

University of Baltimore School of Law

SHAPING MARYLAND'S LEGAL LANDSCAPE

Strategic Plan 2025–2030



UNIVERSITY OF
BALTIMORE

School of Law



Built on the principles of professional and practice readiness, access, and public service,

The **University of Baltimore School of Law** takes pride in helping shape Maryland's legal landscape. Located in the heart of Baltimore City — a hub for law, policy, and social justice — **UBalt Law** blends rigorous academics with applied learning and deep-rooted community collaboration. Graduates go on to lead change and the pursuit of justice as members of the bar, bench, government, corporations, and nonprofit and public-interest organizations.

AS WE CELEBRATE OUR Centennial year, we are proud to present a strategic plan shaped by institutional data, peer benchmarking, and the insights of students, faculty, staff, and alumni. Together, these perspectives guided a strategic planning process rooted in our legacy, values, strengths, and bold aspirations. The appointment of Dean LaVonda N. Reed in July 2024 brings experienced and forward-thinking leadership for the work ahead, with a clear focus on student success, including academic, bar, and career success; financial

strength, allowing for expansion of resources for mission-aligned priorities; and sustaining a positive and supportive culture and climate within which our community members can learn, engage, and thrive. In the years ahead, building on our strengths and moving forward strategic plan initiatives, UBalt Law will continue to prepare students to lead and adapt in a rapidly evolving profession.

We start with a strong foundation and many strengths — including our engaged students and alumni — who bring with them a variety of experiences and perspectives; outstanding and nationally recognized faculty and staff; highly effective career services; impactful scholarship, clinics, centers and initiatives at the forefront of civil discourse, social justice, and change; and dedicated support for academic success and bar passage. Our students will continue to learn through an innovative curriculum that integrates legal theory, legal writing, and real-world experience through offerings in our top-ranked clinical program, immersive externships, and early integration of practice-based learning through courses like *Introduction to Lawyering Skills*

and the EXPLOR program (which connects students to real-world work experience after their first year).

Graduates will continue to serve and lead on the bench, and throughout the bar and industry in Maryland, Washington D.C., and beyond. Our community will continue to be supported by and benefit from our extensive, proud and engaged alumni network, with many alumni returning to teach, speak, coach, and provide students and other alumni with career support, including internship, externship, and other employment opportunities. With deep ties in the Baltimore and Washington, D.C. communities, our community also will continue to benefit from UBalt Law's partnerships with preeminent institutions, including a multitude of law firms and public service organizations.

UBalt Law also will continue to benefit from university-wide initiatives that promote excellence in teaching, fund public service opportunities for students, and enable joint degree offerings in law and other disciplines such as business, negotiations and conflict management, public administration, public policy, and



criminal justice. UBalt Law will continue to contribute to and benefit from the University’s status as a Carnegie Foundation-designated research-active institution. UBalt Law’s impact is strengthened as part of the broader University of Baltimore and University System of Maryland (USM) ecosystem, and its vision and mission align with the University of Baltimore Mission and Strategic Plan and the USM’s Vision 2030.

Developed through a multi-year collaborative effort, the UBalt Law strategic plan outlines what we envision for our future and how we will build on our strengths to get there. It outlines our priorities for the next five years and centers on seven strategic goals, each paired with actionable objectives and strategies that we plan to employ to realize those goals. Full plan implementation will take securing

additional resources to advance a range of activities, including support for bar passage and student scholarships, as well as support for curricular initiatives, faculty scholarship, and community impact, including support for graduates pursuing public service and public interest careers. The plan will provide a foundation to solicit strategic investments by alumni and friends of UBalt Law.



We thank our entire UBalt Law community for enthusiastically and meaningfully engaging in the strategic planning process — including our faculty, staff, students, and alumni. With our collective vision and support, UBalt Law is most certainly poised to lead the way to educate the next generation of lawyers who will go on to achieve justice and improve law, policy, legal institutions, systems, and people’s lives in local, state, national, and international communities.

