

UNIVERSITY OF BALTIMORE

**COLLEGE OF  
PUBLIC AFFAIRS**

**VISION • MISSION • VALUES**  
**STRATEGIC PLAN 2012 - 2015**



Dean, Stephen L. Percy

I would like to express my appreciation to the faculty, staff, and students of the College of Public Affairs who participated in the strategic planning process. This strategic planning document identifies six priorities that will guide the work of the College of Public Affairs for the next several years.

I look forward to working with my colleagues to distinguish the College of Public Affairs as a center of academic excellence.

Stephen L. Percy, Dean  
College of Public Affairs

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# College of Public Affairs

## Introduction

The formation of the College of Public Affairs (CPA) and the arrival of its new dean provided an occasion for the members of the CPA community to take stock of their accomplishments and aspirations, identify the college's strategic opportunities, and chart a path forward. This document outlines the College's strategic agenda as created by members of the CPA community—faculty, and staff informed by students and community representatives—during a two-day planning retreat held January 18-19, 2012.

## Process

Consultants from Stevens Strategy facilitated a two-day, off-site strategic planning retreat for 40 faculty and research staff of the College of Public Affairs. Prior to the retreat, surveys of faculty, staff, and students were conducted to obtain input from stakeholders. Additional background information was gleaned from a review of accreditation self-study documents for CPA programs, the transitional mission of the College of Public Affairs, and the University of Baltimore's strategic plan. Campus priorities, mission and the UB21 initiative were also considered as background to this planning work.

Working in groups during the first day of the retreat, participants engaged in a series of exercises to gain a common understanding of the planning context including UB/CPA history, the current environment for higher education and CPA, CPA's competitive advantage in the higher education marketplace, and CPA's core values. On the second day, participants were assigned to new groups where they worked on developing the CPA mission and identifying strategic priorities for the next two to three years.

Following the retreat, a writing committee was appointed to add detail to the strategic priorities developed during the retreat. The draft document was reviewed by the CPA Executive Committee and circulated among the CPA faculty and staff for review and comment.

The strategic planning priorities of the faculty, staff, and Dean of the College of Public Affairs presented herein serve to guide our efforts to realize the full potential of the new College of Public Affairs.

# Vision • Mission • Values

## Vision

To be among the **top twenty-five schools of public affairs in the United States.**

## Mission

The College of Public Affairs at the University of Baltimore is a vibrant, urban college engaged in personalized teaching and innovative research that promotes excellence in the public and nonprofit sectors. CPA is an intellectual catalyst for local, regional, national and global leadership in the fields of public administration, international affairs, conflict management and negotiation, health and human services, and criminal justice. CPA influences the broader community through traditional degree programs, continuing education, research, and engaged practice.

The College of Public Affairs inspires and educates a diverse student body whose education grounds them in theory and practice and readies them to contribute to their organizations and communities. Our engaged faculty and practitioners are committed to improving the practice in their fields through excellence in instruction, research, and applied practice.

## Values

**Ethical Practice:** In our teaching, scholarship, and practice we adhere to the highest standards of ethical conduct and we expect the same from our students.

