

# Charting a path forward at our sesquicentennial

## 150 years after its founding,

UC Berkeley is renowned for its excellence, the opportunities it affords students of all backgrounds, and its pioneering achievements across many disciplines. Ensuring that it can best serve the world's evolving needs, however, requires that we examine Berkeley's institutional priorities in the context of today's higher education environment, changing expectations of what a university can be, and broader societal trends. The campus' 2018 strategic planning process is designed to help Berkeley leaders develop a clear sense of the campus' current and future opportunities and vulnerabilities, identify means of capitalizing on or mitigating them, and establish a framework that will help chart the best path forward for the nation's most celebrated public institution of higher education.

Our goal is to make Berkeley as valuable as possible to society, here in California and beyond.

*The campus' planning process will be structured around four key areas, each of which will be explored in depth by a working group of 10-12 members of the Berkeley community.*

**1. Addressing society's grand challenges**  
What are the critical issues and challenges facing our state, our nation, and our world that Berkeley is uniquely suited to address and solve?

WORKING GROUP CO-CHAIRS:

- **Henry Brady**, Dean, Goldman School of Public Policy
- **Barbara Spackman**, Vice Chair, Berkeley Division of the Academic Senate

**2. Creating a transformative student experience**

What investments and changes in our instructional and co-curricular programs would have the most impact on the quality of our students' experience?

WORKING GROUP CO-CHAIRS:

- **Fiona Doyle**, Dean of the Graduate Division
- **Genaro Padilla**, Professor, Department of English

**3. Identifying optimal enrollment levels**  
Accepting that enrollment growth is not entirely within the campus' control, what do we see as the preferred enrollment level for Berkeley and how should this enrollment be distributed?

WORKING GROUP CO-CHAIRS:

- **Ignacio Navarrete**, Chair, Academic Senate Committee on Admissions, Enrollment, and Preparatory Education
- **Jennifer Wolch**, Dean, College of Environmental Design

**4. Building a strong financial strategy**  
What strategies can Berkeley adopt to foster a strong financial model with diminishing public investment and an evolving diversity of revenue sources?

WORKING GROUP CO-CHAIRS:

- **Benjamin Hermalin**, Vice Provost for the Faculty
- **Jennifer Johnson-Hanks**, Chair, Academic Senate Committee on Academic Planning and Resource Allocation

The co-chairs of the four working groups will form the membership of a larger Strategic Planning Steering Committee, itself co-chaired by Haas School of Business Dean Rich Lyons and Academic Senate Division Chair Lisa Alvarez-Cohen. Vice Chancellor for Equity and Inclusion Oscar Dubón will also serve as a member-at-large. This committee will integrate the recommendations and conclusions developed by the working groups into a final strategic framework document that will be submitted to the chancellor and made available to the public in the summer of 2018.

## *Timeline*

**November 2017:** Faculty, administrators, and student leaders meet to develop structure and focus of strategic planning process

**January 2018:** Strategic planning process working groups begin meeting

**April 2018:** First drafts of working group reports submitted to Strategic Planning Steering Committee

**April-May 2018:** Strategic Planning Steering Committee's draft framework document circulated for campus review

**Summer 2018:** Final framework document published and sent to Chancellor Christ

## **The Strategic Planning Steering Committee's work will be guided by commitments to:**

- Transparency
- Bottom-up as well as top-down leadership
- Avoiding parochial thinking and instead doing what is best for the institution
- Accepting and providing honest feedback

## *Provide Feedback*

While faculty, staff, and students serve on the strategic planning working groups, we are interested in hearing from others in the Berkeley community. Aside from attending town halls and presentations, you can pose a question, submit a recommendation, or provide feedback to the process facilitators by writing to **[strategicplanfeedback@berkeley.edu](mailto:strategicplanfeedback@berkeley.edu)**. Feedback received will be sent to appropriate working groups and will be summarized and reported out to the Berkeley community.

## *Stay up to date!*

Visit **[strategicplan.berkeley.edu](http://strategicplan.berkeley.edu)** to learn more about the process and sign up to receive updates from the strategic planning team.