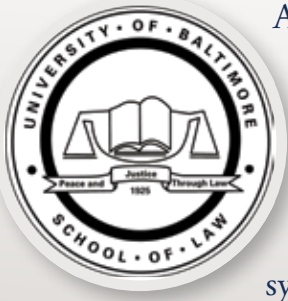
STRATEGIC PLANNING PROCESS

Beginning in spring 2023, a strategic planning committee, comprising faculty, staff, and student leaders, met to establish timelines, evaluate strengths and challenges, and identify key priorities. In the summer and fall of 2023, staff and faculty retreats were held to further refine key strategic priorities for each stakeholder group. In the spring of 2024, faculty, staff, and students were assigned to committees to develop mission and vision statements and goals for the plan. During academic year 2024–25, plan components were refined and feedback from vital stakeholders, including Dean LaVonda N. Reed, students, faculty, staff, and alumni leaders, was incorporated.

UNIVERSITY OF BALTIMORE SCHOOL OF LAW STRATEGIC PLANNING COMMITTEE

DEAN AND PROFESSOR OF LAW <i>LaVonda N. Reed</i>	ASSOCIATE DEAN FOR LEGAL WRITING <i>Nancy Modesitt</i>	PROFESSOR & INTERIM DEAN EMERITUS <i>F. Michael Higginbotham</i>
ASSOCIATE DEAN FOR ADMINISTRATION <i>Joy Gaslevic (Chair)</i>	ASSOCIATE DEAN FOR ACADEMIC AFFAIRS <i>Colin Starger</i>	LAW LIBRARY DIRECTOR AND PROFESSOR OF THE PRACTICE <i>Charles J. (C.J.) Pipins</i>
ASSOCIATE DEAN FOR FACULTY RESEARCH AND DEVELOPMENT <i>Michele Gilman</i>	ASSISTANT DEAN FOR LAW CAREER DEVELOPMENT <i>Dina Billian</i>	DIRECTOR OF DIVERSITY, EQUITY, INCLUSION, AND BELONGING <i>Stephen Cirino</i>
ASSOCIATE DEAN FOR EXPERIENTIAL EDUCATION <i>Jaime Lee</i>	ASSISTANT DEAN FOR ADMISSIONS & ENROLLMENT MANAGEMENT <i>Michelle Gunter</i>	LAW STUDENT REPRESENTATIVES <i>Joshua Rodriguez, J.D. '25</i> <i>Michael Tines, J.D. '25</i>
ASSOCIATE DEAN FOR STUDENT AFFAIRS <i>Paul Manrique</i>		

VISION STATEMENT



As a public law school in the heart of Baltimore City, we strive to provide an excellent, innovative, and accessible legal education that inspires students to become outstanding principled lawyers who are ready to practice, lead, and serve in an ever-changing profession and world. We inspire students and our entire community to achieve justice and improve law, policy, legal institutions, systems, and people's lives in local, state, national, and international communities.

MISSION STATEMENT

The **University of Baltimore School of Law** provides innovative teaching of legal theory, practice, writing, research, and offers nationally recognized experiential education. We educate our students and graduates to become members of the legal profession and beyond, who are exceptionally well prepared to serve clients, improve communities, promote and advance justice and the rule of law, and become leaders in a variety of disciplines.


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TO ACCOMPLISH THIS, WE:

- > Attract and enroll highly talented students who are poised to succeed;
- > Create the best possible environment for an excellent, innovative, and comprehensive legal education that allows students to thrive and achieve academic, bar, and career success;
- > Ensure investment in systems, infrastructure, and resources that allow all students, faculty, and staff to achieve academic and operational excellence;
- > Ensure the highest curricular and teaching excellence standards;
- > Foster a positive and supportive climate and culture within which to learn, work, and engage;
- > Ensure access to legal education for qualified aspiring lawyers and actively remove barriers to access and opportunity;
- > Adhere to the highest professional and ethical standards;
- > Produce scholarship that makes substantial contributions to legal discourse;
- > Foster discourse and service that benefit our local, regional, national, and international communities; and
- > Cultivate connection with our vast alumni community to foster pride and mutual support.



