

RE-IMAGINING UB STRATEGIC PLAN 2018-2023

Re-imagining UB focuses on the University of Baltimore’s considerable strengths to forge a bold future, outlines the ways we will respond to the challenges confronting the University and higher education, and articulates our shared goals for the coming years. The six goals described in this plan provide direction and an invitation to the community to create an ambitious future together as we approach our centennial (2025). The plan builds on our legacy of providing quality, professional undergraduate and graduate education for serious-minded working adults who aspire to advance in their careers. A foundational component of Re-imagining UB is the emphasis on UB’s *Signature Areas of Excellence*, which serve to focus our collective institutional efforts and strengthen student success. The programs included in each area are in the Appendix and may change after program prioritization.

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| <ol style="list-style-type: none"> 1. Business and Entrepreneurship 2. Communication, Design, and Digital Media 3. Information and Cyber Technology | <ol style="list-style-type: none"> 4. Government and Public Service 5. Health and Human Services 6. Law and Justice |
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Goal 1: Reposition UB as the region’s premier professional, career-focused university.	Goal 2: Strengthen student success.	Goal 3: Organize for long-term financial stability.	Goal 4: Achieve excellence in research, scholarship, and creative activity.	Goal 5: Expand UB’s community engagement and impact.	Goal 6: Enhance commitment to building a welcoming, inclusive and enriching UB community.
1.1 Align UB’s academic program offerings around Signature Areas of Excellence to ensure mission fit and strategically grow enrollment.	2.1 Increase degree completion rates, and shorten students’ time to degree.	3.1 Improve efficiency and effectiveness of administrative services.	4.1 Expand research funding and UB’s centers, clinics and institutes to elevate the research profile of UB.	5.1 Promote faculty, staff and student engagement in tackling critical issues facing Baltimore and the region.	6.1 Elevate diversity, equity and inclusion at every level.
1.2 Strengthen the academic reputation of UB.	2.2 Enhance affordability of a UB education for students.	3.2 Foster academic innovation to drive enrollment and improve operational performance.	4.2 Enhance support for research, scholarship and creative activity for faculty and students.	5.2 Cultivate life-long community engagement.	6.2 Refocus Office of Human Resources to strengthen organizational climate and advance the professional growth of UB employees.
1.3 Improve quality and effectiveness of online programming to optimize flexibility and program delivery.	2.3 Grow student participation in high-impact educational practices.	3.3 Modify budgeting process to better support enrollment growth.	4.3 Incentivize a campus culture of interdisciplinary collaboration and research.	5.3 Support new and ongoing connections between alumni, faculty, staff and students.	6.3 Develop leadership training for faculty and staff.
	2.4 Strengthen excellence in teaching and learning.	3.4 Increase the UBF (University of Baltimore Foundation) endowment.			

RE-IMAGINING UB
University of Baltimore (UB)
STRATEGIC PLAN 2018-2023

The University of Baltimore (UB) approaches its centennial (2025) with a strong sense of its purpose as an institution of and for Baltimore. This strategic plan recognizes the need to create a financially sustainable business model to achieve our goals and reflects extensive analysis and community input. It was developed by the University Strategic Planning and Budgeting Committee (SPBC) in conjunction with and informed by our 2017 MSCHE Self-Study and specific task force work, including the Strategic Enrollment Plan, the Student Retention and Success Plan, the Strategic Analysis of Academic Programs, and the forthcoming Diversity Plan. All plans are linked to the document. This plan could not have come at a more important time. UB enrollments, have declined and are approaching those of ten years ago, fueled in part by lower law school applications nationwide and fewer college-ready students in Baltimore and the surrounding area. Given this scenario, we must carefully look at whom we serve and how we do so, while staying true to our mission. Three imperatives drive the plan

- Strategically grow enrollments.
- Enhance the academic quality of our students and programs.
- Align the institution to ensure effective and efficient use of resources.

The plan focuses on our considerable strengths to forge a bold future, outlines the ways UB will respond to the challenges confronting the University and higher education in general, and lays out our shared goals for the coming years. UB has always excelled at serving adult students who aspire for advancement in their careers. We strive to be even better. Our six strategic priorities provide direction and an invitation to the community to create an ambitious future together as we approach our centennial in 2025. Our plan supports our mission to become the regional leader in educating students who seek undergraduate, graduate, and professional programs that advance careers, provide opportunities in applied research and experiential learning, and prepare people to be leaders in their chosen fields and communities.

