MISSION

The University of Baltimore provides innovative education in business, public affairs, the applied liberal arts and sciences, and law to serve the needs of a diverse population in an urban setting. A public university, the University of Baltimore offers excellent teaching and a supportive community for undergraduate, graduate and professional students in an environment distinguished by academic research and public service. The University:

- makes excellence accessible to traditional and nontraditional students motivated by professional advancement and civic awareness
- establishes a foundation for lifelong learning, personal development and social responsibility
- combines theory and practice to create meaningful, real-world solutions to 21st-century urban challenges
- is an anchor institution, regional steward and integral partner in the culture, commerce and future development of Baltimore and the region.

Institutional Values

student success
educational access
innovation
scholarship, research and creative activity
regional and resource stewardship
the UB community
Goal 1
The University of Baltimore will enhance student success and career readiness through programmatic innovation, ongoing assessment of student learning and expanded student support services.

Objectives:
1.1 Inform curricular design, program development and pedagogies with assessment of student learning outcomes
1.2 Strengthen the connection between academic programs, advising and career services to assure that UB graduates continue to be competitive in the dynamic marketplace
1.3 Close educational achievement gaps among UB student populations
1.4 Provide an integrated, coherent co-curricular program that facilitates student progress from entry to graduation
1.5 Grow online and hybrid offerings to enhance student learning and support degree completion

Goal 2
The University of Baltimore will strategically grow enrollment in support of student success and in response to market demand, consistent with Maryland’s 55 percent college completion goal.

Objectives:
2.1 Strengthen the alignment of academic programs with state and regional workforce needs
2.2 Enhance the affordability of a UB education for students
2.3 Increase enrollment of Maryland’s growing populations, including veterans, immigrants, Hispanics and Asians
2.4 Improve student retention and progression rates
2.5 Expand UB’s recruitment efforts with targeted outreach in select regional, national and international markets

Goal 3
The University of Baltimore will enhance its commitment to innovation across the institution.

Objectives:
3.1 Engage and reward faculty and staff in the discovery, exploration and implementation of new and emerging pedagogies and practices
3.2 Create flexible instructional space to support 21st-century learning and teaching; utilize the renovation of Langsdale Library and the repurposing of the Learning Commons to implement design that encourages collaboration, engagement, reflection and creativity
3.3 Provide the technological infrastructure and training necessary to support emerging forms of learning and teaching in face-to-face, hybrid and online formats
3.4 Develop and refine administrative processes that encourage, support and reward innovation

Goal 4
The University of Baltimore will strengthen scholarship, research and creative activities across the institution.

Objectives:
4.1 Enhance the culture of research, scholarship and creative activity across the university
4.2 Grow faculty research, scholarship and creative activity in support of high-quality instruction and program, school and college distinction
4.3 Expand opportunities to advance faculty, student and staff scholarship, research opportunities and creative activity; utilize research centers as key assets across the institution
4.4 Enhance and promote opportunities for student engagement in scholarship, extramurally funded research and creative activity
4.5 Promote the dissemination of faculty, student and staff scholarship, research and creative activity to the broader academic community, news media, relevant policymakers and public interest organizations

Goal 5
The University of Baltimore will be recognized for responsible stewardship of institutional resources and for its prominent role as an anchor institution in midtown Baltimore.

Objectives:
5.1 Apply the institution’s intellectual, creative and financial capital to the opportunities and challenges of UB’s surrounding community, the city, state and region
5.2 Expand service learning and internship opportunities in the surrounding community; engage UB alumni and other area leaders as educational partners and community stakeholders
5.3 Achieve distinction for urban environmental sustainability in programmatic offerings and campus practices
5.4 Continue to pursue public/private partnerships and other innovative practices to further develop the UB campus and UB Midtown
5.5 Maximize the use of institutional resources through effective budgeting, efficient management and an ongoing commitment to best practices across the institution
5.6 Launch a new capital campaign to increase support for students, faculty, staff and campus infrastructure

Goal 6
The University of Baltimore will be a preferred workplace and destination of choice for faculty, staff, students and alumni.

Objectives:
6.1 Provide competitive salaries and benefits to retain and attract high-caliber faculty and staff
6.2 Strengthen professional development opportunities for faculty and staff, including clarity regarding tenure expectations and performance evaluation processes
6.3 Continue to strengthen the effectiveness of shared governance
6.4 Strengthen leadership and management with regard to implementing best practices for a preferred workplace; foster a commitment to employee appreciation and respect
6.5 Increase campus student employment options, especially those related to students’ career goals; enhance graduate assistantships and research opportunities
6.6 Maintain and enhance a safe, welcoming and vibrant campus environment
6.7 Continue to cultivate a community that values diversity, equity and inclusion