GOALS, OBJECTIVES & STRATEGIES



UBalt Law seeks to foster an academically successful student body with diverse backgrounds and experiences. The recruitment, admission, and financial support of those students contribute to our overall success.



GOAL**1**

Recruit, admit, and retain a student body from a multitude of backgrounds and experiences who will contribute to the learning environment

and succeed academically, in the licensure process, and in the career of their choosing.

OBJECTIVE 1.1 *Attract students with a proven record of academic success who have a strong history of community or organizational involvement, and who are committed to continuing their engagement within the law school, legal community, and beyond.*

STRATEGIES

1. Use data-informed decisions to increase marketing and recruitment efforts.
2. Increase enrollment in non-J.D. programs, such as the Graduate Tax Program (LL.M. in Taxation, M.S. in Taxation, and Certificate in Estate Planning).

OBJECTIVE 1.2 *Enhance the diversity of experiences and perspectives represented in the student body.*

STRATEGIES

1. Continue robust local and regional recruitment efforts and expand national recruitment efforts.
2. Develop and increase participation in law school pathway programs. These programs include, but are not limited to, the Summer Pre-Law Academy, Law School Admissions Counsel PLUS Program, and partnerships with UBalt's Pre-Law Program, as well as engagement with other colleges and high schools to provide access to and education about law school.

OBJECTIVE 1.3 *Promote affordability of and access to legal education.*

STRATEGIES

1. Increase scholarships that address need and remove barriers to legal education.
2. Actively seek support for merit-based scholarships.

GOAL**2**

Coach students as they navigate a wide variety of career opportunities, develop key professionalism skills, form their professional

identity, and expand connections to employers for students and alumni.

OBJECTIVE 2.1 *Expand opportunities for students to pursue a variety of fulfilling employment in traditional, emerging, and law-adjacent careers.*

STRATEGIES

1. Build an intentional communication strategy to students, faculty, and alumni that promotes the benefits of using the LCDO for job postings and other career services.
2. Widen and diversify the list of organizations invited to participate in the recruitment programs: EXPLOR and spring and fall recruitment.
3. As opportunities expand, collaborate with the Office of Academic Affairs regarding potential new curricular offerings.

OBJECTIVE 2.2 *Strengthen professional networks of students, alumni, and employers.*

STRATEGIES

1. Host regular networking events that facilitate connections among students, alumni, and employers.
2. Develop mentoring programs that align with students' needs, fostering one-on-one relationships based on interests and career goals.
3. Expand the impact of the 12Twenty alumni module, which can serve as a LinkedIn-type program to connect alumni and students, as well as help alumni connect to job opportunities at any career stage.
4. Feature alumni and career paths in programming to help students understand the variety of career options available to those who hold a J.D.
5. Encourage collaborative projects — such as pro bono opportunities — to promote connections and networking.
6. Encourage student participation in state, local, and affinity bar associations.

OBJECTIVE 2.3. *Contribute to students' professionalism education throughout law school and support efforts relating to professional identity formation.*

STRATEGIES

1. Collaborate with and support faculty-led professional identity formation curricular efforts.
2. Collect data from students and alumni on professionalism and professional identity formation related topics to inform efforts and programming.
3. Support the unique job search needs of the student community, including part-time and second-career law students.

OBJECTIVE 2.4 *Optimize UBalt Law faculty and administrative team connections and collaboration to improve student engagement and enhance professional development and employment opportunities.*

STRATEGIES

1. Personal outreach to all student cohorts by LCDO team and continuous engagement with 3Ls and 4Es about employment status and opportunities.
2. Collaborate with student organizations and bar associations on programming.
3. Enhance faculty collaboration, engagement, input, and connections regarding current market and employment outcomes.

UBALT LAW and its LAW CAREER DEVELOPMENT OFFICE (LCDO)

UBalt Law must be responsive to conditions in the legal job market and expand career opportunities for all students, encourage students to take advantage of the opportunities available to them, and ensure and develop professionalism through the job search process. Professionalism includes effective employer communication and interviewing skills, navigating the offer and acceptance process, crafting impeccable application materials, internalizing feedback, and taking responsibility for the job search itself.