This plan leverages our long history of engagement in the community to help strengthen the region with education and applied research. Our involvement with public, private and nonprofit organizations solidifies our commitment to enhance student learning, career preparation, and community partnerships. It acknowledges our commitment to the Baltimore region while mindful that in order to sustain programs, our reach as an educational provider has to widen, and our programs must be focused, innovative and market-responsive to fulfill our mission. Contemporary university students are older and working while going to school and are looking for flexibility and online options.

Our plan addresses concerns about the rising costs of higher education and subsequent student debt, especially when students do not graduate. As enrollments and key revenue sources decline, and the cost of college increases, we have to ask ourselves if we are providing our students, of which more than half are Pell-eligible, with the programs and services they need to graduate and get jobs.

In addressing the University's three imperatives, our plan provides an innovative approach to the University's academic portfolio by building upon related programs. Strategically grouping programs allows us to maximize resources, to provide more targeted recruitment and marketing, and to attract stronger students. It also affords us the opportunity to hire joint faculty, share labs and equipment, launch new interdisciplinary programs, consolidate and differentiate programs, and review programs in clusters enabling more strategic allocation of resources. Based on the clustering of current offerings, six *Signature Areas of Excellence* have emerged that support our mission, vision and values. (See Appendix A).

1. Business and Entrepreneurship
2. Communication, Design and Digital Media
3. Information and Cyber Technology
4. Government and Public Service
5. Health and Human Services
6. Law and Justice

We will differentiate ourselves in the marketplace through the following:

- Our focus on high-demand programs strategically grouped in “Signature Areas of Excellence” that prepare students to excel professionally.
- Our student pathways from undergraduate to graduate and professional programs.
- Our student-centered faculty with significant research as well as real-world experience.
- Our convenient mid-town location.
- Our strong partnerships with business, government and nonprofit organizations.
- Our systematic approach to community engagement and experiential learning.
- Our flexible modes of program delivery including day, weekend, evening and online courses.

OUR MISSION

The University of Baltimore offers career-focused education for aspiring and current professionals, providing the region with highly educated leaders who make distinctive contributions to the broader community.

OUR VISION

The premier regional university for career advancement, where leaders grow, thrive, and learn to apply their skills for solving local and global challenges.

OUR VALUES

- ***Student Growth and Success:*** UB is committed to the personal and intellectual development of all students through close mentoring, and small classes taught by dedicated faculty in a welcoming environment made possible by talented and engaged staff.
- ***Pursuit of Knowledge:*** UB values intellectual curiosity, teaching that challenges and inspires, outstanding scholarship and creative work, and education as a lifelong process of discovery and growth. The University is committed to academic freedom and an environment that encourages thoughtful and vigorous exchange of ideas within a culture of mutual respect.
- ***Diversity, Equity, and Inclusion:*** UB is committed to recruiting, retaining, and inspiring a diverse community of students, faculty, staff, and alumni. We value the dignity, worth and contributions of all individuals; and thoughtful and respectful engagement of diverse perspectives and experiences.
- ***Ethical Engagement:*** UB expects students, faculty and staff to act ethically and conduct themselves with the highest degree of integrity.
- ***Community Engaged:*** As an anchor institution, UB values our long history of engagement in the community and commits to enhancing student learning and career preparation in conjunction with our community partners.
- ***Affordability:*** UB is dedicated to providing affordable education and ensuring that opportunity is not limited by financial circumstance or background.
- ***Responsible and Resourceful Stewardship:*** UB is committed to the careful stewardship of institutional and environmental resources. It strives to empower its community members to think creatively, take initiative, and demonstrate resourcefulness to sustain our environmental, human and financial resources.

SUMMARY OF STRATEGIC ANALYSIS

This strategic plan is based on a comprehensive assessment of external opportunities and threats and an analysis of the institution’s strengths and challenges in light of our capabilities and resources. Our strategic initiatives are focused on what we can change, capitalizing on our strengths, responding to current challenges and leveraging market opportunities.

