



Office of Planning & Analysis 2011-12 Annual Report

Berkeley

With support from the Associate Vice Chancellor – Chief Financial Officer (AVC-CFO), the Office of Planning & Analysis (OPA) has deliberately transformed itself into a decision support center to better enable UC Berkeley to realize its mission and promote *Access and Excellence*. Our work is collaborative in nature. With input and support from others, we have successfully restructured our campus survey operations, helped advance the Institutional Data Management & Governance (IDMG) initiative by expanding the impact and accessibility of Cal Answers, and produced briefing notes that inform and promote continuous improvement processes.

UC Berkeley continues to be one of the world's leading centers of education and research, demonstrating the value of investing in public higher education. Every year, more than 10,000 students graduate from Cal and go on to make contributions that revitalize our communities and enrich society. The breadth and depth of our academic programs and the quality and diversity of our faculty, staff, and student populations together make Berkeley an exciting place, and we are determined to be the change we want to see.

As the campus makes great strides in ensuring its future, OPA will continue to improve its own work so as to be a key contributor. We have produced information to support decision making, highlight campus achievements, and identify areas needing improvement. We have incorporated student feedback into our data analyses to support efforts to improve our academic experience and invest in the common good.

We have collaborated with the AVC-CFO and the Budget Office to communicate the positive impacts of our innovative financial strategies to the campus community and the public. And with each accountability effort, we have worked with administrative

and academic units to present our institutional data within the context of a leading research university.

Along with some of the highest graduation rates for freshmen, transfers, and Pell Grant recipients, our students have among the lowest levels of college debt and very low default rates on federal loans. We are grateful to our colleagues in student services, operations, and advising for these accomplishments, and we continue to work with Public Affairs, Government Relations, and University Relations to recognize this work and promote public education to our many constituents.

OPA's own successes are due in large part to the collaborative support of campus associates. In presenting our unit's first annual report, we are pleased to share some of our success stories. Rather than a laundry list of completed projects, this document highlights areas of major work we performed in 2011-12 and identifies future priorities.

In this challenging funding environment, it has become more important for our office to focus on our core values that define how we contribute to the campus community. Our long-term "stretch goal" is to transform OPA from a standard institutional research office to one of the most trusted, innovative, and influential advisory groups on the campus.

Upon review of the work in this report, if you have suggestions for future collaborations, ideas that we should examine, or ways to help us improve, please let us know by sending an e-mail to Pamela Brown, OPA Executive Director, at phb@berkeley.edu.

Thanks and Go Bears!



Who We Are

As UC Berkeley's institutional research office, we provide an array of customary campus services including statistical reporting, external survey responses, peer comparison analytics, and support for academic planning, performance metrics, and strategic decision-making. Additionally, we play an integral role in institutional data management and governance, campus surveys, enrollment planning, and support of Operational Excellence (OE), the campus-wide process improvement initiative. And through innovative split appointments, we assist the Vice Provost for Teaching, Learning, Academic Planning & Facilities (VP-TLAPF) on academic program review, and provide data analytics to the Vice Chancellor for Equity and Inclusion (VCEI).

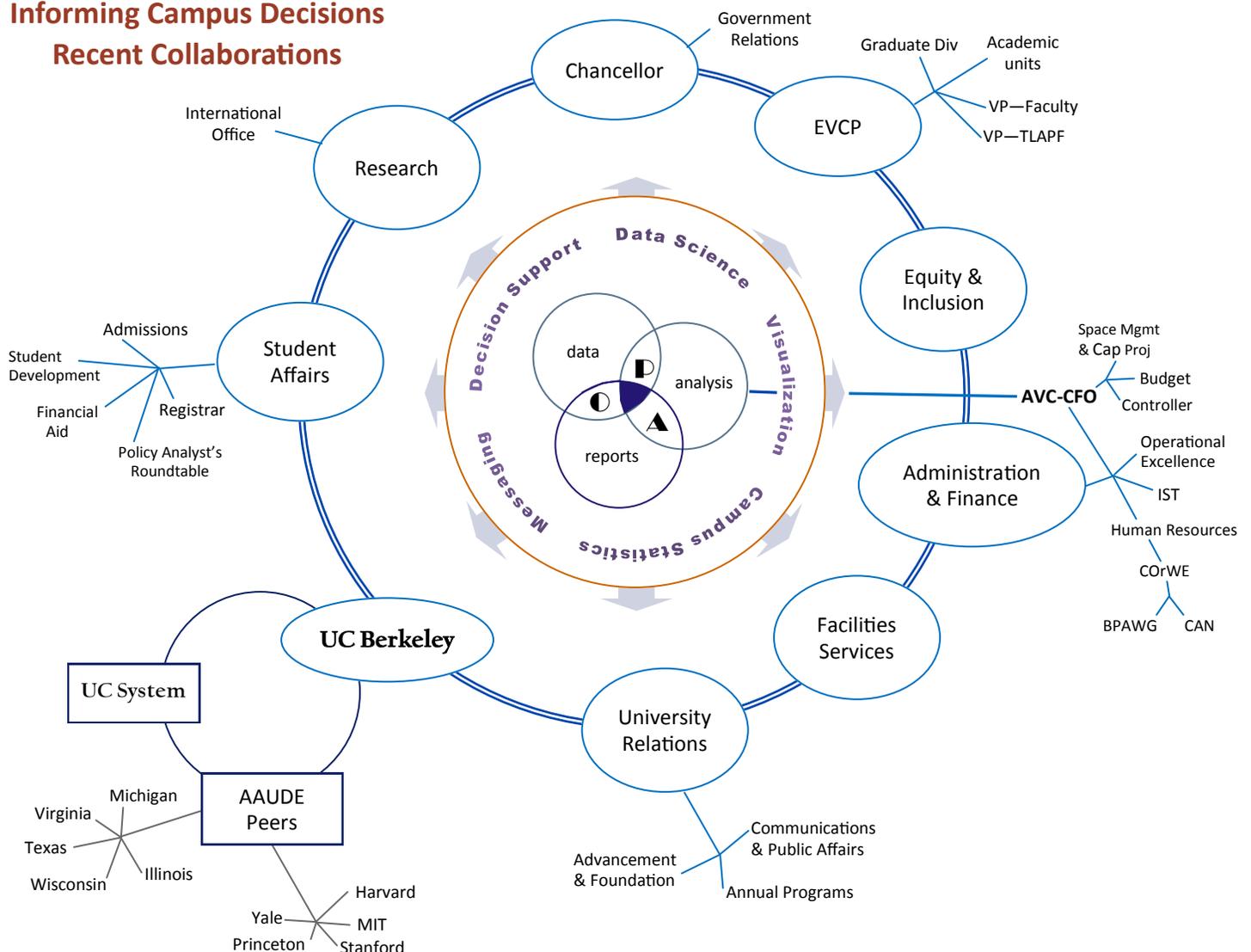
At Berkeley, home of the Free Speech Movement, we know information is power, and OPA is transforming data into decision support and empowering others to do the same. We are committed to building a culture of evidence through efforts to centralize data in the enterprise data warehouse and working

with campus constituents to create responsive and insightful reports on a wide range of complex issues and challenges. We know what some of you may be thinking; data is boring and math is no fun. At OPA, we challenge those assumptions and are creating an institutional data movement that is infectious and even exciting. OPA provides analytical guidance to advance dialog and decision making on the most critical issues facing our executive leadership.