**Access:** We promote access to educational excellence for those who may otherwise lack such opportunity.

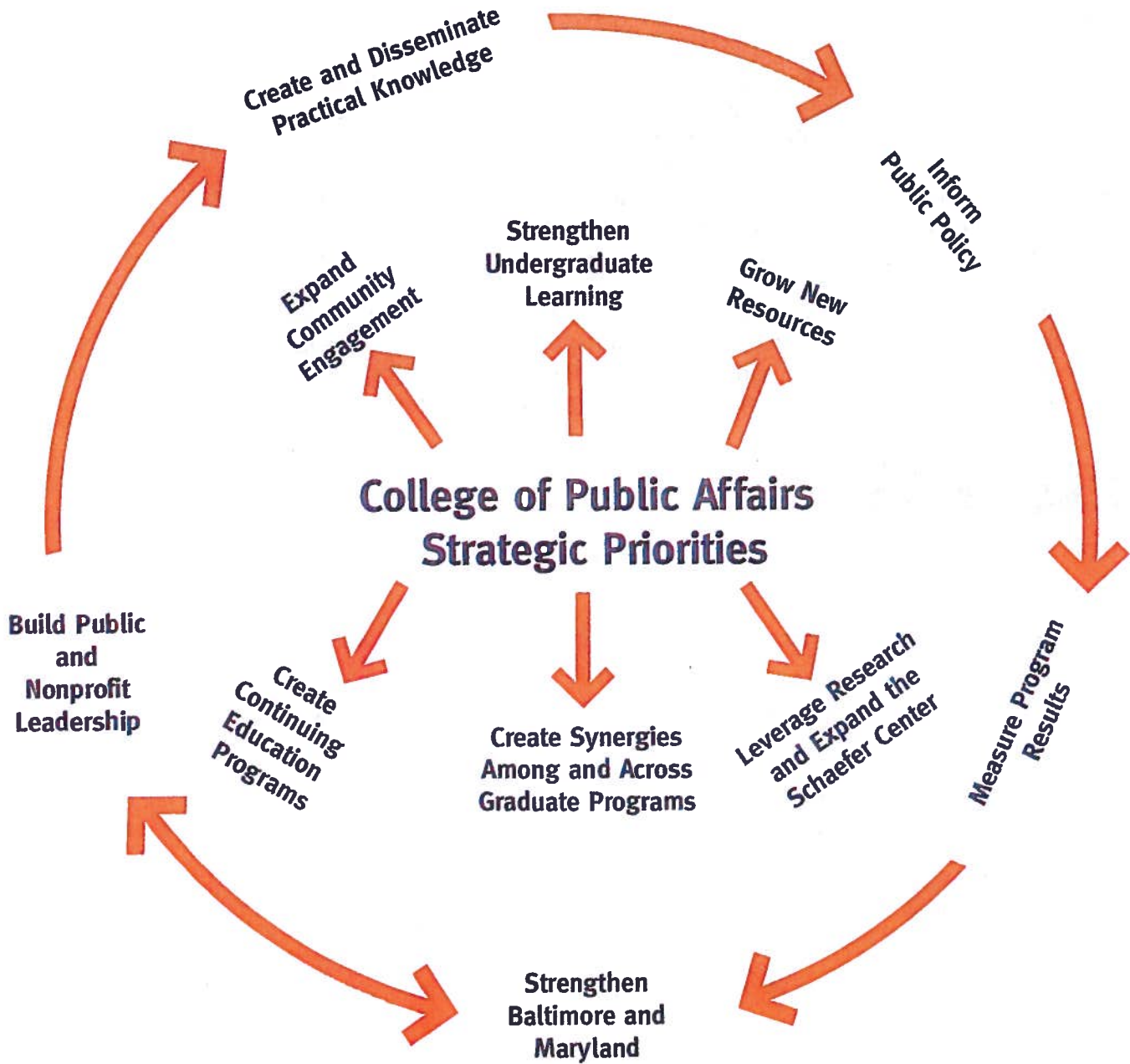
**Inclusion:** We value and promote diversity, tolerance, and inclusion in the classroom and in practice.

**Excellence:** We promote excellence in instruction, research, and practice and we support the development of excellence in the public sector.

**Engagement:** We engage with our students and community. We deploy our academic expertise to support civic revitalization, social capital development, and community development through consultation, advocacy, convening, and service learning.

**Lifelong learning:** We promote lifelong learning by our faculty, students, graduates, and community members.

# Strategic Plan for the College of Public Affairs



## Strategic Priority 1:

Develop new resources to support the work of the College of Public Affairs and allocate those resources in support of the College's mission.

## The Importance

Given that funding from the State budget is expected to remain flat in the foreseeable future, new sources of funds will be required to support the strategic priorities of the College of Public Affairs.

## Key Goals:

1. Expand the resources available to support achievement of the mission of the College.
2. Expand support for faculty to engage in research
3. Expand scholarship support for graduate students in the College.

Strategic Actions / Next Steps	ST	M/LT	Key Participants
1. Expand donations from alumni and others to provide scholarships for CPA students.	X		Dean, Associate Dean and, where relevant, school faculty and administrators.
2. Increase business and community partner sponsorships for CPA programs.		X	Dean, campus development staff, UB University Relations Office, CPA Advisory Board.
3. Seek external funding for endowed chairs, named professorships, named Schools and College naming.		X	Dean, campus development staff, UB Foundation, CPA Advisory Board.
4. Engage actively with UB Foundation and Dean's Advisory Council.	X		Dean, Associate Dean and, where relevant, school faculty and administrators.
5. Engage alumni through regular contact about college activities and events. Utilize alumni on college advisory boards.		X	Dean, Executive Directors of Schools, UB Alumni Office, CPA Advisory Board.
6. Create and host fund-raising events that generate enthusiasm and support for CPA.		X	Dean, Executive Directors of Schools, UB Alumni Office, CPA Advisory Board.
7. Increase the amount of funded research assistantships for graduate students.		X	Dean, Executive Directors of Schools, UB Foundation, UB Research Office.
8. Expand proposals and extramural funding for research; create incentives for faculty to become involved in funded research.	X		Dean, Executive Directors of Schools, UB Research Office, Schaefer Center.
9. Improve the visibility of the College and Schaefer Center through signature products and events.	X		Dean, Executive Directors of Schools, CPA Advisory Board, Schaefer Center, University Relations.