<p style="text-align: center;">STRENGTHS</p> <ul style="list-style-type: none"> • 90 plus years of educating working adults • First in the State in Social Mobility • Career relevant academic programs • The most racially diverse student body in Maryland public higher education institutions. • Low student to faculty ratio • Extensive experience with nontraditional students • Flexibility in course offerings • Faculty and staff with broad experience • Strong ties with the community • Early college initiatives • Five accredited programs 	<p style="text-align: center;">CHALLENGES</p> <ul style="list-style-type: none"> • Student base primarily in the greater Baltimore region • Limited resources • Limited market research for future planning • Limited reinvestment of funds for future innovations • Brand confusion and low visibility in the marketplace • Declining enrollments and decreasing tuition revenue • Limited job placement data, insufficient internships • Limited capacity to build all aspects of online learning
<p style="text-align: center;">OPPORTUNITIES</p> <ul style="list-style-type: none"> • Potential market for workforce credentialing and professional development • Online programs and the need for greater flexibility in course delivery • Nationwide increase in part-time and older students • Dynamic urban location in the heart of Baltimore’s cultural district • Growth in the areas surrounding Universities at Shady Grove (USG) • Growing veteran and Hispanic population 	<p style="text-align: center;">THREATS</p> <ul style="list-style-type: none"> • Intense competition for students • Increasing cost of college • Increased competition from for-profit universities and online offerings • Declining State resources • Declining number of college-ready students in Maryland • Perception of Baltimore as an unsafe city

Divisional strategic and assessment plans across the University will align with the following six goals.

1. Reposition UB as the region’s premier professional, career-focused university.
2. Strengthen student success.
3. Organize for long-term financial stability.
4. Achieve excellence in research, scholarship, and creative activity.
5. Expand UB’s community engagement and impact.
6. Enhance commitment to building a welcoming, inclusive and enriching campus community.

GOAL 1: REPOSITION UB AS THE REGION'S PREMIER PROFESSIONAL, CAREER-FOCUSED UNIVERSITY.

UB must leverage our strength and legacy in graduate and professional education if we are to more effectively differentiate the University, grow enrollments and achieve financial stability. To do so requires realigning our academic portfolio of programs around professional career pathways, optimizing program delivery, developing a unique brand proposition which resonates in the market, and positioning UB as a thought leader around *Signature Areas of Excellence*. Accelerated pathways from undergraduate degrees to our graduate programs must be aligned with industry and market needs. The Strategic Marketing and Enrollment Plan and Strategic Analysis of Academic Programs provides detailed information.

Strategy 1.1: Align UB's academic program offerings around *Signature Areas of Excellence* to ensure mission fit and strategically grow enrollment.

- a. Consolidate undergraduate programs and focus these around *Signature Areas of Excellence*.
- b. Facilitate students' progression from undergraduate to graduate and law programs within the *Signature Areas of Excellence*.
- c. Provide and promote more professional education through both academic and continuing education programs.

Strategy 1.2: Strengthen the academic reputation of UB.

- a. Rebrand the University for growth and strategic positioning.
- b. Increase admissions standards for freshman and lower division transfer students.
- c. Expand the university's Helen B. Denit Honors program and discipline/program specific honors programs.
- d. Achieve national recognition for at least one program in each of the Signature Areas of Excellence.
- e. Differentiate programs through distinctive curricular and co-curricular experiences with stronger ties to business and community partners so as to become a recruiting destination of choice.

Strategy 1.3: Improve quality and effectiveness of online programming to optimize flexibility and program delivery.

- a. Build a comprehensive structure and strategy for online programs as a means to leverage flexible delivery.
- b. Increase the number of online programs, particularly at the graduate level.
- c. Revise tuition and fee structures to be more competitive with other online providers.

GOAL 2: STRENGTHEN STUDENT SUCCESS.

UB will foster greater student success by offering exceptional experiences inside and outside of the classroom in a supportive learning environment. UB will provide the necessary tools to support timely degree completion, affordability, and excellence in teaching and learning. The Student Retention and Success Plan provides detailed strategies.

Strategy 2.1: Increase completion rates, and shorten students' time to degree.