UBalt Law's dynamic academic environment cultivates legal professionals committed to client advocacy, high ethical standards, democracy, and the rule of law.

The curriculum provides innovative instruction in legal analysis, legal theory, and public policy, and offers a range of experiential learning opportunities, including required live-client experiential education. Our commitment to teaching excellence prepares students to succeed on the bar exam and to excel in legal practice.



UBalt Law also seeks to make its teaching and curriculum responsive to the needs of the profession and the public, adapting to the changes now taking place in the legal profession. These changes include the transition to the NextGen bar exam, the increasing use of artificial intelligence in writing and research, and a broadening of areas that benefit from legal training.

The law school has made several changes to its curriculum during the past five years that serve to strengthen students' legal analytic foundation. The focus in this plan is to introduce students to legal doctrine, writing, research, analysis, and practical skills and provide courses that enable students to practice and achieve mastery of these skills. The curriculum will provide opportunities for course specialization in areas of practice that present opportunities for legal employment.

UBalt Law's longstanding commitment to teaching excellence is also critical to our overall mission and a core strength. In recent years, UBalt Law has taken important steps through curricular reform and increased faculty resources to ensure that faculty teaching of legal analysis, in particular, meets our highest standards. We will continue to strengthen our culture of teaching excellence through continuous critical reflection, adaptation, innovation, and collaboration to train outstanding and ethical lawyers and leaders.



Provide a dynamic academic environment for bar exam and career success in a changing legal profession.

OBJECTIVE 3.1 *Offer a curriculum that meets the demands of a changing legal profession and ensures that students attain learning outcomes essential for academic success, admission to the bar, and the effective and ethical practice of law.*

STRATEGIES

- 1.** Introduce the Learning Outcomes for the J.D. Program during orientation and reinforce them in academic advising, classes, and elsewhere as appropriate, in formal and informal interactions with students.
- 2.** Support students' development of the core competencies outlined in Learning Outcomes for the J.D. Program through coursework, experiential learning opportunities, and academic and bar success programming.
- 3.** Integrate legal writing, research, and analysis instruction throughout the curriculum and promote the use of multiple diverse sources of formative assessments in courses.
- 4.** Experiment with innovations in the academic calendar and course scheduling to promote academic success and student wellness.

OBJECTIVE 3.2 *Support and highlight teaching excellence initiatives.*

STRATEGIES

- 1.** Underscore a commitment to teaching excellence in the recruitment of new faculty and ensure that new faculty receive training in teaching techniques, both inside the law school and through outside opportunities.
- 2.** Provide summer grants to faculty for revising courses to incorporate innovative, evidence-based, and student-centered pedagogical approaches that will build students' academic success, increase bar readiness, and prepare students for meaningful legal careers.



6. Continue to embed exercises in written legal analysis through the implementation of the Strategic Vision for Legal Writing and Analysis program approved by the faculty in 2023, and through the new Flex JD program.

OBJECTIVE 3.4 *Ensure that faculty possess and employ teaching strategies to tackle emerging issues in legal practice, including the integration of new technologies and developments, ensuring students are well-prepared to address these challenges.*

STRATEGIES

1. Monitor pedagogical approaches to AI and other emerging technologies.
2. Develop a policy for AI as the law school implements the Strategic Vision for Legal Writing and Analysis and Flex JD Program.
3. Engage with alumni who can share their perspectives on emerging issues in legal practice, such as how new technologies are changing legal practice.
4. Share faculty innovations in teaching to prepare students for emerging issues in legal practice, including the integration of technology into their learning and into legal practice, as part of an annual teaching event.



3. Promote faculty learning, reflection, adaptation, and collaboration through new and ongoing UBalt Law and University initiatives, including those in collaboration with the Center for Excellence in Learning, Teaching, and Technology.
4. Ensure that our compensation structures attract highly qualified adjunct faculty, and that we provide support and resources to retain them and support their teaching excellence.
5. Identify and implement ways to highlight teaching excellence as a core value and strength.

