



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
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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
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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
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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
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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
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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