- a. To ensure both rigor and student success, review program structures and course offerings, develop optimal course sequencing, and assess the number of credits needed for degrees.
- b. Streamline course offerings including General Education to maximize course enrollment; support cross divisional and interdisciplinary course listings.
- c. Maximize flexible course delivery, enhance winter and summer offerings, and develop multi-semester course schedules.
- d. Enhance opportunities for awarding credit via transfer institutions, early college, dual enrollment, and military credit; create a campus-wide structure and institute policies and procedures for awarding credit through Prior Learning Assessment (PLA).

- e. Reconfigure foundational courses by phasing in a co-requisite model.
- f. Develop a strong and proactive approach to academic advising that focuses on academic pathways and timely student completion; and enhance academic, career and related support services to increase students' number of credits earned versus credits attempted.

Strategy 2.2: Enhance affordability of a UB education for students.

- a. Evaluate the tuition structure for all programs to ensure market competitiveness.
- b. Increase need-based financial aid.
- c. Revise financial aid processes to ensure clarity, consistency, and ease for students.
- d. Enhance strategic use of funds for improving student outcomes and reducing negative financial impacts on students and the institution.

Strategy 2.3: Grow student participation in high-impact educational practices.

- a. Expand internship and experiential learning opportunities and increase support by establishing a Center for Internships and Experiential Learning or re-envisioning UB's Career and Professional Development Center.
- b. Develop Signature Experiences focused on outcomes of a UB education including future proofing careers and enhancing civic engagement.
- c. Expand professional work-study opportunities.

Strategy 2.4: Strengthen excellence in teaching and learning.

- a. Revitalize the Center for Excellence in Learning, Teaching and Technology (CELTT) to inspire faculty members to strive for excellence and offer resources and opportunities related to learning, discovery, engagement and professional growth.
- b. Institutionalize high impact teaching and learning practices.

GOAL 3: ORGANIZE FOR LONG-TERM FINANCIAL STABILITY.

In order to flourish, UB must be financially secure. We must maximize our institutional capabilities, build efficiencies, grow revenue, and increase the University's endowment to support outstanding education.

Strategy 3.1: Improve efficiency and effectiveness of administrative/business services.

- a. Evaluate opportunities for efficiency improvements and the expansion of shared service centers for business operations.
- b. Leverage best practices in administrative operations to reduce costs and improve effectiveness.
- c. Develop UB as a year-round institution with a continuous and diversified revenue stream.

Strategy 3.2 Foster academic innovation to drive enrollment and improve operational performance.

- a. Reorganize academic structures through a lens of academic excellence and student success.
- b. Explore options for flexibility in faculty workload.
- c. Develop a "Professional" track for full-time, non-tenure track faculty to support institutional priorities.

Strategy 3.3: Modify budgeting process to better support enrollment growth.

- a. Revise budget model to reward innovation, growth and efficiency.
- b. Expand self-support models to fund summer and winter sessions and the Universities at Shady Grove (USG) operations.
- c. Diversify revenue stream (enrollment, state funding, philanthropy, sponsored research and auxiliary service rentals) to support institutional mission.

Strategy 3.4: Increase the UBF (University of Baltimore Foundation) endowment.

- a. Meet the fund-raising goals of the new Capital Campaign.

- b. Increase endowed professorships, student scholarships and support for enhancements to the student learning experience.
- c. Strengthen alumni development and annual giving.

GOAL 4: ACHIEVE EXCELLENCE IN RESEARCH, SCHOLARSHIP AND CREATIVE ACTIVITY.

Research, scholarship and creative activity (RSCA) – theoretical, applied, discipline-focused, and pedagogical – are foundational to universities and integral to enhancing the reputation of UB, thus improving our ability to attract and retain excellent faculty. Additionally, providing students with opportunities to participate in RSCA is a high-impact practice that enhances the student experience and supports personal and professional growth. UB will cultivate an environment that supports and rewards excellent scholarship, promotes opportunities for student research, and encourages interdisciplinary collaborations to amplify our collective impact. UB will leverage its current libraries, centers, clinics and institutes (e.g., Jacob France Institute, Schaefer Center for Public Policy, Center for Drug Policy and Enforcement, Center for International and Comparative Law) to highlight our expertise and impact in the broader community.

