

## RE-IMAGINING UB

### Draft Strategic Plan

The new strategic plan focuses on UB’s considerable strengths to forge a bold future, outlines the ways that we will respond to the challenges confronting the University and higher education, in general, and lays out our shared goals for the coming years. These four goals 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. Based on the clustering of current offerings, the following six Signature Areas of Excellence have been identified to focus our collective institutional efforts and strengthen student success.

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| <ol style="list-style-type: none"> <li>1. Business and Entrepreneurship</li> <li>2. Communication, Design, and Digital Media</li> <li>3. Information and Cyber Technology</li> </ol> | <ol style="list-style-type: none"> <li>4. Government and Public Service</li> <li>5. Health and Human Services</li> <li>6. Law and Justice</li> </ol> |
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<b>Goal 1: Adopt <i>Signature Areas of Excellence</i> to realign core academic operations and strengthen student success.</b>	<b>Goal 2: Foster administrative and academic innovation to enhance institutional efficiency and effectiveness.</b>	<b>Goal 3: Achieve excellence in research, scholarship and creative activity.</b>	<b>Goal 4: Lead as an engaged, diverse and committed community.</b>
1. Develop, incentivize and reward interdisciplinary <i>Signature Areas of Excellence</i> .	1. Organize for long-term financial stability.	1. Increase research funding and expand UB’s Centers of Excellence to elevate the UB’s reputation as a research university.	1. Promote faculty, staff and student engagement in tackling critical issues facing Baltimore and the region.
2. Enhance UB’s academic reputation.	2. Revise budgeting process to support innovation, diversification and strategic allocation of funds.	2. Enhance support for research, scholarship and creative activity.	2. Support life-long community engagement for the UB community.
3. Strengthen student success.	3. Increase the UBF (University of Baltimore Foundation) endowment.	3. Recognize outstanding research.	3. Ensure diversity, equality and inclusion at every level.
4. Build UB ONLINE.	4. Develop a comprehensive scholarship strategy.	4. Promote campus culture of interdisciplinary collaboration and research.	4. Expand and enhance leadership training for faculty and staff.

# RE-IMAGINING UB

## University of Baltimore (UB) STRATEGIC PLAN 2018-2023

### INTRODUCTION

The University of Baltimore (UB) approaches its centennial (2025) with a strong sense of its purpose as an institution of Baltimore 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 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 Success Plan and the Strategic Analysis of Academic Programs. This plan could not have come at a more important time. UB enrollments, fueled in part by lower law school applicants nationwide and fewer college ready students in Baltimore and the surrounding area, have declined and are approaching those of ten years ago. 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.

Our plan supports our goal to become a leader in professional undergraduate and graduate programs, including law, where students, engaged in applied curricular endeavors, prepare to become leaders in their chosen fields. The plan focuses on our considerable strengths to forge a bold future, outlines the ways that 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 adults students who aspire for advancement in their careers. We strive to be even better. These goals provide direction and an invitation to the community to create an ambitious future together as we approach our centennial (2025).

This plan leverages our long history of engagement in the community. Our involvement with public, private and nonprofit organizations solidifies our commitment to enhance student learning, student career preparation, and engagement with our community partners. It acknowledges our commitment to the Baltimore region while mindful that in order to sustain programs, our reach has to widen and our programs must be focused, innovative and market-responsive. Students are older, working and 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, provide more targeted recruitment and marketing and 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 discussions. Based on the clustering of current offerings, the following 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 career programs strategically grouped in “*Signature Areas of Excellence*”
- 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 key 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

UB provides career-focused education for aspiring and current professionals providing the region with highly educated leaders who make distinctive contributions to the broader community.

**Alternative Option 1:** Making a difference – transforming lives and changing communities.

### OUR VISION

The University of Baltimore sets the standard for a bright, engaged and diverse community of scholars where innovation and entrepreneurial skills are valued and encouraged. UB is where leaders grow, thrive, and contribute significantly to local and global challenges.