At OPA, we craft analytical products that capture the interest, attention, and imagination of campus leaders, and often stand alone as works of art. We're not alone; we are helping other campus analysts to do the same, because there is strength in numbers and Berkeley will be leading with the power of information. At OPA, we help make campus decisions better.

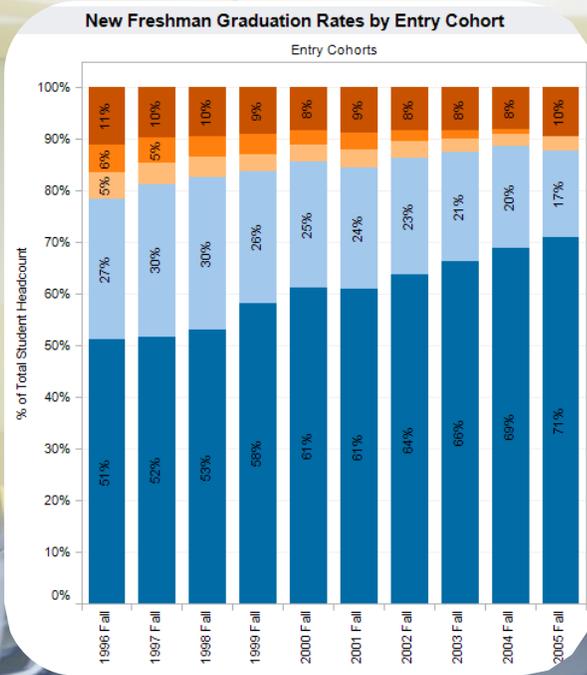
We Value:
Creativity
Integrity
Collaboration
Excellence
Stewardship

Informing Campus Decisions Recent Collaborations



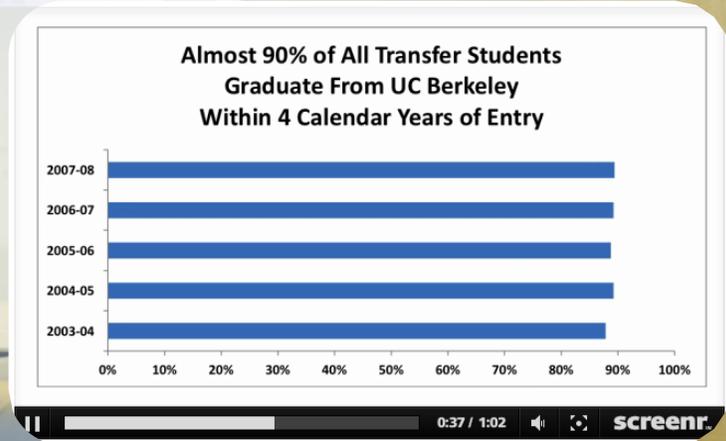
We're Analyzing Data to Inform Decision Making

OPA's Tableau dashboards demonstrate continued improvement in freshmen graduation rates.



OPA's "Institutional Research in an Instant" videos show that transfer graduation rates are at 90%.

315A Transfer Student Graduation Rates



OPA is partnering with the Institutional Data Council, Operational Excellence, and IST to improve business intelligence and integrated reporting across the campus

Berkeley's Institutional Data Management & Governance (IDMG) initiative emphasizes that institutional data is a campus asset, so we're taking steps to share it with both our campus and the external community.

OPA is collaborating with the Information Services & Technology Enterprise Data unit, Operational Excellence (OE), the Institutional Data Council, and other campus units to integrate campus data into the Enterprise Data Warehouse (EDW). Then we share it through dashboards created using an Oracle Business Intelligence environment that we call Cal Answers, because when you have questions, we have Cal Answers.

After starting with student data, OPA is now supporting Controller and Business & Administrative Services units to include procurement data in the EDW. We have a pipeline of projects to build a central, single source of institutional data that will empower campus users to make data-driven, informed decisions. With this approach, we not only address individual reporting needs, but we also gain the efficiencies of a centralized model. For example, both the Vice Chancellor for Equity & Inclusion (VCEI) and the OE initiative have invested in Cal Answers to support their specific reporting requirements, and as a result, the entire campus community has benefited.

For public users, OPA has then used Cal Answers data to serve as the source for interactive Tableau Public dashboards on enrollment, degrees, and graduation rates. We've even begun dabbling in minute-long videos called *Institutional Research in an Instant*.

In addition, OPA manages the Class Schedule & Instructional Record (CSIR) system with the Registrar's Office, Information Services & Technology (IST), and CSIR coordinators in each academic unit. This system provides critical faculty workload data to the Vice Provost for the Faculty's APBears system, space utilization reporting, and critical curricular data that will help the campus better estimate the cost of education.

