.ca.gov](https://results.ca.gov)

Cradle-to-Career's collaboration with the ScholarShare Investment Board and California Community Colleges Chancellor's Office was featured on Governor Gavin Newsom's results.ca.gov website as "Working smarter" initiative, highlighting the cross-sector work to unlock scholarship opportunities for community college students in the state.



Section 6: Legislative Affairs

In FY 2025-26, the Office strengthened engagement with the California Legislature, legislative staff, and the Legislative Analyst's Office. The Office held nearly 60 meetings with legislative offices in the year and briefed policymakers and legislative staff on C2C's public-facing tools, including the Student Pathways Dashboard and Query Builder.

The Office also developed [information and materials](#) for the Legislature about Cradle-to-Career focused on the impact and value of the data system.

Assembly Bill 123 / Senate Bill 70 Data Reports

In accordance with legislation that amended the Education Code (Section 69433.2), higher education institutions that receive funding for state scholarships such as the Cal Grant are required to share information about the outcomes of their students with CSAC in order for CSAC to evaluate the return on investment (ROI) of these state-funded scholarship programs. Cradle-to-Career is listed in statute as a mechanism for institutions to share this data with CSAC. [Please see C2C's role and public data reports related to this effort.](#)

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.

Statute charges C2C both with building a longitudinal data set and with bringing operational tools for students to scale. [Education Code Section 10862\(b\)\(3\)](#) directs the Office to serve as a neutral administrative body to "scale operational tools to better serve educators, students, and families." [Education Code Section 10861\(k\)](#) defines operational tools to include, but are not limited to, the California College Guidance Initiative (CCGI) and eTranscript California. These tools use student-specific data to support college planning and education transitions and enable students, families and educators to make better informed decisions. Both named operational tools are operated by entities other than C2C.

eTranscript California and Career Passport

Updates on eTranscript

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.

[The Task Force envisioned](#) an alternative transcript ecosystem in which student data flows freely and securely across California education institutions and the applications where it is needed. This data exchange would be enabled by a commitment to common data standards and interoperable systems. It would also support the development of a Unified High School Transcript: a single record, facilitated by the California College Guidance Initiative (CCGI), that includes high school and all community college coursework.

In FY 25-26, the California Community Colleges Chancellor's Office (CCCCO) took a major step in this direction by releasing a Request for Proposal (RFP) for a California Statewide Transcript Exchange Network—an updated eTranscript California.

Informing the Career Passport

In 2024, the [eTranscript California and Career Passport Task Force](#) explored the feasibility of creating the Career Passport by:

- » Updating eTranscript California,
- » Capturing Credit for Prior Learning (CPL) through the California MAP initiative,
- » Documenting skills in a statewide credential registry, and
- » Creating the Career Passport to share curated information with employers.

To help translate these recommendations into tangible use cases, in FY 25-26, C2C convened a multi-agency working group, which scanned the national Learning and Employment Record (LER) landscape and engaged with implementers and thought leaders across the country. [Informing the California Career Passport](#) documents findings from the national scan and draws on lessons from early adopters of learning and employment record systems.

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 [Student Experience Report Academic Year 2025](#) was conducted in collaboration with the California Education Lab at the University of California, Davis, and the California Student Aid Commission to develop a survey for students transitioning to college. Nearly 7,000 students responded regarding their experiences applying to college and for financial aid, transfer intentions, where they found support during the process, and their expectations for next steps. This year’s Student Experience report includes insights from interviews with students to gain an in-depth understanding of their educational journeys. The report’s findings reveal gaps in the completion of A-G requirements between first-generation and continuing-generation college students, as well as in understanding of the transfer process. Moreover, differences persisted in how students informed their postsecondary choices.

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 fifth 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, operated 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 2025-26, CCGI reached scale with 95% of 9th-12th grade public school students in California enrolled in a partner school district.

Feasibility Report on Operational Tools

[Education Code Section 10867 \(5\)\(E\)](#) states that the Office is responsible for “within five years of the operative date of the act that adds this section, assessing the feasibility of subsuming the operational tools that are currently administered by other agencies, and reporting findings to the governing board, the Legislature, and the Governor.

In May 2026, [the Office recommended](#) that C2C focus on incubating new or re-vamped operational tools. The future of the operational tools workstream at C2C should be based primarily on partnerships with other entities that operate the tools. C2C will leverage its strengths in breaking down silos to create space for imagining



possibilities and utilize specific expertise in data linkages, privacy-enhancing approaches, user-centered design, and data visualizations to support agencies looking to develop tools. The Feasibility Report was [endorsed by C2C's Governing Board](#) during the May 2026 Board meeting.

