



UNIVERSITY OF
BALTIMORE

STRATEGIC PLAN

RE-IMAGINING UB

2018-23



The University of Baltimore has a long, proud history of providing quality, professional undergraduate and graduate education for working adults who aspire to advance in their careers. As the University prepares for its centennial in 2025, we strive to build upon this legacy and leverage our strengths to forge a bold future. The result is Re-Imagining UB, an ambitious plan that articulates our shared goals for the next five years. As we define the goals, we keep five imperatives in mind:

1. Build UB's reputation and brand.
2. Enable exceptional student experiences, outcomes and value.
3. Solidify long-term financial stability.
4. Strengthen UB's commitment to community engagement.
5. Foster a welcoming, inclusive and diverse campus community.

Building on these imperatives, six strategic priorities will carry us into our next century.

GOAL 1:

POSITION UB AS THE REGION'S PREMIER PROFESSIONAL, CAREER-FOCUSED UNIVERSITY.

UB must leverage its strength in graduate and professional education to effectively differentiate the University, grow enrollments and achieve financial stability. This requires realigning our academic portfolio of programs around professional career pathways, optimizing program delivery and developing a brand proposition that resonates in the market around the University's **Signature Areas of Excellence**:

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

STRATEGIES

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| 1.1 Align UB's academic program offerings around the Signature Areas of Excellence to ensure mission fit and enrollment growth. | 1.3 Rebrand the University for growth and strategic positioning. |
| 1.2 Leverage the differential advantage of being the only Maryland university with both a law school and undergraduate programs. | 1.4 Strengthen UB's academic reputation. |
| | 1.5 Improve quality and effectiveness of online programming to optimize flexibility and program delivery. |

GOAL 2:

STRENGTHEN STUDENT SUCCESS.

Student success requires a complex combination of accessibility, affordability and academic rigor. In light of this, UB offers exceptional experiences both inside and outside of the classroom in a supportive learning environment. We will expand opportunities for awarding credit, giving our students the flexibility they need to complete degrees as quickly as possible. We also will increase need-based financial aid and ensure that our financial aid process is clear and easy to understand.

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| 2.1 Increase degree completion rates and shorten students' time to degree. | 2.3 Grow student participation in high-impact educational practices. |
| 2.2 Enhance affordability and student financial literacy. | 2.4 Strengthen excellence in teaching and learning. |

GOAL 3:

SOLIDIFY UB'S COMMITMENT TO COMMUNITY ENGAGEMENT AND SERVICE.

UB seeks to ignite untapped student talent and potential through research, student learning experiences and applied practice. We will develop stronger, beneficial partnerships with public, private and nonprofit organizations. We will invite employers, our retired faculty and our alumni to demonstrate the benefits of lifelong learning, teaching, mentoring and innovation. In doing so, we will ensure our academic programs meet the needs of our community and elevate UB's role as an anchor institution.

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| 3.1 Promote faculty, staff and student engagement in tackling critical issues facing Baltimore and the region. | 3.3 Strengthen connections between members of the University and the region's business/professional leaders. |
| 3.2 Cultivate lifelong community engagement. | |

GOAL 4:

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. We will leverage best practices as we revise our budget model and seek diverse sources of revenue. Developing UB's campus as a year-round institution will optimize facilities and provide more flexible course options for students.

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| 4.1 Improve efficiency and effectiveness of administrative/business operations. | 4.3 Modify budgeting process to better support enrollment growth. |
| 4.2 Foster academic innovation to drive enrollment and improve operational performance. | 4.4 Build endowments to ensure sustained support for students, faculty and programs. |

GOAL 5:

ACHIEVE EXCELLENCE IN RESEARCH, SCHOLARSHIP AND CREATIVE ACTIVITY.

Research, scholarship and creative activity (RSCA)—theoretical, applied, discipline-focused and pedagogical—are integral to enhancing UB's reputation. By supporting RSCA, we will attract and retain excellent faculty while encouraging students to grow personally and professionally. UB will cultivate an environment that supports and rewards excellent scholarship, promotes opportunities for student research and encourages interdisciplinary collaborations. UB will leverage its libraries, centers, clinics and institutes to highlight our expertise and impact in the broader community.

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| 5.1 Expand research funding and leverage UB's centers, clinics and institutes to elevate UB's profile and commitment to the community. | 5.3 Nurture a campus culture of interdisciplinary collaboration and research. |
| 5.2 Enhance support for research, scholarship and creative activity for faculty and students. | |

GOAL 6:

STRENGTHEN UB'S COMMITMENT TO DIVERSITY, EQUITY AND INCLUSION.

UB fosters a diverse community of students, staff and faculty. The experiences, perspectives and contributions of all individuals are valued and deemed central to intellectual growth. We will continue our commitment to supporting diverse ideas, experiences and perspectives that strengthen professional, intellectual and cultural agility.

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| 6.1 Cultivate a diverse, equitable and inclusive climate. | 6.2 Refocus the Office of Human Resources to strengthen organizational climate and to advance the professional growth of UB employees. |
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