OPA Campus Statistics Resources

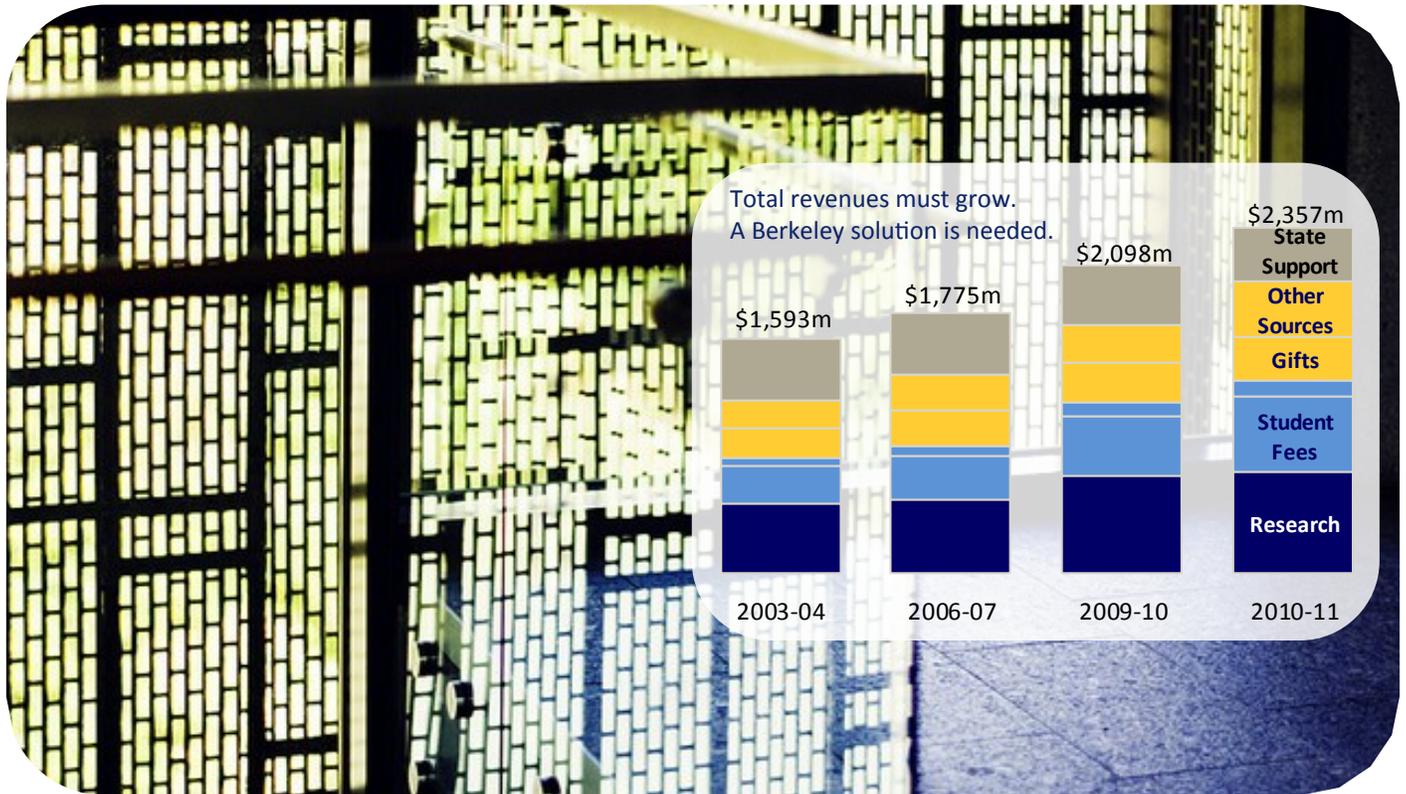
Links to standard data sources (e.g., Common Data Set and Cal Profiles) can be found on the OPA campus statistics website at:

<http://opa.berkeley.edu/statistics/index.html>

Information on progress and future plans related to IDMG can be found on the IDMG website at:

<http://idmg.berkeley.edu/>

We're Building A Stable Financial Model



OPA provides support to the AVC-CFO, Budget Office, Controller's Office, and Public Affairs in communicating our financial data and strategy

Berkeley recognized early on that decreasing state support required diversification and growth in funding sources. This is just one part of our financial plan that will ensure Berkeley continues to provide *Access and Excellence* for students across California, the nation, and the world.

In collaboration with the AVC-CFO, Budget Office, Controller's Office, and Public Affairs, OPA has supported communication efforts, including the creation of the 2010-2011 *Financial Report* which presented campus accomplishments, financial highlights and strategy, along with management discussion and analysis data. In addition, OPA produced several briefing notes to present overall financial strategies to our campus community, including highlighting best practices on promoting efficiencies and maximizing use of existing campus resources.

Berkeley recognizes that the loss of state funding cannot be replaced by increases in student fees. We need to use alternatives such as philanthropy and auxiliaries to support campus operations.

Enrollment management is critical to ensuring we can continue to provide the high quality education that Berkeley students expect, particularly as they and their families contribute more to that education. Therefore, OPA has worked closely with campus

leadership, including the Chancellor, Executive Vice Chancellor & Provost (EVCP), VP-TLAPF, Graduate Division, Office of Undergraduate Admissions (OUA), AVC-CFO, and numerous academic units on enrollment planning to admit an appropriate blend of student types.

Berkeley enrolls more California students today than in 2003-04, when state funding for the campus was nearly twice today's. With 16% of undergraduates now paying non-resident tuition, our campus goal is to increase that number to approximately 20%, an amount that is well below the average for our Association of American Universities (AAU) public peers.

Improved financial management enables Berkeley to make strategic decisions, including financing the historic Middle Class Access Plan (MCAP) and investing in the Common Good Curriculum to support all undergraduate students.