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.

Updates to the 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.

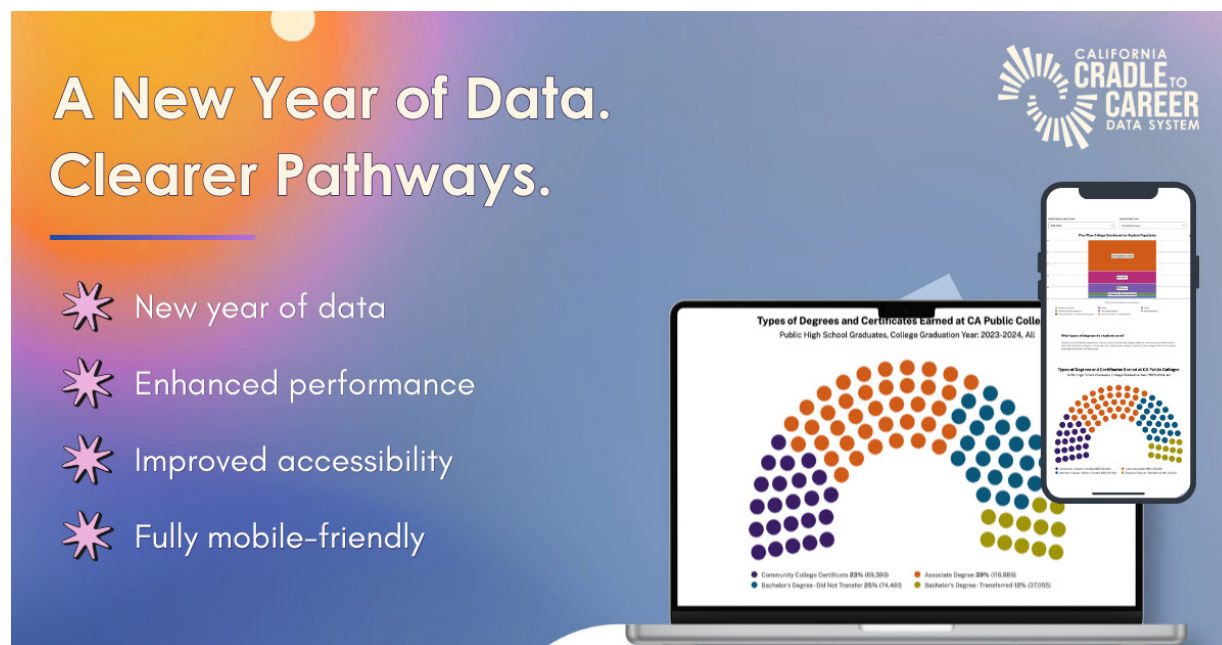
Access to transparent, verified and centralized information about education and workforce outcomes is needed to understand whether efforts to improve student success are working as intended. Students and families often make decisions about education and career pathways with limited and disconnected information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

In [Fiscal Year 2025-26, the Office updated](#) its first-in-the-nation tool, the Student Pathways Dashboard, bringing improved accessibility, fully mobile capabilities, and enhanced performance for the first-of-its-kind informational tool for education and career planning. The refreshed Student Pathways Dashboard includes a new year of data, displaying key milestones in students' experience over time from high school all the way to their careers.

Through a series of research questions and data visualizations, the dashboard 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?

Nearly 87,000 visitors have accessed the Student Pathways Dashboard since launch as the Office works to increase access, strengthen understanding, and expand community use through inclusive design and monitoring meaningful engagement of C2C's tools.



Research Request Process

The Research Request Process employs a three-tiered system to facilitate data requests that “enable parents, educators, health and human services providers, researchers, and policymakers to provide appropriate interventions and supports to address disparities in opportunities and improve outcomes for all students” ([Education Code Section 10861 \(f\)](#)). The three tiers are the Query Builder, Expedited Data Requests, and Comprehensive Data Requests.

