Education Partnerships
UC Office of the President
Four-Year Strategic Plan (2011-2015)
Executive Summary
**Education Partnerships** has developed this four-year Strategic Plan to dovetail with the long-term priorities of UC’s Division of Academic Affairs. In developing this plan, Education Partnerships used a process that recognizes the contributions of its individual units and programs. It is the product of both group effort and a formal priority and strategy development procedure, enacted over a period of six months.

Education Partnerships has developed a complete strategy and set of actions that integrate department-, unit- and program-level efforts to achieve four key priority goals. These four goals provide a guide and scope within which Education Partnerships will focus its planning, development and management. Detailed action plans (see full report) are projected to ensure a timely and efficient implementation. Achievement of these goals will require judicious use of existing human and financial resources, purposeful collaboration, and aggressive fundraising to advance innovations.

**Education Partnerships: Mission and Purpose**

*Education Partnerships comprises the following units and programs:*

**Office of the Vice Provost**

**College Access and Preparation** *(including COSMOS)*

**P-20 Partnerships, Teaching and Leadership** *(including CSMP)*

**Research and Evaluation**

**Resource Development**

**California State GEAR UP**

**MESA Statewide Office**

**Puente Statewide Office**

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Education Partnerships helps the University of California and the state prepare high-quality teachers and strengthen the academic pipeline to bachelor’s degrees and the work force. Strategic partnerships with K-12 and higher education institutions and organizations are central to our work. Our mission is to mitigate the growing inequities in schools that disproportionately affect disadvantaged students and that result in all students lacking strong, high-quality engagement, particularly in high-demand areas like STEM and English language development.

Education Partnerships encompasses programs and services administered throughout California by practitioners, researchers and the community. The programs, policies and initiatives for which we’re responsible help all students, and in particular the educationally disadvantaged, achieve their greatest academic potential. We work to increase the pool of diverse students qualified for UC admission, improve equity in teaching and learning, foster the academic quality of students and enhance the professional quality of K-12 educators.
Planning Strategy

This plan was developed to align with the long-term priorities of the Division of Academic Affairs, the focus within Academic Affairs on leadership and planning, and the intent of the Office of the President to move toward performance-based budgeting and management. Among its near-term priorities, the Division of Academic Affairs seeks to “define and develop UC’s role in support of K-12 education” with the goal of ensuring “student access and success.” Among its long-term priorities, the division seeks to “enhance UC diversity,” “improve time-to-degree/graduation-rates” and “ensure access to UC from among a changing demographic.” In short, the division aims to achieve student success and access across K-12, undergraduate and graduate education in California. To that end, Education Partnerships has devised this strategy, based around four priority goals.

Using these strategic goals as a basis for justification, Education Partnerships has developed an individual action plan for each goal-focused objective that is currently underway or planned. The action plans are projected to ensure that these initiatives are carried out in a timely and efficient way.

Key Strategic Themes and Issues Facing Education Partnerships

**Student needs:** Improve preparation for students — access to and success in rigorous curriculum (“a-g”/CTE), college and career readiness preparation — in the face of declining school and community college budgets, changes in assessment and evaluation of students, increasing college admissions standards and costs.

**Educator needs:** Ensure that educators have access to and make use of the tools the university offers to improve teaching and learning for all students in the face of significant teacher/educator retention issues, assessment challenges, and a dearth of funding and time for high-quality professional development.

**Funding:** Retain current resources and attain new funding for key priorities.

**Technology:** Adapt emerging technologies to teaching and learning spaces and to improve efficiency in service and information delivery.

**Staffing:** Retain a talented and diverse staff that contributes to improving teaching and learning in California.

**Identity:** Become more integral to the leadership of the Office of the President in the context of California’s public education issues.
Priority Goal 1

Invest in student success so that more California students, particularly educationally disadvantaged students, are prepared for higher education and the work force, and complete their education goals. Promote policies, programs and initiatives that lead to improved outcomes for California students.

Education Partnerships oversees programs and initiatives for the University of California that promote access to its campuses and to higher education and work-force preparation in general for California students. These are central to the university’s efforts to build, deepen and maintain effective partnerships with K-12 schools, community colleges, public agencies and private organizations, and other stakeholders involved in issues related to college access and work-force preparation.

Objectives to help us achieve this priority goal are outlined below and described in more detail in Section III of the complete plan.