Other Financial Resources

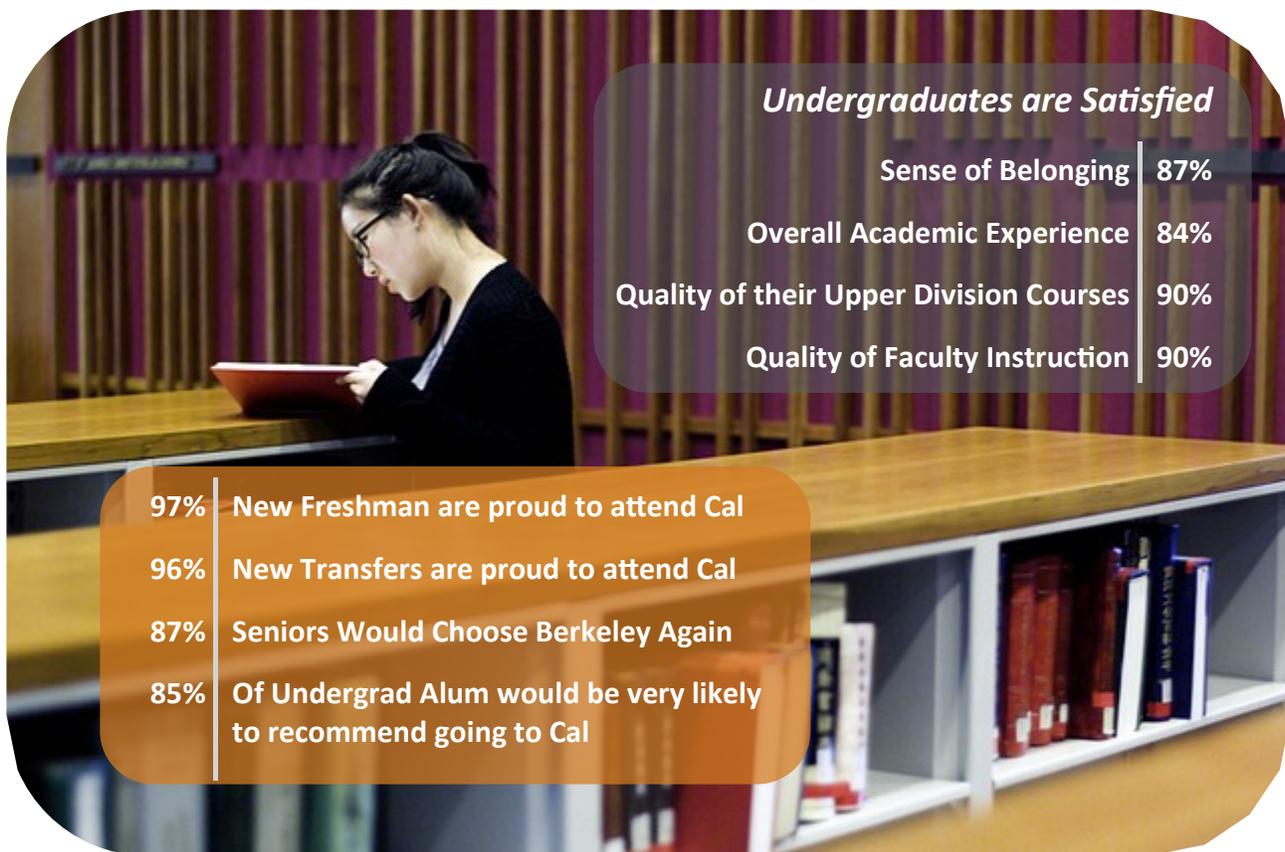
2010-2011 Annual Financial Report:

<http://controller.berkeley.edu/FINRPTS/2010-11/Master.pdf>

Campus Budget Office:

<http://budget.berkeley.edu/index.html>

We're Seeking Student Feedback



OPA is collaborating with the UC Office of the President (UCOP), the AVC-CFO, and other UC campuses to administer the UC Undergraduate Experience Survey

In 2011-12, OPA restructured operations to anticipate campus decision support needs and to manage resources better. The Office of Student Research and Campus Surveys (OSRCS) that reported to OPA and focused on administering external surveys was closed and essential campus survey functions and staff were merged into OPA operations. The AVC-CFO and OPA negotiated for UCOP to assume administrative oversight of the UC Undergraduate Experience Survey (UCUES), previously administered by OSRCS, allowing OPA to focus on analyzing and presenting results from campus surveys.

In addition, OPA ended a contract with Inquisite (an external survey tool) and began using the campus-produced Computer-Assisted Survey Execution System (CASES), resulting in a significant savings to the campus. OPA also collaborated with Berkeley's Career Center, UCLA's Career Center, and UCOP to use CASES, reinforcing an IDMG goal of promoting the use of central tools. An advantage of moving in this direction is that investments made to improve CASES will benefit multiple units on the campus.

With the focus on disseminating campus survey results, OPA presented student input on Reading, Recitation and Review

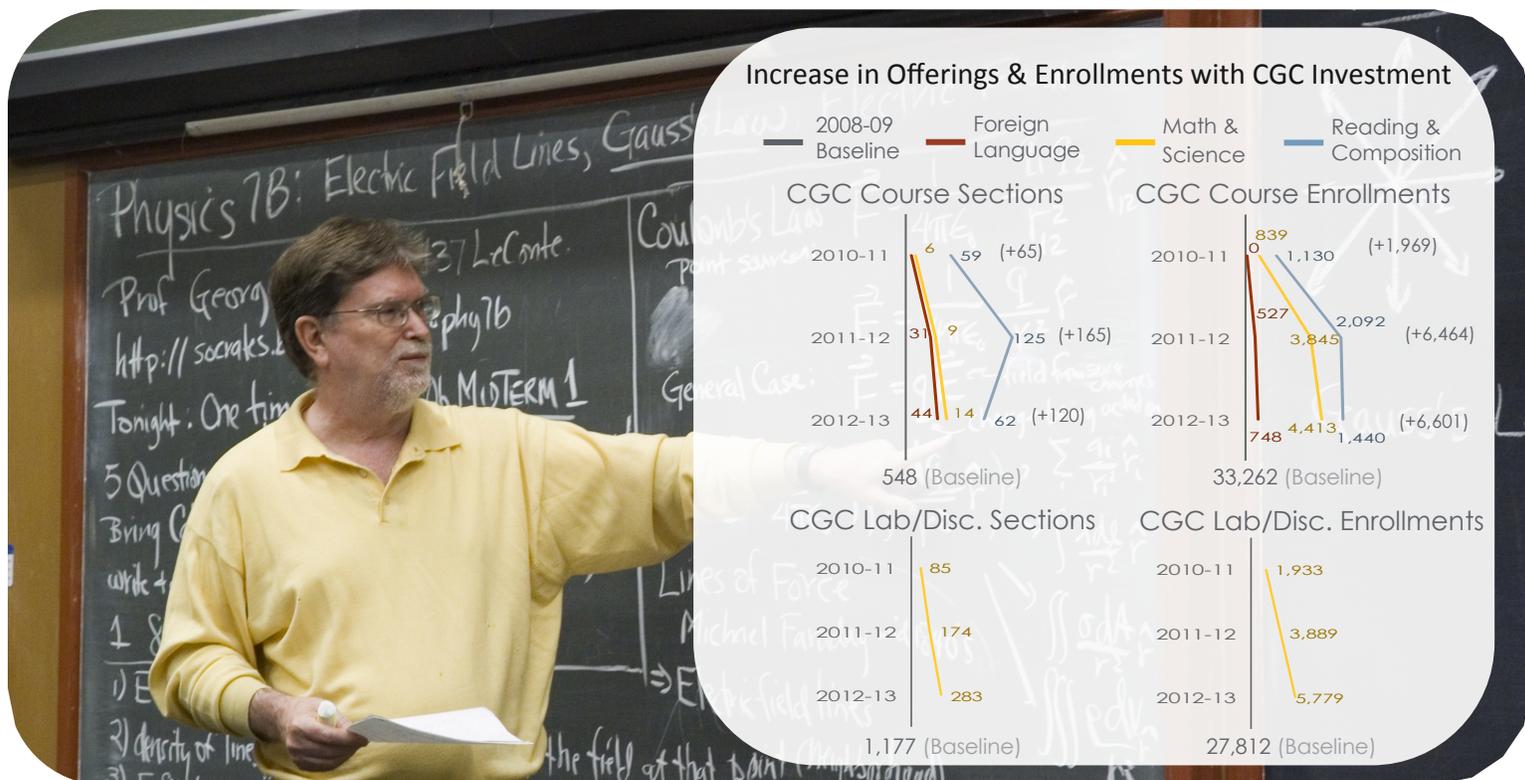
(RRR) week to the VP-TLAPF and the Academic Senate. OPA also produced a profile on Fall 2011 new freshmen and transfers that was presented to campus leadership and the Coordination Board that supports admission activities. Our updated website now displays historical results from the Survey of New Students (SONS) for new freshman and transfers, UCUES at campus and department levels, and the UC Undergraduate Alumni survey.

