

Achievement, Innovation, Community: The University of Baltimore Strategic Plan 2014-17

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; and
- 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.

Strategies include:

- utilizing evidence-based knowledge to advance student success
- enhancing the collaboration between academic programs and career services
- expanding high-impact practices, such as experiential and service learning
- implementing best practices in developmental education
- expanding early alert systems
- enhancing teaching effectiveness and innovation
- implementing technologies and processes that support student progression to graduation
- enhancing Honors offerings and expanding accelerated programs (4+1, 3+2, 3+3-law)
- rethinking graduate and professional education and curriculum in all four schools/colleges in response to market conditions
- meeting the president's faculty growth commitment
- increasing staff in support of student success and faculty achievement
- fostering continuous quality improvement in academic programs and in teaching practice.

Success measures include:

- retention and graduation rates in all student populations
- student satisfaction indices related to student services and co-curricular programming
- student job placement and career-enhancement rates
- reduction in the Achievement Gap
- number of new online offerings, hybrid courses and fully-online programs
- increase in faculty and staff lines in support of student success.

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.

Strategies include:

- informing recruitment strategies and new program development with market and demand analysis
- developing and implementing a multi-year strategic enrollment plan
- enhancing STEM-related offerings in areas of programmatic strength, including environmental sustainability, information technology, simulation and digital entertainment and technology commercialization
- strengthening relationships with Maryland's community colleges
- enhancing the coordination of enrollment strategies and tactics across administrative and academic units
- strengthening the coordination and effectiveness of retention and progression initiatives across academic and administrative units
- expanding outreach to area and regional high schools
- increasing available financial aid, including scholarships, federal work/study and graduate stipends
- making UB a "veteran-friendly" campus
- expanding outreach to the city and region's growing Hispanic and Asian populations
- increasing student residential options
- enhancing University marketing, branding and positioning
- strengthening the UB/Towson M.B.A. curriculum and market position
- growing enrollment in LL.M. programs and other continuing education programs at the School of Law to offset a purposeful decline in J.D. enrollment
- evaluating differential tuitions for out-of-state online offerings
- supporting enrollment growth with appropriate faculty and staff growth
- launching innovative, accessible and relevant continuing education offerings.

Success measures include:

- enrollment growth in targeted programs, schools and colleges, and student populations
- student retention and progression rates
- increase in financial aid resources
- increase in articulation agreements.

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.

Strategies include:

- supporting, rewarding and celebrating innovation, exploration and discovery
- launching a campuswide initiative to understand the impact of the digital world and to achieve distinction in related programs and scholarship
- increasing collaborative study and student space with the Langsdale and Learning Commons renovations
- maintaining UB21 catalyst grants and UBF Fund for Excellence grants
- exploring the opportunities and challenges of open-source courseware, including massive open online courses (MOOCs) and other disruptive and emerging innovations
- focusing continuous quality improvement efforts on processes that are necessary for institutional innovation and responsible risk-taking
- supporting the use of pilot programs to assess the potential of new academic and administrative proposals
- implementing processes to bring successful pilot programs to market.

Success measures include:

- funding awarded for academic transformation and course redesign
- number of campus events, speakers and conferences related to the digital initiative
- number of administrative processes revised or implemented to support institutional innovation
- number of CELTT training programs offered and faculty cohorts launched
- number of internal grants submitted and awarded in support of innovative activities
- benchmarks met or exceeded for Langsdale Library renovation
- benchmarks met or exceeded for repurposing of the Learning Commons.

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.

Strategies include:

- investing resources to expand opportunities for faculty and students to engage in research, scholarship and creative activities
- enhancing the support of scholarship and extramurally-funded research through the provision of release time, internal grants and other relevant mechanisms
- aligning Appointment, Promotion and Tenure criteria with annual performance expectations regarding scholarship, research and service
- encouraging dialogue about the various forms of scholarship across the campus
- strengthening mentoring programs that focus on research, scholarship and creative activities
- enhancing the culture of scholarship, research and creative activity among UB faculty, students and staff
- expanding opportunities for students to participate in scholarship, research and creative activities
- creating a central repository to disseminate and promote the scholarship, research and creative activity of UB faculty, students and staff.

Success measures include:

- percentage of faculty engaged in funded scholarly activities as appropriate to each discipline
- number of scholarly and creative work products generated by the UB community
- number of scholarly and creative work products appearing in top-ranked venues
- number of citations regarding UB scholarship and creative works as appropriate to each discipline
- number of students engaged in scholarship, research and creative activities
- number of internally-funded grants submitted and number awarded
- number of grant and contract proposals submitted for extramural funding and number awarded
- media coverage of UB scholarship and creative works
- number of faculty participating in the Experts Guide.

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.

Strategies include:

- enhancing the work of UB's centers and clinics in addressing area opportunities and challenges
- strengthening the neighborhoods near campus as vibrant, attractive places to live and work
- maintaining the Carnegie community engagement classification as an urban, engaged university
- continuing to commit to anchor strategies and partnerships in central Baltimore
- tracking and promoting UB student, faculty and staff community and civic engagement
- increasing service learning and internship opportunities within UB's surrounding community
- offering continuing education programs, in multiple formats and schedules, aligned with local workforce needs
- developing metrics to assess and improve institutional effectiveness and efficiency
- enhancing the culture of sustainability across campus
- implementing continuous quality improvement methodologies across administrative units and institutional processes
- strengthening the connection between the campus community and the University of Baltimore Foundation.

Success measures include:

- number of research grants funded that are focused on local initiatives
- civic and community engagement of UB community members
- maintaining the Carnegie community engagement classification
- number of effectiveness and efficiency metrics met or exceeded
- number of new public/private partnerships for campus and area development
- meeting or exceeding the goals of the president's climate commitment and state targets for carbon reduction
- meeting or exceeding the goals of the capital campaign.

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.

Strategies include:

- developing faculty and staff compensation principles, consistent with the findings of salary comparison studies
- increasing professional development opportunities for adjunct faculty
- continuing to create a welcoming campus physical environment
- regularly assessing employee satisfaction; using data to continually improve campus work/life culture
- strengthening leadership development and staff competency programs
- providing training programs to support implementation of preferred workplace best practices
- enriching University life programming; creating additional opportunities for the campus and surrounding communities to engage in campus cultural, recreational and educational activities
- enhancing communication and transparency between and among all campus constituencies
- advocating for annual cost-of-living adjustments (COLA) and merit pay funding
- maintaining clear, equitable policies for faculty promotion and tenure and for the staff performance management process
- enhancing employee assistance programs
- exploring campus child care options, including public/private partnerships
- engaging in best and emerging practices to facilitate organizational change that results in a more inclusive and equitable community
- co-hosting the 2014 Colleges & Universities Work Family Association Annual Conference.

Success measures include:

- results of student, faculty, staff, alumni and stakeholder surveys and satisfaction indices
- faculty and staff retention rates
- recruitment success rates of top-level faculty and staff
- number of graduate assistantships and on-campus student employment opportunities.