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 unswerving 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; 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.

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### Strategic planning foundational values and principles

**Berkeley’s strategic plan 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.

**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.
Academic Departments will be encouraged to create new interdisciplinary themes of our Signature Initiatives. Berkeley will seek external engagement and create new opportunities for staff to contribute associated with its Signature Initiatives, Berkeley will develop intentional, high-touch programs reflecting that education is increasingly a lifelong experience. Students will be challenged to question their own and other established assumptions, and opportunities to discover through original research and creative or service projects will be available to every student. Berkeley will focus on pedagogy and to make curriculum available broadly to people throughout the state and the world.

Access to Courses:

Berkeley will reflect the diversity of California in our students, staff, local communities, policy-makers, entrepreneurs, and the breadth of our resources to make the greatest contributions to our communities and society.

Inclusive Intelligence:

Inequality:

Diversity and Social Mobility:

Climate:

Growth:

Connect:

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.

Interdisciplinary Instructional Programs:

Flexible, Accessible, Modern Facilities:

Berkeley focuses on the good of society’s greatest interests. We will continue to lead in uncovering the sources and impacts of inequality and developing equitable solutions.

Hispanic-Serving Institution.

All Berkeley undergraduates will connect with the people and programs that inspire and sustain their creativity, and success.

Student Engagement:

Faculty Growth:

Engaged thinkers and their respective disciplines are driven by curiosity, urgency, and sustainability. Their work is inspired by an analytical and stakeholder mindset that is both interdisciplinary and transdisciplinary.

Interdisciplinary teams, global, and local partnerships highlight the breadth of Berkeley’s research and social impact. Berkeley will leverage this advantage to drive research innovation, technology transfer, and entrepreneurship.

Inclusive Opportunities:

Berkeley will create enduring and meaningful partnerships with its philanthropic and civic stakeholders, building a framework for research, teaching, and service that works for all stakeholders.

Berkeley will be as well known for the quality of its student experience as it is for the excellence of its academic enterprise.

Philanthropy:

• Doctoral Support:
• Access to Courses:
• Engaging Beyond the Campus:
• Vertical Teams:
• Faculty Growth:
• Outreach:
• Inclusive Opportunities:

 ACTIVITIES THAT WILL GET US THERE (Examples)

We will harness our disciplinary breadth, our museums preserves knowledge and ideas, and makes possible the innovations of tomorrow. We will continue to lead in uncovering the sources and impacts of inequality and developing equitable solutions.

Discovery will be the foundation of the Berkeley experience and the heart of our campus identity.

F Berkeley will reflect the diversity of California in our students, staff, local communities, policy-makers, entrepreneurs, and the breadth of our resources to make the greatest contributions to our communities and society.

F Inequality:

F Diversity and Social Mobility:

F Climate:

F Growth:

F Connect:

F 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.

F Berkeley's curricula will inspire adaptive and creative leaders adept at working across disciplines.

F Berkeley professional masters students will be empowered with knowledge, skills, and networks to become pioneers in the discovery of new knowledge and leaders in a broad range of settings.

F 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.

F Berkeley will establish a new compact with each of its constituencies that embodies and builds on its mission, commitments, and strategic priorities. This compact will be publicized in a strategic plan.berkeley.edu/

F Berkeley will significantly increase philanthropic support for the university's general operating budget, major capital projects, and endowment.

F Berkeley will increase support from the state to provide a full financial package for all talented students.

F Berkeley will implement a new admissions system that reflects the diversity of California and provides equal access for all students.

F Berkeley will focus on pedagogy and to make curriculum available broadly to people throughout the state and the world.

F Berkeley will emphasize community and civic engagement and service-learning in the undergraduate curriculum.

F Berkeley will focus on access to courses, advising for all students will be improved by hiring additional advisers as well as leveraging peer advisors, emeriti, and career advising.

F Berkeley will engage directly with students, parents, alumni, and other stakeholders of entry for students.

F Berkeley will be the international model of the public research university of the next century.

F Berkeley will be as well known for the quality of its student experience as it is for the excellence of its academic enterprise.

F Berkeley will be one of the nation’s leading institutions for the development of diverse and inclusive faculty.