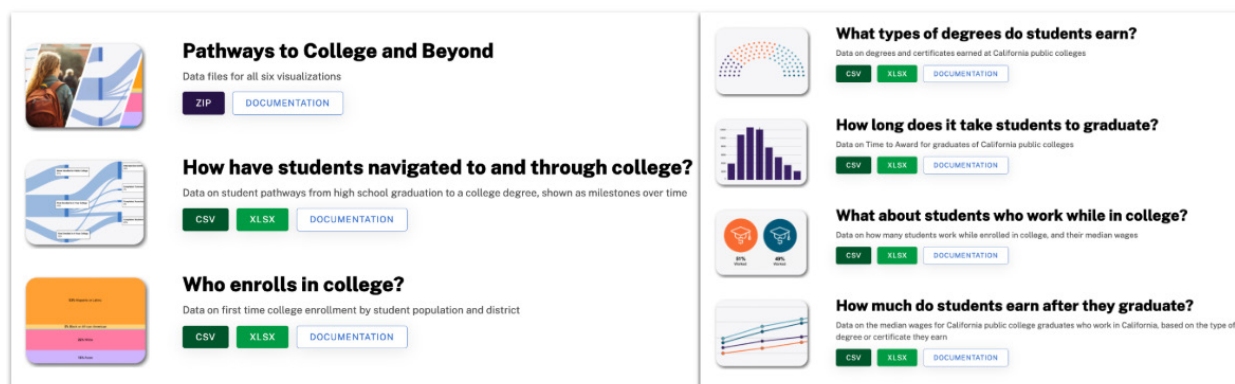
The Office is exploring Open Science best practices and how these can be applied to C2C's Research Request Process.

Query Builder

[Education Code Section 10866\(b\)\(6\)\(C\)](#) charges the Office to implement public educator- and researcher-facing tools, including a Query Builder. In FY 25-26, the Office focused on developing the [first phase of the Query Builder](#), aggregated data files that enable researchers, data analysts, and the public to analyze education and career outcomes data in California.

The initial release of the Query Builder tool prioritizes usability and accessibility in alignment with the C2C site. The Office engaged in [user feedback sessions](#) on the first iteration of the Query Builder. In Fall 2025, C2C released the underlying dataset

that powers the Student Pathways Dashboard, available in CSV or XLSX format with documentation, enabling users to better understand what data is available, how it is defined, and where it comes from.



Unlocking Access to CalKIDS Accounts for Students

The California Kids Investment and Development Savings (CalKIDS) Program is a universal scholarship program that launched in 2022. The CalKIDS program provides college savings accounts to eligible children, including those born in the state and low-income public school students. It is administered by the ScholarShare Investment Board (SIB) as part of the ScholarShare 529 program.

While the CalKIDS scholarship program provides a key jumpstart for higher education access, many eligible students are not aware of their existing account. SIB knows which students have unclaimed CalKIDS accounts, but they do not know where students enroll in college or how to reach out to these students to encourage them to claim their account. Individual colleges that are part of the California Community Colleges Chancellor's Office know which students are enrolled but not which students have unclaimed CalKIDS accounts. These entities can only see a piece of the puzzle because their data was siloed and disconnected.

C2C partnered with data providers to understand how the data could be linked and shared across organizations to discover students with unclaimed CalKIDS accounts. C2C received CalKIDS account and disbursement data from Scholarship Investment Board. Once submitted, C2C joined the CalKIDS data with K-12 education data from the California Department of Education (CDE) and community college enrollment information data. C2C prepared a report for the California Community Colleges Chancellor's Office that helps determine which community college students may have unclaimed CalKIDS accounts or unused CalKIDS funds.

[This project identified](#) over 40,000 community college students with \$20 million in unclaimed scholarships.

Secure Data Enclave Pilot

C2C is creating a data enclave development process to ensure a functional, scalable process, infrastructure, and agreed-upon legal templates are in place before opening the process broadly to researchers.

In FY 25-26, C2C prepared for the pilot operation of the C2C secure data enclave, contracting with the California Policy Lab at the University of California, Berkeley for technical assistance on the build of the C2C secure data enclave, drawing on the Policy Lab's expertise with their secure data enclave in operation since 2017.

Data Providers

New Data Points and Elements

[Education Code section 10866\(b\)\(4\)\(A\)](#) empowers the Board to expand the maintained data set by approving additional data providers and requesting additional data points from the data providers. In FY 2025-26, 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.

- » [Labor and Workforce Development Agency](#)
C2C's Governing Board [voted to add and update data elements shared by LWDA's departments](#). This vote helps C2C to accurately describe California work-force experiences through its analytical tools.