Finally, OPA presented campus climate survey results at the VCEI-sponsored *My Home Campus* session on "Exploring Issues of Inclusion, Respect, and Sense of Belonging for UC Berkeley Students." These survey results set the stage for a panel and audience discussion on climate issues. Similar survey results were also presented at the Vice Chancellor for Student Affairs' Stay Day conference.

OPA and Other Campus Survey Resources

For detailed survey results, links to the Career Center's career destination survey, and briefing notes go to: <http://opa.berkeley.edu/surveys/index.html>

We're Investing In The Common Good



OPA supports the EVCP, VP-TLAPF, the Registrar's Office, and academic units in the College of Letters & Science and the College of Chemistry to improve delivery of key areas of the undergraduate curriculum

The Berkeley campus, following recommendations from the Undergraduate Enrollment Task Force, directs a portion of non-resident tuition fee increases toward improving the delivery of key areas of the curriculum. These areas are intended to serve the broad undergraduate student community, specifically the “common-good” courses that are critical to undergraduate students’ intellectual development, academic success, and timely graduation. Such targeted areas of the Common Good Curriculum (CGC) include Reading & Composition (R&C), lower division “gateway” courses in Math & Science (Chemistry, Statistics, Math, Physics, and Biology), and Foreign Language instruction. The goals of the initiative are to increase access; to reduce class size; to reduce the percentage of upper division students in gateway courses; and to ensure timely progression to degree.

During the first years of implementation (2010-12), all of the CGC departments increased course offerings to improve access and reduce class size. This effort involved course creation in over 40 instructional programs. OPA provided data and analytics to the EVCP, VP-TLAPF, the Registrar's Office, and CGC departments to support planning, implementation, and progress tracking for the initiative. OPA developed dashboards us-

ing TeleBears data to track metrics for success including CGC course offerings, enrollments and available seats. These dashboards are updated on a weekly basis during registration and have been critical to the success of the implementation. They also revealed the tremendous need for timely, accurate data in large-scale curriculum-planning initiatives.

With future funding support to bring curriculum data into the integrated Enterprise Data Warehouse (EDW), OPA can use Cal Answers to create the analytical tools that support the CGC. In addition, OPA can create new dashboards that will allow students, advisors, and departments to easily identify available seats in courses, track demand and improve students’ access to the courses they need. While campus time to degree data suggests that many students are able to get the courses that they need, (time to degree is currently just under 4 years for single-degree freshmen and 2.2 years for single-degree transfers), we believe there is always room for improvement.

Common Good Curriculum Resources

Information on the Common Good Curriculum: <http://newscenter.berkeley.edu/2011/02/15/faq-expanded-course-offerings/>

Common Good Curriculum Annual Report: http://opa.berkeley.edu/AnalysesReports/CGCAAnnualReport_2011-12.pdf

We're Supporting Academic Strategic Planning

OPA Summary of Central Data Includes...

- **Academic Program History**
- **Departmental Rankings, Faculty Honors and Awards**
- **Department Resources** (budgeted resources, sponsored research, faculty & staff FTE)
- **Information on Students** (headcount majors by gender and ethnicity, time to degree, completion rates and student to faculty ratios)
- **Curriculum Overview** (information on course offerings and enrollments over time)
- **Faculty Workload** (primary classes and allocated student FTE per permanent faculty)

As part of the academic program review team overseen by the VP-TLAPF, OPA provides summaries of central data that are used to inform the departmental self-study process and identify issues relevant to local and campus-wide strategic planning

On an eight year cycle, each of Berkeley's academic programs engages in a formal process of self-assessment and is externally reviewed. OPA contributes to this process by preparing a summary of data from central sources which departments use to support and inform their self-study efforts. By providing this service, OPA relieves departments of the burden of independently assembling large amounts of complex institutional data, and standardizes an important feature of the review process for all participants. OPA's analytical contribution to program review has been a critical component of enhancing data driven decision making and planning. As campus data is integrated into the EDW, OPA will continue to use Cal Answers to improve dynamic reporting on academic planning issues and to better track progress over time.