OBJECTIVE 3.3 *Ensure that both formative and summative assessments focus on legal analysis and increase the frequency with which students receive formative assessment across the curriculum.*

STRATEGIES

1. Increase the number and variety of formative assessments used in courses and monitor student performance trends on assessments.
2. Train and support faculty on effective and efficient ways to provide formative assessment of legal analysis, offering a variety of tools that will meet the challenges of different course sizes, structures, and modalities.
3. Reduce class sizes where possible to make multiple formative assessments more feasible.
4. Recognize use of formative assessment in end-of-year performance evaluations for faculty.
5. Include a question about formative assessment on student evaluations of teaching.

UBalt Law seeks to nurture a community of scholars whose work both enriches teaching and advances law and policy.

UBalt Law seeks to provide its faculty with a range of opportunities to showcase their scholarship and to enhance its reach and impact. We seek to encourage robust debate about legal issues, with a diversity of viewpoints and a variety of scholarly perspectives. UBalt Law has a tradition of producing scholarship that is innovative, accessible, and responsive to emerging issues in law and society. We have a history of faculty collaboration within and outside the law school and of supporting student scholarship. We must continue these traditions, while enhancing the school's capacity to disseminate its scholarship to others and to effectuate change through new scholarly ideas.



GOAL

4

Encourage a vibrant intellectual community of scholars.

OBJECTIVE 4.1

Foster the production of high-quality scholarship that reaches a wide audience and promotes the public good.

STRATEGIES

1. Encourage and help faculty to bring their scholarship to a wider audience by using traditional and emerging methods of creating and disseminating scholarship.
2. Maintain competitive summer stipends to support faculty scholarship.
3. Actively seek to attract and retain faculty who will engage in the law school's scholarly mission.
4. Provide active mentorship for junior faculty as well as resources and time to develop, workshop, and promote their scholarship.
5. Nurture groundbreaking scholarship by creating new faculty professorships, which recognize outstanding scholarship and teaching.
6. Increase engagement among faculty, including the law school centers and the local, national, and international legal community, to enhance mutual recognition and collaboration in connection with areas of expertise.
7. Expand the law library's capacity to support faculty research.

OBJECTIVE 4.2 *Maintain an engaged and productive intellectual environment at the law school that supports scholarly endeavors and the free exchange of ideas.*

STRATEGIES

1. Sponsor conferences and other academic gatherings that offer opportunities for the exchange of ideas and that bring prominent scholars and policymakers to campus.
2. Support internal programs, centers, clinics, and local networks to develop scholarship, including workshops, thematic clusters of faculty, and the exchange of scholarship-related information.
3. Train students in the scholarly method through research assistant positions, seminars, and other settings, and promote and support student scholarship.
4. Stay current with emerging technologies for engaging and disseminating scholarship, and train faculty and students about new modalities and tools.
5. Engage with University of Baltimore scholars outside the law school to collaborate on projects and to share faculty scholarship.
6. Provide enhanced opportunities for faculty to teach seminars and other courses that build upon their scholarly expertise.
7. Increase administrative and logistical support to coordinate conferences, symposia, and other academic gatherings.

GOAL

5

Enhance academic achievement, bar success, and student support.

OBJECTIVE 5.1

Expand and enhance academic support resources for all students.

STRATEGIES

1. Enhance and expand student support services and resources, including by providing additional instruction, study tools, sample exams, and instructional videos.
2. Strengthen peer and mentorship programs and enhance and align training for peer mentors in legal writing and research, academic success mentoring, and supplemental first-year course support.
3. Offer tailored workshops on essential skills, focusing on evolving student needs across all academic levels.

4. Enrich the role of the law library as a key academic resource.

OBJECTIVE 5.2 *Strengthen bar success through student support and innovation.*

STRATEGIES

1. Enhance early bar readiness and support by developing bar competencies from the first year, with early-intervention systems to identify at-risk students, provide academic coaching, and introduce prep workshops in the second year.
2. Partner with bar-review providers to offer customized bar preparation, including tailored study plans. Integrate practice exams into final academic year for graduating students, create bar mentorship programs, and offer asynchronous bar courses for flexible support.
3. Provide stipends and scholarships to cover bar prep expenses, targeting students in need.