**Alternative Option 1:** UB is the region’s leading institution for professional education.

### OUR VALUES

- ***Student Growth and Success:*** UB is committed to the personal and intellectual development of all students through close mentoring, 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 and Access:*** UB is committed to recruiting, retaining, and inspiring a diverse community of students, faculty, staff, and alumni. It is dedicated to access, affordability and ensuring that opportunity is not limited by financial circumstance or background.
- ***Inclusion and Equity:*** UB values 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.
- ***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 weaknesses in light of our capabilities and resources. Our strategic initiatives are focused on what we can change, capitalizing on our strengths, minimizing our current weaknesses and leveraging market opportunities.

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

The following four goals of this plan encompass the work of all University of Baltimore divisions and are guided by the three imperatives to strategically grow enrollments, enhance the academic quality of our students and programs and align the institution to ensure effective and efficient use of resources. Divisional strategic and assessment plans across the University will align with these goals and strategies.

1. Adopt Signature Areas of Excellence to realign core academic operations and strengthen student success
2. Foster administrative and academic innovation to enhance institutional efficiency and effectiveness
3. Achieve excellence in research, scholarship and creative activity
4. Lead as an engaged, diverse and committed community

**GOAL 1: ADOPT SIGNATURE AREAS OF EXCELLENCE TO REALIGN CORE ACADEMIC OPERATIONS AND STRENGTHEN STUDENT SUCCESS.**

To become a university of choice for students and employers, UB must ensure relevant and high-quality academic programs delivered at the time, place and modality preferred by students. To do so requires assessing and prioritizing our academic portfolio, developing and effectively marketing program offerings, achieving financial stability, supporting students, and positioning UB as a thought leader around *Signature Areas of Excellence* aligned with industry and market needs.

**Strategy 1.1: Develop, incentivize and reward interdisciplinary Signature Areas of Excellence to grow enrollments and enhance academic reputation**

- a. Align UB's portfolio of academic programs to ensure relevance, quality and contribution.
- b. Differentiate programs through distinctive curricular and co-curricular experiences including experiential learning and internships.
- c. Create professional pathways for students within areas of excellence.
- d. Develop continuing education certificates and professional education programs.

**Strategy 1.2: Enhance the academic reputation of UB**

- a. Rebrand the University for growth and strategic positioning.
- b. Invest in select programs offerings to enhance academic reputation.
- c. Expand the university's Helen B. Denit Honors program and discipline/program specific honors programs.

**Strategy 1.3: Strengthen student success**

- a. Optimize program delivery and course scheduling to best meet student needs.
- b. Increase degree completion and shorten students' time to degree.
- c. Enhance career readiness and professional development.
- d. Strengthen commitment to excellence in teaching and learning

**Strategy 1.4: Build UB ONLINE**

- a. Invest in a comprehensive structure and strategy to build UB ONLINE as a means to leverage online offerings.
- 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: FOSTER ADMINISTRATIVE AND ACADEMIC INNOVATION TO ENHANCE INSTITUTIONAL EFFICIENCY AND EFFECTIVENESS.**

Innovation encourages the UB community to challenge the status quo, to tackle pressing issues, and develop new solutions. 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 2.1: Organize for long-term financial stability.**

- a. Ensure a financially strong portfolio of academic programs.
- b. Evaluate opportunities to expand shared services.
- c. Streamline administrative and academic structures through a lens of academic excellence and student success.
- d. Develop UB as a year-round institution with a continuous and diversified revenue stream.

**Strategy 2.2: Revise budgeting process to support innovation, diversification and strategic allocation of funds**

- a. Revisit the budget system to reward innovation and growth, and return on investment including the expansion of self-support models to fund summer and winter sessions and the Universities at Shady Grove (USG) operations.
- b. Diversify revenue stream (enrollment, state funding, philanthropy, sponsored research and auxiliary service rentals) to support institutional mission.
- c. Identify incentives to grow winter and summer enrollments.

