

Berkeley PUSHES THE BOUNDARIES OF KNOWLEDGE, CHALLENGES CONVENTION AND EXPANDS OPPORTUNITY TO CREATE THE LEADERS OF TOMORROW.

Empowering Engaged Thinkers and Global Citizens to Change Our World

- ▶ Discovery will be the foundation of the Berkeley experience and the heart of our campus identity.
- ▶ Berkeley will be as well known for its student experience as for its academic excellence. All students will have the opportunity to *connect* with others and with the campus, to *discover* and create, to *engage* beyond the campus, and to *reflect* on their experience.
- ▶ Our curricula will inspire adaptive and creative leaders adept at working across disciplines.
- ▶ Berkeley will prioritize students' basic needs for financial support, housing, and food.
- ▶ Berkeley's alumni will be "students for life," returning to their educational home throughout their lifetimes to reflect, re-tool, and then discover and engage in new ways.

Focusing on the Good: Innovative Solutions for Society's Great Challenges

- ▶ Berkeley will champion, support, and lead basic research that creates knowledge and makes possible the innovations of tomorrow.
- ▶ Faculty, staff, students, alumni, and our larger community will come together to address the great challenges of our time that Berkeley is particularly well suited to address, including technological change and artificial intelligence; environmental sustainability; the future of democracy; inequality; human health; and the future of public higher education.
- ▶ Berkeley's Signature Initiatives will
 - Combine Berkeley's core values of comprehensive academic excellence and public service.
 - Cross disciplinary lines and embrace multiple backgrounds and perspectives.
 - Engage Berkeley's defining missions of research, teaching, creative expression, public service, access, and diversity.

Embracing the California Spirit: Diverse, Inclusive, Entrepreneurial

- ▶ Berkeley's student body, faculty, staff, and leadership will encompass the full diversity of California and—reflecting the Latinx majority among California high school graduates—at least 25% of our undergraduates will be Latinx.
- ▶ A healthy campus climate will foster equity of experience and ensure that staff, students, and faculty of all backgrounds feel safe, welcome, and included.
- ▶ Berkeley will extend its reach to more Californians through innovative and ambitious use of new learning technologies and strategic enrollment increases.
- ▶ Berkeley will create enduring and meaningful partnerships with philanthropic supporters to strengthen our campus and serve our community.
- ▶ Athletics, the arts, and student organizations will bring people together and create lifelong bonds.
- ▶ Berkeley's financial operations will be transparent, accountable, and efficient.

STRATEGY

Berkeley empowers engaged thinkers and global citizens to change our world

THEMES AND RECOMMENDATIONS

- ▶ **Discovery will be the foundation of the Berkeley experience and the heart of our campus identity.**
- ▶ **Berkeley will be as well known for the quality of its student experience as it is for the excellence of its academic enterprise.**
- ▶ **Students will choose Berkeley because of abundant, accessible opportunities to pursue inquiry, discovery, and creative expression.**
 - **Connect:** All Berkeley undergraduates will connect with the people and programs that inspire and sustain their creativity, drive, curiosity, and success.
 - **Discover:** Students will be challenged to question their own and other established assumptions, and gain the skills necessary to create new knowledge.
 - **Engage:** All undergraduates will be able to reach beyond themselves, locally and globally, broadening their perspective and changing our world.
 - **Reflect:** Berkeley students will have the tools and guidance needed to support their thoughtful progression through each stage of their academic career.
- ▶ **Berkeley's curricula will inspire adaptive and creative leaders adept at working across disciplines.**
- ▶ **Berkeley professional masters students will be empowered with knowledge, skills, and networks to enable lifetimes of accomplishment, leadership, and service.**
- ▶ **Berkeley doctoral students will receive the training, mentorship, and financial support needed to become pioneers in the discovery of new knowledge and leaders in a broad range of settings.**

SAMPLE ACTIVITIES THAT WILL GET US THERE

- **Discovery:** Opportunities to discover through original research and creative or service projects will be available to every student.
- **Advising:** Advising for all students will be improved by hiring additional advisers as well as leveraging peer advisors, emeriti, and advanced technology and by better integrating academic and career advising.
- **Access to Courses:** Berkeley will leverage technology to ensure that students have access to the courses and other academic resources they need to successfully pursue their academic goals and graduate on time.
- **Engaging Beyond the Campus:** Berkeley will seek external funding to make it possible for all students to participate in programs such as Study Abroad and paid internships that match their interests.
- **Master's Degrees:** Academic Departments will be encouraged to create master's and 2+3/4+1 programs and a significant share of Berkeley's undergraduates will graduate with both a Bachelor's and a Master's degree within five years.
- **Doctoral Support:** Doctoral student support will be a fundraising priority and support of doctoral students will be competitive with public and private peers.
- **Housing:** Campus housing for students will double and students' basic needs will be given high priority.
- **Flexible, Accessible, Modern Facilities:** As it moves forward to renew campus facilities, Berkeley will secure support for the next phases of the Moffitt Library project and pursue opportunities that create flexible research and instructional spaces that support collaborative and interdisciplinary work.