UBalt Law is dedicated to empowering students

to achieve academic excellence, pass the bar exam, and thrive in their professional and personal lives.



Through targeted academic support, enhanced bar preparation resources, and a holistic approach to well-being, we aim to create an inclusive environment where all students can succeed. Our initiatives focus on delivering comprehensive academic resources, fostering community engagement, and supporting mental health. Doing so will ensure that every student is equipped to meet the challenges of law school and their future legal careers.



OBJECTIVE 5.3 *Promote and implement a holistic approach to student well-being.*

STRATEGIES

1. Offer a comprehensive wellness program that includes stress management workshops, mindfulness sessions, and group counseling services tailored to the unique demands of law school, with a focus on work-life balance, well-being, stress management, and building resiliency.
2. Partner with mental health professionals to offer confidential individual counseling and wellness consultations specific to the law student population.

OBJECTIVE 5.4 *Advance accessibility and support for a range of learners.*

STRATEGIES

1. Provide targeted training programs to equip faculty and staff with the knowledge and tools to effectively accommodate diverse learning needs.
2. Develop a robust feedback system to regularly evaluate the effectiveness of accommodation services and proactively address emerging student needs.
3. Introduce initiatives to raise disability awareness, promote advocacy, and create a supportive environment for students, faculty, and staff, ensuring a more accessible and inclusive law school community.

OBJECTIVE 5.5 *Foster student community.*

STRATEGIES

1. Support student organizations and co-curricular activities by providing funding, training, and collaboration opportunities for student organizations and co-curricular activities like moot court, mock trial, law journals, and student government.
2. Foster community cohesion by organizing events and programs that create a sense of unity, inclusion, and responsibility among students, building from the school's history and its unique role in the Baltimore legal community.



GOAL

6

Advance justice and the public good.

OBJECTIVE 6.1

Build a culture of public service and civic engagement and ensure that all students might

receive the knowledge, skills, and experiences necessary to become attorneys committed to advancing justice and the public good. Build an inclusive culture of support for public service and engagement among students, faculty, staff, and alumni.

STRATEGIES

1. Increase curricular and extra-curricular service-learning opportunities that teach students how the law operates in real-world settings — including court observations; clinics, centers and public service externships — increase engagement with external institutions, with UBalt centers and promote student and faculty participation in pro bono activities.
2. Make public service career opportunities more accessible, equitable, and attractive by expanding paid pipelines, scholarships, and fellowships with government and nonprofit agencies, and exploring funding to mitigate the debt burden on students.
3. Highlight our institutional, faculty, staff, and alumni successes in the advancement of justice and the public good.

OBJECTIVE 6.2 *Strengthen, build and sustain meaningful and collaborative community partnerships with external communities at the local, national, and global levels, by fostering a spirit of mutual collaboration and reciprocal learning and amplifying the shared impact of the law school and its community partners.*

STRATEGIES

1. Expand collaboration with community partners, clinics, and others, for example, by supporting community-focused law reform projects, pro bono activities, and community education projects.
2. Elevate the voices of impacted community members through these partnerships and provide more opportunities for students, staff, alumni, faculty, and the public to engage with and learn from impacted community members.

OBJECTIVE 6.3 *Promote discourse and law reform on issues of public importance and contribute to the public good by advocating for meaningful law and policy reform. Create pathways for students to participate in social change movements both within and beyond traditional legal practice.*

STRATEGIES

1. Support and publicize faculty, staff, alumni, and student contributions to public discourse on critical social and legal issues in traditional legal scholarship, opinion pieces, policy reports, amicus briefs, pro bono work, law and policy reform efforts, empirical research, and collaborations with government and nonprofit organizations.
2. Host public forums and symposia that engage scholars, policymakers, community leaders, and impacted community members to share research, foster discussion, and generate solutions to pressing problems.
3. Facilitate student engagement in real-world discourse through legislative and regulatory advocacy, and law and policy reform work through externships, clinics, other coursework, engagement with the centers, and in other settings, and emphasize the connections to meaningful career paths.

