DATA AND STRATEGIC PLANNING

From Information to Action

Over the last several years, as part of the foundational work of Berkeley's equity, inclusion, and diversity efforts, the campus has made major strides in improving capacity around two important aspects of institutional infrastructure: data analytics on diversity and inclusion; and department-level strategic planning that incorporates aspects of diversity, campus or workplace climate, inclusion, and educational equity.

» Data analytics provides accessible and up-to-date information on the demographic characteristics of Berkeley's students, faculty, and staff to campus users through simple and web-accessible data dashboards. These dashboards also include information about student enrollment, undergraduate admissions, student financial aid, undergraduate retention, graduation, and degrees earned. Access is not limited to data analysts or researchers. Any campus user with an approved campus ID has access to this data. This makes for a broad range of accessible information and eliminates the wait time for simple data requests or queries. It has also helped to create an important culture shift on campus toward a deeper appreciation and valuing of data on gender, race/ethnicity, family income, and other diversity measures in equity and inclusion planning, program development, and evaluation.

» Department-level strategic planning supports departments in conducting their own strategic planning and assessment processes on equity, inclusion, and diversity. The Division of Equity & Inclusion offers a toolkit to support individual units and consulting assistance on data collection, analysis, self-assessment, and setting of goals. For academic departments, the planning effort is integrated with the Academic Program Review, a required planning effort for all academic departments. Strategic planning can also be undertaken as a standalone project. For administrative departments, participation is voluntary but strongly encouraged by campus leadership.

Support for the first five years of this infrastructure work was provided by the Evelyn & Walter Haas, Jr. Fund as part of the Berkeley Initiative for Equity, Inclusion, and Diversity.

Program Highlights to Date

» **CalAnswers:** Creation of a campuswide data dashboard called CalAnswers, an analytical tool that allows the Berkeley community to view centralized, integrated information from various campus systems. The tool makes data accessible to all, enabling staff, faculty, and students to locate reliable, consistent answers to critical campus questions.

» **Census Equity dashboards**: These allow users to compare the demographics of the students and employees of one department against those of the entire campus.

» **Publications and websites** that provide publicly accessible trend data on changes in demographics and campus climate for faculty, students, and staff over time. For example, in 2013, the Division of Equity & Inclusion published the *Berkeley Diversity Snapshot*, featuring information about enrollment and graduation for different student populations and hiring trends for faculty and staff. In 2015, the Division of Equity & Inclusion also released *Where Do We Go From Here?*, an overview of recent campus climate challenges and upcoming initiatives to address them.

» **Campus climate survey:** The Division of Equity & Inclusion oversaw the administration of a campuswide survey in 2013 that yielded more than 13,000 responses. As a follow-up to the survey, the Division of Equity & Inclusion distributed customized findings across campus departments and constituencies and has developed a suite of initiatives to improve campus climate among faculty, students, and staff. For more information about the Campus Climate Survey, see "Frame the Story: Big Data Made Accessible" on page 68.

» **Creation of the Strategic Planning Toolkit for Equity, Inclusion and Diversity:** A comprehensive, step-by-step guide through the departmental planning process. The toolkit includes self-assessment worksheets, goal setting guides, a planning template, and other resources. As of 2015, 19 academic departments have completed strategic plans, and another 19 are in progress. These include departments in all of Berkeley's major colleges and academic divisions as well as several professional schools. Five administrative units, including several large divisions, have completed their plans and another two are in progress. Please see "A Plan of Action Measured" on page 62 for the story of one department's strategic planning process.

Impact and Institutionalization

For departments and campus units, the benefits of data and planning work are broad and varied.

» Nearly every plan completed by academic departments has addressed increasing faculty diversity through improved searches and outreach processes and expanding efforts to admit graduate students from underrepresented backgrounds. Plans have also addressed classroom and departmental climate, curriculum enhancement, student and faculty mentoring, community outreach and pipeline work, creation of diversity or equity committees, and creation of diversity director positions.

» Administrative units have also addressed increasing diversity in staffing, most pointedly within management positions. Additionally, administrative units have focused on improving the cross-cultural competencies of their employees to better serve the diverse Berkeley student body and to enhance the workplace climate by making the offices and learning spaces more inclusive and welcoming to all groups. Other items addressed by the plans of administrative units include communications (revamping websites, updating recruitment materials, enhancing external and internal communications), mentoring/internships, data collection practices, and unconscious bias within recruitment, hiring, performance management, and advancement processes.

The data elements and analytics on diversity and inclusion are now embedded throughout Berkeley's information systems and infrastructure, making these elements part of the institution's everyday data collection and institutional research. In addition, both diversity-related data analytics and departmental strategic planning efforts also support a wide range of other campus projects and initiatives, including many of the projects featured in this report.