Strategy 4.1: Expand research funding and UB’s centers, clinics and institutes to elevate the research profile of UB.

- a. Expand RSCA partnerships and sponsored research with industry, government, and community organizations and other academic institutions.
- b. Support and leverage centers so they are known as the go to place for policy makers.
- c. Review policies to ensure appropriate and streamlined support for sponsored programs administration.
- d. Grow revenue generated by University centers.

Strategy 4.2: Enhance support for research, scholarship and creative activity for faculty and students.

- a. Explore options for flexibility in faculty workload to support outstanding RSCA.
- b. Increase the number of Fulbright Scholars among faculty and students.
- c. Increase the number of students participating in research; provide training to participate.
- d. Evaluate the resources of UB’s two libraries to identify opportunities to enhance support for research.

Strategy 4.3: Incentivize a campus culture of interdisciplinary collaboration and research.

- a. Strengthen collaborations by leveraging *Signature Areas of Excellence* and faculty expertise across disciplines to enhance RSCA.
- b. Increase the number of multi-investigator interdisciplinary research proposals and projects.

GOAL 5: EXPAND UB’S COMMUNITY ENGAGEMENT AND IMPACT.

UB is an engaged institution that continues to seek opportunities to be involved in the region and to leverage these experiences in our classroom, research and co-curricular activities. Through research, student learning experiences, applied practice and beneficial partnerships with public, private, and nonprofit organizations, UB enhances opportunities for our faculty, staff and students to engage deeply. It ensures our academic programs meet the needs of these communities and elevates UB’s role as an anchor institution.

Strategy 5.1: Promote faculty, staff and student engagement in tackling critical issues facing Baltimore and the region.

- a. Expand partnerships with key external stakeholders, government, nonprofit, public and private entities, and link to the student experience.

- b. Expand engagement with the school systems in the region to ensure more students are prepared for college (i.e., dual enrollments, FTP, community college pipelines, etc.).
- c. Establish a mechanism through which UB can proactively organize and coordinate with its community partners to benefit students, faculty and the community.

Strategy 5.1: Promote faculty, staff and student engagement in tackling critical issues facing Baltimore and the region.

- a. Expand partnerships with key external stakeholders, government, nonprofit, public and private entities, and link to the student experience.
- b. Expand engagement with the public-school systems in the region to ensure more students are prepared for college (i.e., dual enrollments, FTP, community college pipelines, etc).
- c. Establish a mechanism through which UB can proactively organize and coordinate with its community partners to benefit students, faculty and the community.

Strategy 5.2: Cultivate life-long community engagement.

- a. Recognize the value of curricular experiences built on engagement.
- b. Institute a Retired Faculty Council to use the wisdom and expertise of retired faculty in support of teaching, learning and scholarship.
- c. Engage with interested, retired staff to support the university community.

Strategy 5.3: Support new and ongoing connections between alumni, faculty, staff and students.

- a. Enhance alumni engagement by connecting our graduates with current students and campus initiatives in more intentional ways.
- b. Commit UB to ongoing dissemination of knowledge about community building, economic development and social justice to empower the lifelong engagement of UB graduates in their communities.

GOAL 6: ENHANCE COMMITMENT TO BUILDING A WELCOMING, INCLUSIVE AND ENRICHING CAMPUS COMMUNITY.

The University of Baltimore is committed to fostering a diverse community of students, staff and faculty. The experiences, perspectives and contributions of all individuals are valued and deemed central to intellectual growth and an inclusive community where all thrive. The forthcoming 2018 Diversity Plan will provide detailed information.

Strategy 6.1: Elevate diversity, equity and inclusion at every level.

- a. Create a university cultural diversity plan to increase commitment to the principles of diversity and inclusiveness for faculty, staff and students.
- b. Develop and implement a strategy for the advancement, recruitment and retention of underrepresented faculty.
- c. Address salary compression challenges and ensure that faculty and staff salaries progress toward a minimum of the 50th percentile of their respective peer comparison.

Strategy 6.2: Refocus the Office of Human Resources to strengthen organizational climate and advance the professional growth of UB employees.

- a. Review human capital policies, processes and tools to advance effective recruiting, professional training and development, and performance management.
- b. Develop an employee engagement/institutional climate survey.
- c. Provide leadership training for academic and administrative leaders.
- d. Initiate 360 performance reviews for all in leadership positions.