Lawyers should not only uphold the law as it exists today; they should also imagine a more just society and work to make it a reality.

Faculty, students, staff, and alumni of the University of Baltimore School of Law work to advance justice and the public good in many ways. They learn the nature and requirements of justice and serve the needs of individuals, organizations, and society at large through the work of clinics and centers, externship opportunities, law and policy reform, service learning, public service careers, pro bono work and engaged scholarship.

UBalt Law seeks to increase its support of these and similar efforts as part of its commitment to strengthen the rule of law and nurture the ideal of justice.





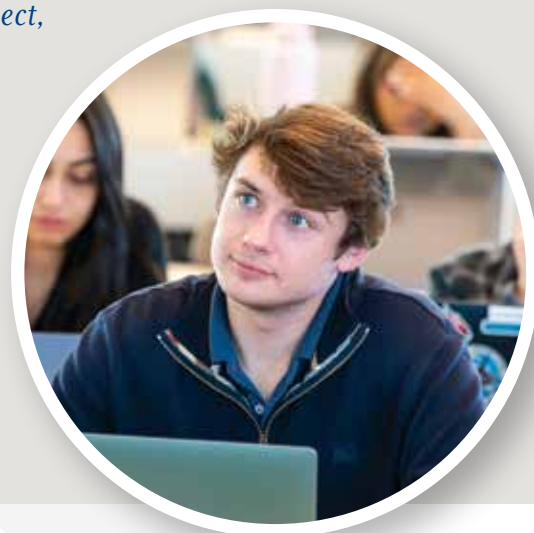
At the University of Baltimore School of Law, we work intentionally to ensure the best environment to learn, work, and engage.

We strive for all community members to feel welcome, respected, valued, supported, treated fairly, included, and invested in the mission, vision, values, and work of the law school, and share a sense of pride and belonging.

We seek to bring together community members and constituencies to celebrate and work across differences while modeling respect,

understanding, inclusion, and civil discourse.

Our community is enriched by the diverse backgrounds, identities, experiences, talents, skills, and perspectives each of us contributes to the academic, workplace, and community engagement aspects of UBalt Law. We all work together to educate, nurture, and ensure the success of generations of legal professionals who contribute to an evolving profession and become ethical and effective leaders, dedicated to promoting justice and equality while building a more equitable and inclusive society.



GOAL

7

Foster a positive, supportive, and inclusive climate and culture within which to learn, work, and engage.

OBJECTIVE 7.1: *Build a framework that allows for a positive and supportive culture and climate to grow and thrive.*

STRATEGIES

1. Continue to develop structures that help regularly engage the voices and perspectives of key stakeholders from all backgrounds and experiences who come together to identify impactful ways to build a framework that supports and encourages a positive and supportive law school climate and culture for students, faculty, staff, alumni, University partners, and other community members.
2. Develop and implement strategic initiatives that enrich the school's culture and build stronger connections within and throughout the UBalt Law community and the greater legal profession in Baltimore, the State of Maryland, and around the world. Ensure that initiatives are integrated and sustained across the law school and leverage cross-collaboration within and outside of the law school, including with University partners.
3. Prioritize initiatives related to accessibility, inclusivity, community engagement, alumni relations, leadership development, and communications.
4. Hire and retain the most qualified faculty and staff and ensure that policies and practices support their development and sense of belonging.
5. Provide opportunities for professional and leadership development and growth, and offer mentorship and sponsorship opportunities for students, faculty, staff, and alumni.
6. Ensure clear and compliant anti-discrimination policies and procedures, offer opportunities for community members to offer feedback about their experiences, and offer training on inclusive practices. Promptly, properly, and fairly address instances of discrimination, bias, harassment, and other conduct that detracts from a positive climate and culture.
7. Regularly assess priorities and initiatives and leverage data and community feedback to accomplish all strategies.





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