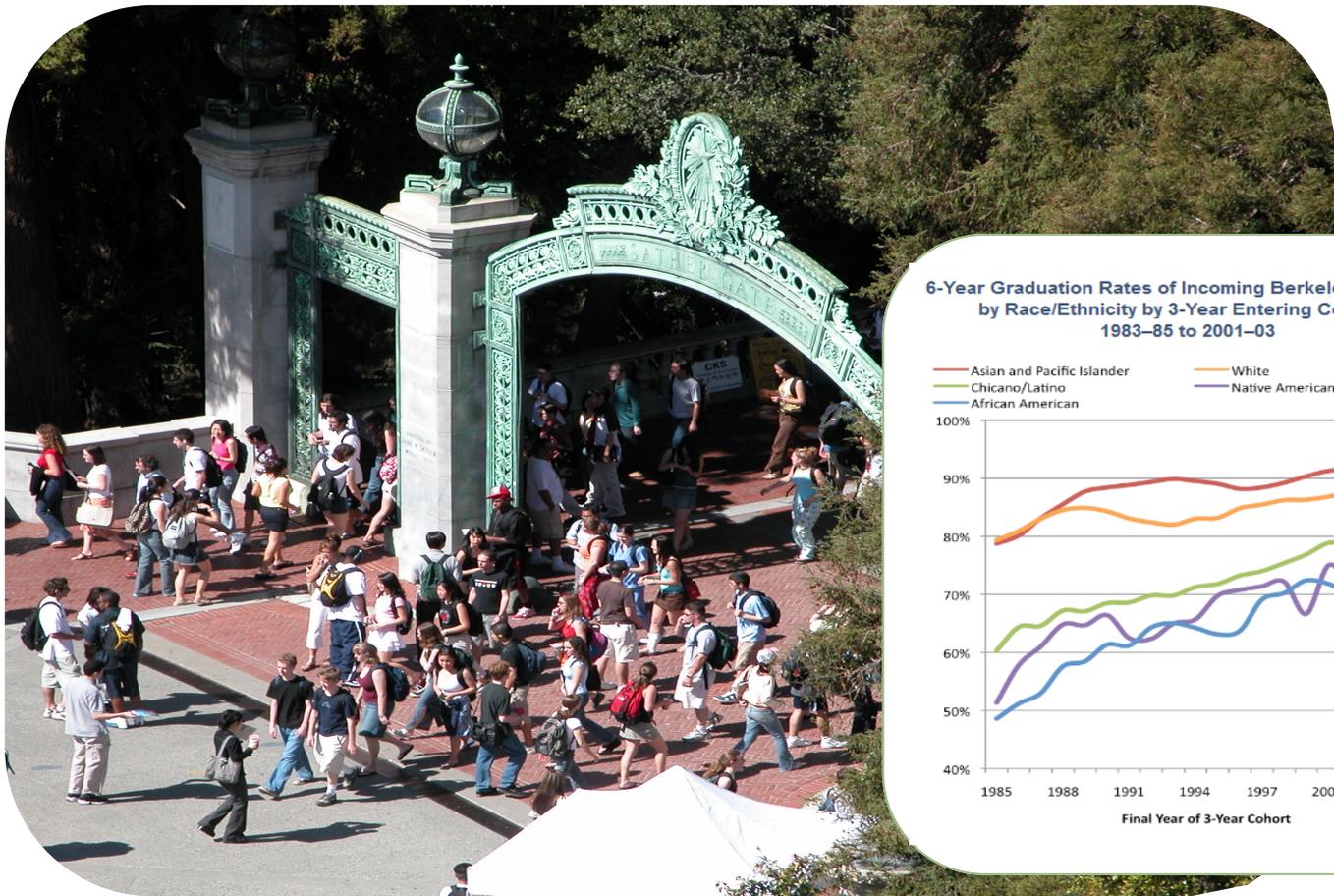
Each year, OPA produces 7-9 data summaries for a mix of programs from each of the campus' schools and colleges. In 2011-12, OPA produced summaries for Social Welfare, Slavic Languages and Literatures, Landscape Architecture, Physics, French,

Economics, and Mechanical Engineering. OPA has provided reports for 57 of Berkeley's 65 academic programs, and the cumulative knowledge gained from these reviews is being integrated into other studies that support the campus as a whole. For example, the expertise gained from program review and the rich repository of UCUES data on advising is being used by the OE Advising Council as it develops a campus-wide assessment model for Berkeley's multiple and complex advising units. In addition, enrollment trends identified in program review have led to additional studies of the curriculum and reporting on impact on capped majors in the College of Letters & Science.

Academic Program Review Resources

For more information on the summary of central data go to: <http://vpapf.chance.berkeley.edu/apr/guide/summary.html>

We're Helping to Advance Equity & Inclusion



OPA supports the VCEI through investments in Cal Answers to support Equity & Inclusion (E&I) reporting and analyses on diversity-related issues

Berkeley has a goal of effecting transformational and lasting change to become a truly inclusive institution. OPA has supported that initiative through a split appointment between the Vice Chancellor for Equity & Inclusion (VCEI) and OPA that has benefited both units. Our understanding of institutional data and VCEI's focus on equity and inclusion issues have allowed accurate and consistent contextualization of diversity data, along with a cross-pollination of ideas between the two departments.

The VCEI has advanced the campus' IDMG initiative by investing in Cal Answers in order to meet the unit's reporting needs. Recent design and implementation of E&I dashboards in Cal Answers provide an overview of diversity data, and allow student services staff to track a selected group's progress against other campus populations. As graduation rates have improved over time, an additional focus now is on reducing intergroup disparity so that all students who come to Cal can succeed. Similarly, as part of the effort to institutionalize departmental planning on equity and inclusion issues, E&I/OPA worked with Human Resources to develop census reports on employee demographics, including diversity indicators.

Joint presentations between OPA and E&I staff have illustrated campus climate trends through the use of UCUES data. This student survey information has proven essential in understanding and measuring shifts in experiences and perception among different populations that vary by ethnicity, sexual orientation, religious belief, and other factors.

Finally, we have had OPA/E&I participation on Berkeley's committee for the UC system-wide campus climate survey scheduled to launch next year. Our staff members provided feedback on the design of the survey, made recommendations on new survey items, and offered alerts regarding some of the possible methodological and logistical challenges involved with such a large-scale survey project.

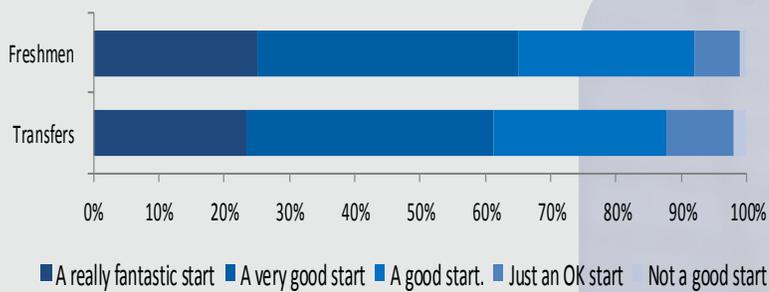
Equity & Inclusion Resources

Using UCUES to Assess Campus Climate Trends:
<http://opa.berkeley.edu/AnalysesReports/UCBerkeleyStayDay2012Handout.pdf> (slides)

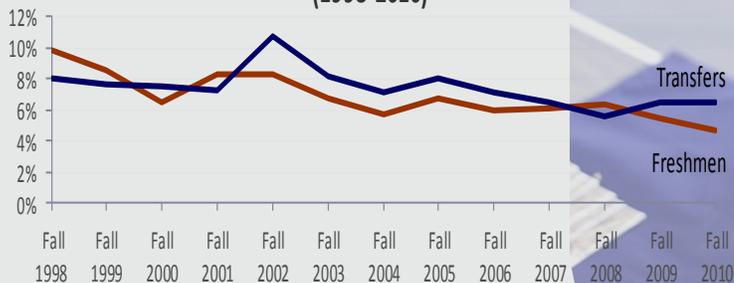
E&I Diversity Data and Planning:
<http://diversity.berkeley.edu/data>

We're Working to Improve the Student Experience

Overall, I am off to...