Improvements to Efficiency

In past data imports, the Office sent the Employment Development Department (EDD) data for matching, and in return EDD sent wage data back to the Office. As part of the [Labor and Workforce Development Agency \(LWDA\) data expansion](#), the Office worked with EDD to also include employer data points. Doing this will enable a more holistic understanding of wages across the state and more accurate record matching. Additionally, EDD is the first C2C data provider to use the secure, modern infrastructure of Snowflake to securely transmit files to C2C (see Section 9: Data Infrastructure).

Growth by Design: Doubling the Insights to Benefit Californians

While C2C is in its fifth year of implementation, the Office [doubled the number of data partners that submit data in just three years](#), from eight initial data partners submitting data in 2023 to 16 data partners submitting data in 2026. This rapid growth was achieved by utilizing a single data-sharing agreement for all data partners, enabling C2C to create data insights through the development of dashboards, query builders, and future research request process, creating a nimble and flexible system that prioritizes privacy and security.



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 2025-26, 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.

Strategic Partnerships

Collaboration is a core C2C value, and in Fiscal Year 2025-26, 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 fifth year, the Office's Data Infrastructure efforts focused on data security, privacy, and the linkage of data records.

C2C's Data Infrastructure team completed the development of the Data Validation component of the Data System in February 2024, 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 a 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 25-26, C2C examined external referential integrity by aggregating the submitted data and comparing it with publicly available reports from Data Providers. Additionally, the data submitted by Data Providers underwent rigorous validation to ensure data quality. This is 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.

New Data Sharing Process

In FY 25-26, the Office improved its data sharing process in collaboration with the Employment Development Department (EDD). C2C worked with EDD to build a new mechanism for securely sharing data between organizations that leverages Snowflake, C2C's Data Warehouse platform. The initial data sharing process required a data provider file submission where providers would prepare, extract, encrypt, and submit data files to the C2C SFTP server. C2C then ingested files from the SFTP server into Snowflake and validated the expected data structure and values. This was complex and labor-intensive through a manual process, with automation on an annual basis requiring significant labor and time investment. In FY 25-26, the Office implemented the Snowflake Secure Data Share which provides the following benefits over the traditional CSV submission approach:

- » No Data Proliferation. Consumers query live data directly in the Snowflake account which eliminates file movement, duplication, and sync lag.
- » Near Real-Time Updates. As soon as the data updates, consumers see the latest state.
- » Strong Governance. Roles, masking policies, row-level access, join policies, projection policies, and auditability are native to the platform.
- » No Operational Pipeline. No jobs to generate/export CSVs, no SFTP infrastructure, no retries, and no cleanup.

- 
- » Higher Reliability. No file-transfer failures, partial uploads, or schema drift in flat files.
 - » Performance and Elasticity. Consumers get Snowflake performance on their own virtual warehouses.
 - » Security Built-in. Sharing doesn't expose credentials, networks, or file systems.

Modern Data Stack Accelerator

In FY 25-25, C2C partnered with the Office of Data and Innovation (ODI) as part of the [Modern Data Stack Accelerator \(MDSA\)](#) to modernize C2C's data pipeline infrastructure, build sustainable processes, and streamline data tooling to support long-term growth and collaboration across partners.

Data Privacy and Security

As part of the Office's ongoing 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.

Zero Trust Maturity Progress

In FY 24-25, the Office achieved the initial level of maturity per the requirement established in [Technology Letter 23-01](#) issued by the California Department of Technology.

In FY 25-26, C2C progressed toward the next maturity tier – advanced – for the Identity and Devices pillars, and the cross-cutting functions of Visibility and Analytics, Automation and Orchestration, and Governance. This was achieved in collaboration with the Department of General Services by enhancing C2C's Mobile Device Management solution and implementing an enterprise password solution. The Office is also working to enhance C2C's Identity Access Management solution to strengthen our security posture by adding advanced workflows and automated user lifecycle management

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 providing specialized legal guidance to the Office, ensuring all operations are fully compliant with C2C's statutory and legislative obligation. Their efforts help safeguard the organization's interests and foster a culture of accountability and transparency.



Section 11: Conclusion

[In 2021, California set out to build a data system to answer questions that couldn't be answered](#) with siloed data. In its fifth anniversary, Cradle-to-Career paves a bold path forward to deliver insights to the people of California through linked data and collaboration, and Fiscal Year 2025-26 closes the original established five-year timeline.