STRATEGY

Berkeley focuses on the good to address society's greatest challenges

THEMES AND RECOMMENDATIONS

- ▶ **Berkeley will champion, support, and lead ground-breaking basic research that creates and preserves knowledge and ideas, and makes possible the innovations of tomorrow.**
- ▶ **Berkeley's Signature Initiatives will bring faculty, staff, students, alumni, and our larger community together to address—through instruction, research, creative and cultural activities, and public service—the great challenges of our time:**
 - **Inclusive Intelligence:** We will pioneer an inclusive approach to technical innovation, artificial intelligence, and big data to ensure their ethical and responsible use and to enable meaningful work lives.
 - **Environmental Sustainability and Justice:** We will harness our disciplinary breadth, our museums and field stations, and our partnership with Lawrence Berkeley National Laboratory to understand and counter the effects of climate change, foster sustainability, and promote environmental justice.
 - **Democracy:** We will illuminate the paths to resilient societies that promote democratic values and cross-cultural understanding and thrive on diversity and free expression.
 - **Inequality:** We will continue to lead in uncovering the sources and impacts of inequality and developing solutions to increase opportunity, both locally and globally.
 - **Health:** We will chart a course for the new foundational discoveries needed for human health, including identifying and mitigating the biological, social, environmental, and cultural factors that undermine health.
- ▶ **In all that it does, Berkeley will be the international model of the public research university of the future.**

SAMPLE ACTIVITIES THAT WILL GET US THERE

- **Vertical Teams:** Berkeley's pursuit of its Signature Initiatives will create new opportunities for faculty, graduate students, undergraduates, and staff to work together to solve problems and create new knowledge—strengthening graduate students' mentoring experiences and exposing undergraduates to graduate-level work.
- **Faculty Growth:** The campus will secure new funding for 100 additional faculty positions, with many of these prioritized in fields connected to Berkeley's Signature Initiatives.
- **Community Engagement:** Berkeley will engage directly with local communities, policy-makers, entrepreneurs, and the philanthropic community to identify the projects that will draw on the breadth of our resources to make the greatest contributions to our communities and society.
- **Interdisciplinary Instructional Programs:** Academic departments will be encouraged to create new interdisciplinary graduate and undergraduate programs that echo and support the themes of our Signature Initiatives.
- **Empowered Staff:** As it builds teams to pursue projects associated with its Signature Initiatives, Berkeley will seek out staff engagement and create new opportunities for staff to contribute to the mission of the campus.
- **Student Engagement:** Berkeley undergraduates and graduate students will be encouraged to pursue research, creative and entrepreneurial projects, and internships directly linked to the campus's Signature Initiatives.

STRATEGY

Berkeley embraces the California spirit: diverse, inclusive, entrepreneurial

THEMES AND RECOMMENDATIONS

- ▶ **Berkeley will establish a new compact with each of its constituencies that embodies and builds on the diversity, inclusion, and entrepreneurial spirit that characterize California.**
 - **Diversity and Social Mobility:** Berkeley will reflect the diversity of California in our students, staff, faculty, and leadership and more than ever be a powerful engine of social mobility.
 - **Climate:** Berkeley will create a healthy campus climate that ensures that students, staff, and faculty of all backgrounds feel safe, welcome, and included.
 - **Growth:** Berkeley will extend its reach to more Californians through innovative and ambitious use of new learning technologies to benefit our students and the public and will strategically increase enrollment.
 - **Philanthropy:** Berkeley will create enduring and meaningful partnerships with its philanthropic supporters.
 - **Community-building:** Activities like performing and other arts, athletics, and student organizations will bring people together and create lifelong bonds.
 - **Finances:** Berkeley's financial operations will be characterized by transparency, accountability, and administrative efficiency.

SAMPLE ACTIVITIES THAT WILL GET US THERE

- **Serving California:** Reflecting that Latinx students constitute more than 50% of California high school graduates, Berkeley will set a path to enroll an undergraduate student body that is at least 25% Latinx—qualifying the campus for federal designation as an Hispanic-Serving Institution.
- **Outreach:** Berkeley will develop intentional, high-touch programs that engage with diverse, nontraditional, and first-generation-college students, draw them to the campus, and see them through their undergraduate and graduate degree programs.
- **Access:** Berkeley will leverage technology to create new forms of pedagogy and to make curriculum available broadly to people throughout the state and the world.
- **Staff:** Berkeley will promote career advancement for our staff by facilitating greater internal people mobility.
- **Engagement:** Berkeley will create new opportunities and points of entry for students, parents, alumni, and other stakeholders to more easily engage with the campus and its resources, both through the physical campus and online.
- **Alumni:** Our connections with alumni will expand and deepen, reflecting that education is increasingly a lifelong experience.
- **Philanthropy:** Berkeley will significantly increase philanthropic support and donors will be inspired to support our mission and our combination of academic excellence and public service.

Strategic planning foundational values and principles

Berkeley's strategic plan is founded on our core institutional values and commitments:

- 1 Diversity**—
Broadly conceived and expressed in the composition of our faculty, students, and staff; and the breadth and inclusiveness of our academic programs, research enterprise, and public service.
- 2 Excellence**—
An unwavering commitment to maintaining Berkeley's role as a research university of the very highest quality in all of its endeavors.
- 3 Innovation**—
In the spirit of California's position on the nation's geographic, social, and intellectual frontier, as well as Berkeley's historic place at the forefront of scientific and academic research and social movements, a drive to constantly push the boundaries of knowledge in our research and scholarship, as well as in pedagogy, instructional technology, and operations.
- 4 Public Mission**—
Consistent with our founding as California's land grant university and with the state and federal support that has contributed to our success, a commitment to expanding opportunity; to egalitarian and democratic values; to research and scholarly work that serves our community, our state, our nation, and the world; and to the fostering in our students, faculty, and staff of a strong ethic of public service and social justice.
- 5 Accountability and Transparency**—
Consistent with our public mission and our belief in the intrinsic value of knowledge and information, a commitment to transparency in our operations, sound stewardship of our resources, and honest and respectful dealings with all members of the campus community as well as the larger society we serve.

Strategic planning time line