Appendix A

SIGNATURE AREAS OF EXCELLENCE

UNDERGRADUATE PROGRAMS AND CERTIFICATES

BUSINESS and ENTREPRENEURSHIP	COMMUNICATION, DESIGN and DIGITAL MEDIA	INFORMATION and CYBER TECHNOLOGY	GOVERNMENT and PUBLIC SERVICE	HEALTH and HUMAN SERVICES	LAW and JUSTICE
<ul style="list-style-type: none"> • Accounting (CERT) • Business Administration • Real Estate and Economic Development • Health Systems Mgmt. • Interdisciplinary Studies • Non-Profit Mgmt. & Community Leadership 	<ul style="list-style-type: none"> • Digital Communication • English • Integrated Arts • Interdisciplinary Studies 	<ul style="list-style-type: none"> • Applied Information Technology • Information Systems & Technology Mgmt. • Interdisciplinary Studies • Simulation & Game Design 	<ul style="list-style-type: none"> • Government & Public Policy • History • Human Services Administration • Interdisciplinary Studies • International Studies • Non-Profit Mgmt. & Community Leadership 	<ul style="list-style-type: none"> • Environmental Sustainability & Human Ecology • Health Systems Mgmt. • Human Services Administration • Interdisciplinary Studies • Psychology 	<ul style="list-style-type: none"> • Crime Scene Investigation (CERT) • Criminal Justice • Forensic Studies • Forensic Document Analysis (CERT) • Jurisprudence • Interdisciplinary Studies • Philosophy, Society & Applied Ethics

Appendix A

SIGNATURE AREAS OF EXCELLENCE

GRADUATE PROGRAMS AND CERTIFICATES

BUSINESS and ENTREPRENEURSHIP	COMMUNICATION, DESIGN and DIGITAL MEDIA	INFORMATION and CYBER TECHNOLOGY	GOVERNMENT and PUBLIC SERVICE	HEALTH and HUMAN SERVICES	LAW and JUSTICE
<ul style="list-style-type: none"> • Accounting Fund. (CERT) • Accounting & Business Advisory Services (MS) • Applied Psychology (IO) (MS) • Business Administration (MBA; MBA/JD; MBA/MS Nursing; MBA/PharmD) • Business Fund. (CERT) • Finance (MS) • Forensic Accounting (CERT) • Health Systems Mgmt (CERT; MS) • Internal Audit Services (CERT) • Masters Advantage (CERT) • Nonprofit Mgmt & Social Entrepreneurship (MS) • Org'l Leadership (CERT) • Taxation (MS) 	<ul style="list-style-type: none"> • Creative Writing & Publishing Arts (MFA) • Digital Communications (CERT) • Digital Media Productions (CERT) • Publications Design (MA) • Integrated Design (MFA) 	<ul style="list-style-type: none"> • Forensic Science: High Tech Crime (MS) • Information & Interaction Design (DS) • Interaction Design & Info Architecture (MS) • Library Technologies (CERT) • User Experience (UX) Design (CERT) 	<ul style="list-style-type: none"> • Global Affairs & Human Security (MA) • Human Services Administration (MS) • Negotiations & Conflict Mgmt. (MS; MS/JD) • Nonprofit Mgmt & Social Entrepreneurship (MS) • Public Administration (MPA; MPA/DPA) • Public Policy (MPP/JD; PhD/JD with UMBC) 	<ul style="list-style-type: none"> • Applied Psychology (MS) • Health Systems Management (MS) • Human Services Administration (MS) • Business Administration (MBA/MS Nursing; MBA/PharmD with UMD) • Professional Counseling (CERT) • Trauma-Informed (CERT) 	<ul style="list-style-type: none"> • Business Administration (MBA/JD) • Criminal Justice (MS; MS/JD) • Estate Planning (CERT) • Family Law (Post JD CERT) • Forensic Science: High Tech Crime (MS) • Law (JD) • Law of the United States (LLM) • Legal & Ethical Studies (MA) • Public Administration (MPA/JD) • Public Policy (MPP/JD; PhD/JD with UMBC) • Taxation (LLM; JD)