**Strategy 2.3: 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.

**Strategy 2.4: Develop a comprehensive scholarship strategy.**

- a. Increase scholarship opportunities and funds especially for graduate students.
- b. Provide retention scholarships to reward degree progression and high academic achievement.
- c. Increase need-based financial aid.
- d. Enhance the award process for scholarships

**GOAL 3: 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.

**Strategy 3.1: Increase research funding and expand UB’s Centers of Excellence to elevate UB’s reputation as a research university.**

- a. Expand RSCA partnerships and sponsored research with industry, government, and community organizations and other academic institutions.
- b. Review policies to ensure appropriate and streamlined support for sponsored programs administration.
- c. Grow revenue generated by University centers.

**Strategy 3.2: Enhance support for research, scholarship and creative activity.**

- a. Explore options for flexibility in faculty contracts and workload calculations to better align faculty teaching, service and research activity.
- b. Increase the number of Fulbright Scholars.
- c. Develop a “Professional” track for full-time non-tenure track faculty to support institutional priorities.
- d. Increase the number of students participating in research; provide training to participate.

**Strategy 3.3: Recognize outstanding research.**

- a. Establish a Distinguished Professor rank to recognize outstanding research and creative activity and commitment to teaching excellence.
- b. Fully recognize the importance of RSCA activity in hiring, promotion, merit and workload.

**Strategy 3.4: Promote a campus culture of interdisciplinary collaboration and research.**

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

**GOAL 4: LEAD AS AN ENGAGED, DIVERSE AND COMMITTED COMMUNITY**

The essence of the UB experience is learning in action. UB offers degrees, certificates, and professional development opportunities geared toward current and aspiring professionals and employers who value an academically grounded, practitioner-focused education. UB is an urban-engaged institution that seeks opportunities for the university community to be involved in the region. 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. UB strives to strengthen a welcoming, diverse and inclusive campus.

**Strategy 4.1: 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. Enhance curricular and co-curricular experiential learning opportunities.

**Strategy 4.2: Support life-long community engagement for the UB community**

- a. Enhance alumni engagement by connecting them 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.
- c. Institute an Association of Retired Faculty and Staff.

**Strategy 4.3: Ensure diversity, equality and inclusion at every level.**

- a. Create a university cultural diversity plan to increase commitment to the principles of diversity and inclusiveness.
- 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.
- d. Develop a plan to ensure that UB is a "best place to work".

**Strategy 4.4: Expand and enhance leadership training for faculty and staff.**

- a. Support and develop leadership skills among all academic and administrative leaders.
- b. Improve communication of policies and clarify areas of responsibility for university leaders, including department chairs and staff supervisors.
- c. Initiate performance 360 reviews for senior leadership.

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"> <li>• Accounting (CERT)</li> <li>• Business Administration</li> <li>• Real Estate and Economic Development</li> <li>• Health Systems Mgmt.</li> <li>• Interdisciplinary Studies</li> <li>• Non-Profit Mgmt. &amp; Community Leadership</li> </ul>	<ul style="list-style-type: none"> <li>• Digital Communication</li> <li>• English</li> <li>• Integrated Arts</li> <li>• Interdisciplinary Studies</li> </ul>	<ul style="list-style-type: none"> <li>• Applied Information Technology</li> <li>• Information Systems &amp; Technology Mgmt.</li> <li>• Interdisciplinary Studies</li> <li>• Simulation &amp; Game Design</li> </ul>	<ul style="list-style-type: none"> <li>• Government &amp; Public Policy</li> <li>• History</li> <li>• Human Services Administration</li> <li>• Interdisciplinary Studies</li> <li>• International Studies</li> <li>• Non-Profit Mgmt. &amp; Community Leadership</li> </ul>	<ul style="list-style-type: none"> <li>• Environmental Sustainability &amp; Human Ecology</li> <li>• Health Systems Mgmt.</li> <li>• Human Services Administration</li> <li>• Interdisciplinary Studies</li> <li>• Psychology</li> </ul>	<ul style="list-style-type: none"> <li>• Crime Scene Investigation (CERT)</li> <li>• Criminal Justice</li> <li>• Forensic Studies</li> <li>• Forensic Document Analysis (CERT)</li> <li>• Jurisprudence</li> <li>• Interdisciplinary Studies</li> <li>• Pre-Law</li> <li>• Philosophy, Society &amp; Applied Ethics</li> </ul>

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