1st-Year Probation Rates: New UC Berkeley Freshmen & Transfers (1998-2010)



OPA provides Student Affairs, many academic departments, and OE with reports and analysis to improve advising services

Being able to improve the student experience begins with understanding the student body, so OPA has produced several analyses that integrate Cal Answers institutional data with undergraduate survey data. Reviews of international, domestic non-resident, transfer, and freshmen profiles show a talented and diverse class of students who have historically low 1st-year probation rates, graduate on a timely basis, and are satisfied with their undergraduate experience. Our briefing notes have been presented to campus leadership and student services staff at the Coordination Board, Academic Senate meetings, New Faculty Orientation, Student Affairs meetings, Equity & Inclusion Committee meetings, and the Stay Day conference.

OPA staff have also supported multiple campus committees such as the First Year Experience task force, whose goal is to improve the transition and success of new freshmen and transfers, and the Academic Support and Enrichment Services (ASES) Committee, whose mission is to promote a diverse, inclusive, and welcoming environment that fosters the academic success of all Berkeley undergraduates. As part of that effort, OPA partnered with ASES and advisors in each of the major academic units for

the production of a probation rate analysis that highlighted a declining percentage of new students on academic probation. The analysis also showed the continued importance of further decreasing that percentage because students who go on probation in their first year are less likely to graduate than those who do not. Through these collaborative efforts, OPA hopes not only to provide data but to support solutions that make a difference for students on campus.

OPA Student Experience Resources

Fall 2011 New Student Profile: <http://opa.berkeley.edu/surveys/2011ProfileNewBerkeleyUndergraduates.pdf>

Probation rate analysis paper: <http://opa.berkeley.edu/AnalysesReports/ASESProbationRateHandout.pdf>

UC Berkeley's Changing Undergraduate Population: <http://opa.berkeley.edu/AnalysesReports/StayDay2012-ChangingUGPopulation.pdf> (slides)

We're Advocating for Continued Investment in Public Education

What will it cost to attend UCB?

Depending on your circumstances:

Tuition and fees only (undergraduate)

In-state: \$12,834

Out-of-state: \$35,712

Total costs before aid: \$23,494—\$55,512

However, 40% of UCB students pay no tuition and receive grants/scholarships in excess of UC system-wide tuition and fees.

How likely am I to graduate and how long will it take?

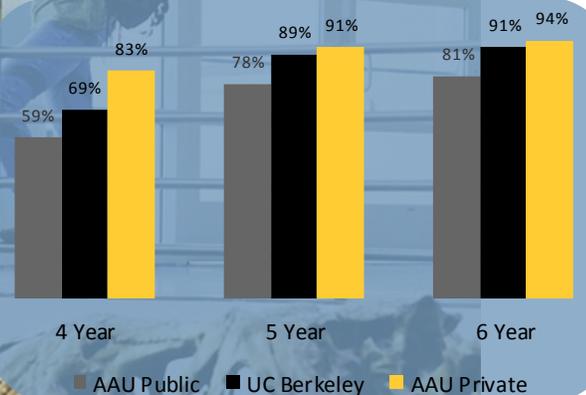
- 71% of freshmen graduate in 4 years
- 88% of freshmen graduate in 5 years
- 91% of freshmen graduate in 6 years
- 3% of freshmen transfer to other institutions

Will I be able to repay my student loans after I graduate?

Of the former UCB students who took out federal student loans, 98.8% are currently repaying successfully.

How much debt will I have when I graduate?

UCB has lower indebtedness than any other public institution in the Association of American Universities. The current average debt at graduation for undergraduate students who have borrowed is \$16,000.



OPA is collaborating with the Financial Aid and Scholarships Office (FASO) and Government Relations to provide the public with critical information on keeping higher education affordable

When President Obama gave the 2012 State of the Union address, he challenged universities to be transparent on costs, indebtedness, and outcomes for students and parents. Berkeley has responded to calls for accountability by providing data along with context to highlight the benefits of a Berkeley education.

Above is an extract from the Berkeley Scorecard, a collaborative effort between OPA, FASO, and Government Relations to present the college scorecard information that the White House requested, along with other data points that demonstrate Berkeley is a good investment. For example, freshmen, transfers, and Pell Grant recipients at UC Berkeley all have graduation rates around 90%. At \$16,000, Berkeley has the lowest indebtedness level of any public AAU public institution. Finally, almost 99% of former Berkeley students are successfully repaying their federal loans.

OPA also collaborates with multiple units across the campus to create the Berkeley Undergraduate Profile, the UC version of the Voluntary System of Accountability (VSA) report that provides standard information to help families compare institutions when making their college choice. As shown in the AAU Data Exchange (AAUDE) peer comparison above, Berkeley's five and six year graduation rates are nearly as high as the private research university average.

OPA Resources

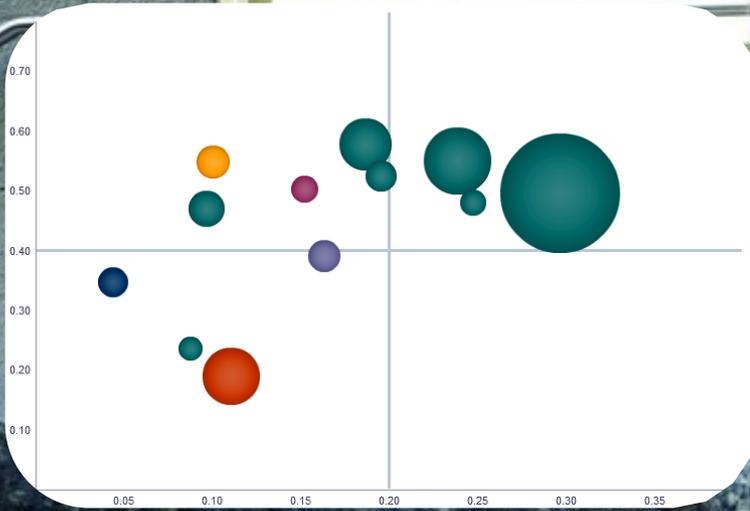
UC Berkeley Scorecard:

<http://opa.berkeley.edu/AnalysesReports/UCBScorecard.pdf>

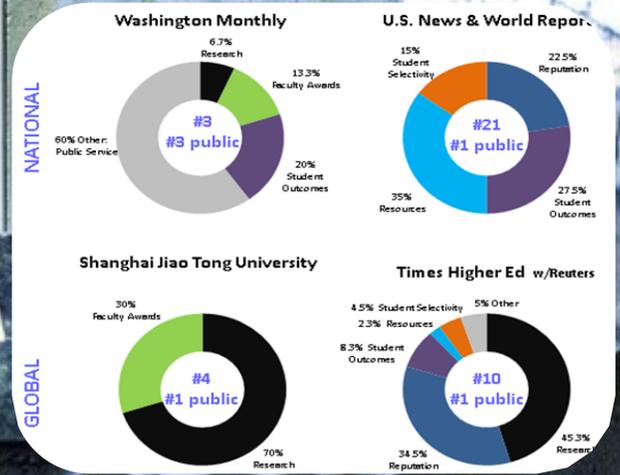
UC Berkeley Undergraduate Profile:

<http://opa.berkeley.edu/statistics/UndergraduateProfile.pdf>

We're Democratizing Data



This animated bubble chart, available in Cal Answers, shows the proportions of women and underrepresented minority undergraduates in each college and division over the past 25+ fall semesters.



Berkeley's ranking (shown in the center of the donut charts) varies depending on the indicators and how they are weighted.

OPA has joined the AVC-CFO, BPAWG, CAN, CORWE, OE, and the Policy Analysts Roundtable in a campus-wide effort to strengthen our analytics and the way we present information

We're in this together and much stronger when we work as one. So OPA staff have provided training support and collaborated on campus analyses to expand our analytical strength across the campus.

OPA is proud to collaborate with the AVC-CFO, Business Process Analysis Working Group (BPAWG), Cal Assessment Network (CAN), Center for Organizational and Workforce Effectiveness (CORWE), OE, and Policy Analysts Roundtable to organize the 2012 IDMG Summer School as we did with the 2010 series. This year's topics include how to create a catchy one-pager, Cal Answers, collaborative tools, metrics, OE productivity suite tools, and a panel discussion with decision makers.

OPA has also supported multiple CAN presentations throughout the year, including:

- Campus Dashboards: How We Let Our Dashboards Do the Talking
- Making Institutional Data Count: How You Can Engage in the IDMG Movement
- Department Planning & Assessment on Equity, Inclusion, and Diversity
- Now You See It! (Making Charts in Excel)

- To Survey or Not to Survey: Choosing the Right Tool for the Job
- Good Survey/Bad Survey: How to Design an Effective Survey and Successfully Manage the Data Collection Process

In addition, OPA has given over 50 Cal Answers demonstrations to over 500 people on campus. These sessions have supported dashboard users who receive both an overview of the tool and content, along with training documentation they can reference.

Furthermore, OPA has provided advanced training classes to 23 power users in all the major colleges and student service units. These efforts support usage of the Cal Answers ad hoc query tool, which allows users to create individual queries by accessing greater detail behind the dashboard. Expanding this set of users greatly increases the campus' analytical capability, while helping encourage Cal Answers advocates on the campus.

Related Resources

IDMG Summer School:
<http://idmg.berkeley.edu/summerSeries.html>

Cal Answers: <http://ist.berkeley.edu/edw>

OPA Calendar

2012

Data	July	Reports and Events
	1 2 3 4 5 6 7	
	8 9 10 11 12 13 14	
UCUES	15 16 17 18 19 20 21	
	22 23 24 25 26 27 28	
	29 30 31	
	August	
	1 2 3 4	UCUES Summary
	5 6 7 8 9 10 11	IDMG Summer Symposium
	12 13 14 15 16 17 18	
	19 20 21 22 23 24 25	Fall Semester Begins
	26 27 28 29 30 31	USNWR Ranking, Two-Year Goals
	September	
	1	
	2 3 4 5 6 7 8	
Survey New UG Students	9 10 11 12 13 14 15	Berkeley Profile Update
Summer Enrollment	16 17 18 19 20 21 22	
Degree Data	23 24 25 26 27 28 29	
Peer Graduation/Retention Rate	30	
	October	
	1 2 3 4 5 6	Survey New UG Students Summary
Fall Enrollments	7 8 9 10 11 12 13	Cal Homecoming
	14 15 16 17 18 19 20	Enrollment Updates
	21 22 23 24 25 26 27	AAUDE Faculty Salary Report
	28 29 30 31	UG Student Profile
	November	
	1 2 3	
	4 5 6 7 8 9 10	
	11 12 13 14 15 16 17	Annual Financial Report
	18 19 20 21 22 23 24	Annual Equity & Inclusion
	25 26 27 28 29 30	
	December	
	1	
	2 3 4 5 6 7 8	
Summer Degree Data	9 10 11 12 13 14 15	Fall Semester Ends
	16 17 18 19 20 21 22	
	23 24 25 26 27 28 29	
	30 31	
	January	
	1 2 3 4 5	
Annual Student Financial Aid	6 8 9 10 11 12 12	Spring Semester Begins
Fall Fac. Workload/Space Util.	13 15 16 17 18 19 19	
Student Financial Aid	20 22 23 24 25 26 26	
	27 28 29 30 31	
	February	
	1 2	
	3 4 5 6 7 8 9	
	10 11 12 13 14 15 16	
	17 18 19 20 21 22 23	
	24 25 26 27 28	
	March	
	1 2	Cal Facts Brochure
Spring Enrollments	3 4 5 6 7 8 9	USNWR Grad Rankings, Charter Day
	10 11 12 13 14 15 16	
	17 18 19 20 21 22 23	
	24 25 26 27 28 29 30	
	31	
	April	
	1 2 3 4 5 6	
	7 8 9 10 11 12 13	
	14 15 16 17 18 19 20	
	21 22 23 24 25 26 27	Berkeley Profile Update, Cal Day
	28 29 30	Common Good Curriculum Rpt
	May	
	1 2 3 4	
	5 6 7 8 9 10 11	
	12 13 14 15 16 17 18	Spring Semester Ends
Spring Fac Workload	19 20 21 22 23 24 25	Common Data Set/Graduation
	26 27 28 29 30 31	
	June	
	1	
	2 3 4 5 6 7 8	
	9 10 11 12 13 14 15	
	16 17 18 19 20 21 22	
	23 24 25 26 27 28 29	
	30	



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2013