- Education Partnerships will continue to review its existing programs and services to make sure they are providing consistently high-quality support to students and teachers and are deployed appropriately to reach the students who need them most. **Objective 1.1**

- Education Partnerships will work with schools and with other university offices to ensure that students have access to high-quality curriculum and instruction inclusive of Career Technical Education (CTE). **Objectives 1.2 and 1.3**

- Education Partnerships will continue to support division efforts to review existing systemwide services, to ensure that such efforts continue to support the campuses and other constituents they serve and that they continue to help the university pursue its strategic objectives. **Objective 1.4**

- Achieving the goals of this priority area also means implementing the university’s collaborations with P-20 education segments, to eliminate academic achievement disparities among California student populations and to enable all California students to receive a world-class education that fully prepares them for successful participation in higher education, employment and civic life. In this effort, there is an expectation of cooperation across Education Partnerships as well as within UCOP, with the campuses and with other education sectors. **Objective 1.5**

- Advocacy at the university, state and federal level for the continuation and expansion of student academic preparation, educator preparation and teacher professional development is also critical if Education Partnerships is to help the university achieve its land grant mission, comply with regental policy, and meet state expectations. **Objective 1.6**
Priority Goal 2

Education Partnerships will develop innovations that enhance service delivery and help to scale promising practices.

A number of new initiatives are underway in Education Partnerships, primarily technological, that have the potential to improve service delivery, expand program capacity to serve more students, and link together previously disparate components of the state's infrastructure for college readiness and teacher quality.

• At a statewide level, this priority means developing and implementing new initiatives for the University of California's work with K-12 that are policy-directed, broadly scaled and incorporate an innovative set of systems-based interventions that can significantly affect public education. **Objective 2.1**

• We must also intensify our focus on innovations such as the Mathematics Diagnostic Testing Project (MDTP), Transcript Evaluation Service (TES), Transfer Admission Guarantee Online and individual program online initiatives (such as MESA online) that extend services to more students and educators statewide, add value to the campuses and the state, and increase program efficiency. **Objectives 2.2, 2.3, and 2.4**

• As digital learning becomes a critical issue for schools, and concerns about instructional quality and student learning in the digital environment grow, the university must create a framework for its role in establishing a research agenda and interventions in the context of K-12 digital learning. **Objective 2.5**

• In support of innovative service delivery, each statewide program will develop new capacity, resources permitting, in three areas: technology, professional development and communications. **Objective 2.6**

• A creative, innovative work force is essential to enhancing practices. This is made possible when staff members are included and recognized for their contributions toward reaching university goals. Such recognition is also essential to ensuring that Education Partnerships retains a high-quality work force. **Objectives 2.7 and 2.8**

**OBJECTIVE 1.5**

Better implement partnerships and collaborations so there are fewer overlaps and gaps and services can be deployed more efficiently and consistently.
Priority Goal 3

Education Partnerships will improve research and evaluation by implementing a sustainable evaluation model for programs and services, ensuring that our programs and services are cost-effective, data-driven and reflective of the best research findings available.

Education Partnerships has traditionally conducted outcome analyses on university programs — statewide and campus-based — and commissioned studies and reviews of various program components. With the launch in 2010 of a research and evaluation unit for the department, we have an opportunity, resources permitting, to increase work with stakeholders to improve EP-related research and evaluation.

- Work is underway to improve research objectives, data collection, data analysis and internal/external reporting. **Objective 3.1**
- Education Partnerships will conduct data analyses ensuring that conclusions are clearly supported by data. **Objective 3.2**
- Individual program inquiry studies will also be necessary to provide evidence of programs’ impact on improved teaching, learning and rates of college enrollment, and to ensure continuous program improvement. **Objective 3.3**

**OBJECTIVE 4.4**

Continue to expand EP’s network of relationships with new funders, partners and others that can enhance resource development efforts.
Priority Goal 4
Aggressively pursue sustainable funding for programs, initiatives and partnerships with a history of providing high-quality services to students and educators.

Education Partnerships has been successful in securing external funding for many of its programs and initiatives, complementing base funding and enabling the launch of new services and initiatives. The university’s financial constraints demand that we be innovative and creative in our pursuits. In the long term, Education Partnerships aims to build and model robust and effective resource development practices that work efficiently to secure extramural funding.

- Education Partnerships is building a comprehensive database of past, current and potential donors, to enable more focused, targeted donor cultivation. **Objective 4.1**
- All units and programs will identify their resource development needs and set target fundraising goals. **Objective 4.2**
- Education Partnerships will develop collective impact proposals that enable coordination across units and Academic Affairs divisions in support of priorities. **Objective 4.3**
- Education Partnerships will continue to expand its network of relationships with new funders, partners and other sources that can enhance resource development efforts. **Objective 4.4**

Conclusion
Education Partnerships is an organization that reflects the University of California’s commitment to raising student achievement and closing achievement gaps.

The Education Partnerships Strategic Plan 2011-2015 identifies the strengths of the organization and lays the groundwork for continued success and service to the state and the university. The plan’s goals and objectives, and the strategies to carry them out, rely on many external factors, including the policy and funding environment, state and national priorities, state budget allocations, and the interests of private funders. Education Partnerships will continue to review and update the plan in light of external events and trends, as well as internal capacity.