[The 2026-31 Strategic Plan](#) approved by C2C's Governing Board in May 2026 sets the direction for the next phase of the data system. With ongoing guidance and support from the Governing Board and collaboration with data providers, policymakers, and the public, the California Cradle-to-Career Data System is well-positioned to deliver tools and resources Californians use in their college and career decisions.

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)	Completed in 2025	See Section 4: Operations
Revise vision, mission, strategic objectives	Education Code Section 10866 (b)(2)	C2C Strategic Plan updated for 2026-31	See Section 4: Operations
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 workforce and labor data points	See Section 8: Data Programs
Create new tools	Education Code Section 10860 (c)(7)	First tools completed in 2024-25 and ongoing	See Section 8: Data Programs
Create and revise data request process	Education Code Section 10866 (b)(6)	Addressed beginning in 2025-26	See Section 8: Data Programs
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 2025-26	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

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 2026.	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)	External Referential Integrity policy and review for data providers implemented in 2025.	See Section 9: Data Infrastructure
Develop annual work plans and budgets	Education Code Section 10867 (b) (2) (A)	Completed 2025-26 workplan and budget	See Section 4: Operations
Oversee personnel and compensation	Education Code Section 10867 (b) (2) (B)	Filled authorized positions (27)	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)	Completed in FY 25-26 with ongoing Maintenance and Operations	See Section 9: Data Infrastructure
Create data sets	Education Code Section 10867 (b) (3) (B)	First data submissions from data providers in Fall November 2023. Regular annual data submissions from data providers completed for 2026.	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 first phase of the Query Builder in 2025 and updated the Student Pathways Data Story in 2026.	See Section 8: Data Programs
Provide neutral summaries	Education Code Section 10867 (b) (4) (E)	Completed in 2025	
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)	California College Guidance Initiative CCGI reached scale with 95% of 9th-12th grade public school students in California enrolled in a partner school district. Fourth Student Experience Audit completed in 2026.	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)	Addressed beginning in 2025-26	See Section 8: Data Programs
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)	The Office convened work eTranscript California & Career Passport.	See Section 7: Practical Tools

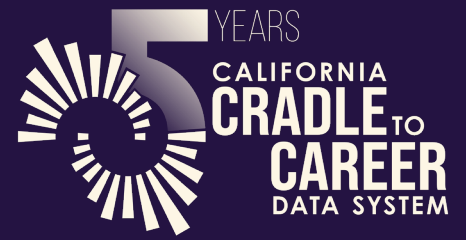
Table A3: Data Providers

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 third annual data submission from data providers completed in March 2026.	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, Analyst II
 - » **Lesley Taylor**, Director of Operations, CEA B
 - » **Diana Yang**, Administration Manager, Supervisor I
 - » **Sebastien Chaubard**, Contract and Procurement Analyst, Analyst II
 - » **Kevin Filipich**, Budget Analyst, Analyst II
 - » **Brandi Arias**, Administrative Analyst, Analyst I
 - » **Arti Wasu**, Legal & Governance Analyst, Analyst II
 - » **Christopher Saechao**, Operations Analyst, Analyst I
 - » **Shannon Serrato**, Director of Engagement, CEA B
 - » **Marykate Cruz Jones**, Chief of Strategic Initiatives and Partnerships, Manager II
 - » **Stephanie Gutierrez-Valdez**, Board Liaison & Governance Specialist, Supervisor I
 - » **Sophia Aguilar**, Governance Manager, Manager I - RA
 - » **Angelique Palomar**, Deputy Director, Communications, CEA A
 - » **Cintia Lopez-Montes**, Communications Coordinator, Information Officer I (Bilingual)
 - » **Eric Flores**, Deputy Director, Legislative Affairs, CEA A
 - » **Ryan Estrellado**, Director of Data Programs, CEA C
 - » **Judy Chan**, Deputy Director, Data Programs, CEA B
 - » **Nick Broten**, Research Data Specialist III
 - » **Heather Daniels**, Research Data Specialist II
 - » **David Lang**, Research Manager, IT Manager II
 - » **Elizabeth Pierotti**, Research Data Specialist III
 - » **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
 - » **Bryan Marotte**, Chief Information Security Officer, IT Manager
 - » **Julia Blair**, General Counsel and Chief Privacy Officer, CEA C
 - » **Mark Paxon**, Deputy General Counsel, Attorney IV - RA
 - » **Dennis Haase**, Deputy General Counsel, Privacy Officer, Attorney IV - RA



The California Cradle-to-Career Data System
400 R Street, Suite 140
Sacramento, CA 95811

c2c.ca.gov