THE UNIVERSITY OF BALTIMORE
LOOKING TO THE FUTURE:
PREPARING UBALT FOR THE NEXT 100 YEARS OF GLOBAL ENGAGEMENT
AY 2026-2027

BACKGROUND and ALIGNMENT WITH THE UNIVERSITY'S PRIORITIES

Since our founding in 1925, the University of Baltimore ("UBalt" or "University") has educated the citizens of Baltimore to be leaders within a global and interconnected world. Today, as a public institution of higher education, we pride ourselves on being the University of Baltimore for Baltimore. Our faculty and staff are committed to preparing our students to be transformative and civically engaged leaders. To accomplish this goal, we foster dialogue across our differences, while acknowledging and respecting the unique attributes and contributions of each member of our UBalt community.

UBalt insists on academic rigor, accountability, and assessment coupled with an unwavering commitment to serve students from all backgrounds supported by a diverse and qualified faculty and staff. A campus community rich in intellectual, cultural, and ethnic diversity promotes the exchange of ideas and knowledge, provides a profound learning experience for students, creates a better teaching and scholarly experience for faculty, leads to a more productive and supportive working experience for staff, and strengthens community engagement and outreach.

Diversity is defined at UBalt in its fullest scope, embracing not only racial and ethnic groups and individuals who are or have been underrepresented in higher education, but also including religious affiliation, sex, sexual orientation, gender identity, disability, foreign nationality, economic status, non-traditional student status, first generation students, and other important characteristics. Inclusion describes the active, intentional, and ongoing engagement with diversity – in people, in the curriculum, in the co-curriculum, and in communities.

Creating a culture that is free from discrimination, appreciative of new ideas and capabilities, and is attentive to the need to deliver innovative approaches to learning, teaching, research, and support services is central to UBalt's mission and success. Equally important is the preparation of our students to become resilient in leading and managing a diverse and changing workplace and society.

This diversity plan, therefore, seeks to develop a strategic framework to identify and address practices and policies that are barriers to inclusive participation in our community, particularly in the integral areas of student success and workforce readiness. To foster a climate of inclusion, the University embraces the following principles:

1. A shared understanding of a comprehensive, innovative, integrated approach to inclusivity in all aspects of university operations.

2. A campus climate that acknowledges, welcomes, supports, and celebrates the unique backgrounds and contributions of our students, faculty and staff.

3. Recognizing that we are part of a global community, a commitment to strengthen and support

programs and activities that promote cross-cultural understanding and global perspectives.

4. Ensuring equal access to all aspects of professional development, training, and mentorship programs that provide clear pathways for career growth.

5. Encouraging academic freedom and the exchange of diverse perspectives and ideas.

Goal: Intentionally foster and sustain a welcoming campus environment based on the principles of equity and inclusion to create an environment that is respectful of differences and promotes the safety and security of all people.

Strategy 1: Build and maintain an infrastructure that supports and promotes inclusion

- The Office of Institutional Effectiveness will serve as the repository for campus data related to inclusion.
- The Office of Diversity and International Services will build bridges across cultures, support international students, scholars, and the entire campus community in their pursuit of academic and personal growth. Efforts to support the entire UBalt community through a comprehensive range of services open to all UBalt community members, including cultural programs, intercultural workshops, and advising support, will cultivate an atmosphere of respect, curiosity, and appreciation for the richness that our diverse campus has to offer.
- Enhance the physical and technological infrastructure to provide accessibility for all members of the UBalt community.
- Update existing, and create new, university procedures and policies as required to remove barriers to access for all UBalt community members.
- Develop a healthier, collegial working environment through better communication of and training in system, university and college-level policies; ensure mandatory training, compliant with all federal and state anti-discrimination laws, for all supervisors and academic leaders (e.g., deans, and directors).
- Maintain membership in the Higher Education Recruitment Consortium (HERC) to augment UBalt's infrastructure to sustain a workplace where all employees can thrive.

Strategy 2: Develop quantitative and qualitative metrics to better understand the sense of community at UBalt.

- The Office of Institutional Effectiveness will be responsible for:
    - Designing and conducting periodic campus-wide climate surveys (faculty, staff and students) to frame and direct future action on sense of community.
    - Developing quantitative and qualitative metrics from those surveys and an assessment of national best practices for fostering community and belonging.
    - Analyzing UBalt's quantitative and qualitative metrics, UBalt's progress, and assessing UBalt's interventions.

Strategy 3: Continue compliance training for UBalt faculty, staff, and students.

- Include training in onboarding processes and/or orientation of new faculty, staff, and student

employees.

- Continue to offer training via New Employee Orientation for faculty and staff on topics such as Non-Discrimination, Sexual Harassment and Other Sexual Misconduct Policy, Retaliation, Bullying, and other areas of Prohibited Discrimination and the reporting mechanisms.
- Continue to offer training via New Student Orientation of new students and via Student Affairs activities and programming for existing students.
- Train UBalt staff, management and supervisory personnel in best practices that promote inclusive excellence and bystander intervention.
- Continue to support and promote awareness on the process for reporting crimes, including hate crimes and UBalt's response protocol in the onboarding of new faculty and staff, and the orientation for all new students.
- Continue to review, evaluate, and incorporate improvements to the PMP process through the PMP revision taskforce.
- Continue to offer access to trainings, resources, webinars to keep institutional compliance through our HERC membership.
- Use the qualitative and quantitative measures that the Office of Institutional Effectiveness is responsible for in the sense of community.

Strategy 4: Prepare our students to lead and manage in a diverse and changing society by encouraging academic freedom and the exchange of diverse perspectives and ideas

- Support continued development of curriculum and service that address the importance of the respectful sharing of diverse perspectives and ideas.
- Develop applied research opportunities in collaboration with university partners to provide meaningful undergraduate and graduate research opportunities that increase community engagement.