Key: ST = Short Term M/LT = Mid/Long Term

## Strategic Priority 2:

Develop and implement high quality, distinctive continuing and executive education programs.

### The Importance

Implementation of high quality continuing education programs will extend the instructional capacity of College faculty to new arenas, including professional training and advancement for diverse groups in our local and regional population. Such programs will enhance the visibility of the College, serve as a pipeline to our academic programs, advance the quality of professionals in our local and regional workforce, and generate revenues to support College initiatives.

### Key Goals:

1. Design and implement continuing and executive education programs that align with disciplinary areas of the College and the strengths/interests of faculty.
2. Identify a pool of adjunct faculty who can participate in our continuing education programs and bring to them real world knowledge and application.
3. Create sustainable financial models for continuing education programs.

Strategic Actions / Next Steps	ST	M/LT	Key Participants
1. Identify areas where professional education programs align with the disciplines and interests of the College, Schools, programs and faculty.		X	Faculty and Program Directors for each academic program.
2. Gather market information to measure the local and regional market demand for continuing education programs.	X		Faculty and Program Directors, possible with support of the Schaefer Center. Dean will acquire resources to support this market research.
3. Create a template for sustainable operation of continuing education programs with the expectation that such programs, in the long run, will generate revenues in excess of expenses to support academic programs.	X		Dean and the College Executive Council.
4. Develop assessment systems to measure the quality and impact of all continuing education programs.		X	Faculty and program directors, perhaps with assistance of campus resources focused on assessment.
5. Identify financial resources to support the start-up of professional education programs.	X		Dean.
6. Develop and implement marketing plans to promote continuing education courses and programs.		X	Dean, Program Directors, University Relations Office.
7. Launch the Certified Public Management (CPM) Program as a signature continuing education program for the College; create tracks within CPM aligned with College-based disciplines and public management.	X	X	Dean, Executive Directors of Schools, UB Foundation, UB Research Office.



### Strategic Priority 3:

Embrace community engagement as a critical element of CPA's instructional, research and community-building missions.

### The Importance

Community engagement will provide CPA with opportunities to grow its visibility and stature in the community, contribute to positive change in Baltimore and Maryland, enlarge extramural research and grant dollars, and expand the capacity of the academic programs in the College to offer experiential learning.

### Key Goals:

1. Identify opportunities to link the expertise and interests of faculty to community and state organizations, programs, and initiatives.
2. Explore ways in which the knowledge created by faculty and by the Schaefer Center can be disseminated to the community—providing information and expertise relevant to community-building and urban revitalization.
3. Find ways to promote and celebrate community partnerships and collaboration.

Strategic Actions / Next Steps	ST	M/LT	Key Participants
1. Identify and promote College-based university-community partnerships already in place.	X		Faculty and Program Directors for each academic program.
2. Identify opportunities for new or expanded university-community partnerships.	X		Faculty and Program Directors, Dean.
3. Encourage faculty and staff to explore new partnerships,		X	Dean, faculty and staff.
4. Link the work of community engagement to experiential learning courses operating within the academic programs of the College.	X		Faculty and Program Directors, perhaps with assistance of campus resources focused on assessment.
5. Find ways to recognize and celebrate community partnerships in the marketing efforts of the College.	X	X	Dean.
6. Expand the applied research conducted by faculty and the Schaefer Center in order to create relevant knowledge and inform public policy making.		X	Faculty and Schaefer Center [This relates to another strategic priority focused on the Schaefer Center].

## Strategic Priority 4:

Strengthen and grow the undergraduate programs of the College.

### The Importance

Until about five years ago, the College was home to upper-level undergraduates and graduate students. This changed as UB embraced a four-year undergraduate program. Over time our undergraduate programs have grown; it is time to develop a college-level strategy to further enhance undergraduate education.

### Key Goals:

1. Strengthen the undergraduate experience of students in our academic programs.
2. Design cross-cutting opportunities for undergraduate students in our majors to interact and learn together.
3. Grow the offering of undergraduate courses in world languages and cultures.
4. Explore and implement, where relevant, new pedagogical approaches, including experiential learning in the urban setting.
5. Support the transfer of the undergraduate program “Community Studies and Civic Engagement” to the College; redesign and strengthen the program as a signature element of community engagement.

Strategic Actions / Next Steps	ST	M/LT	Key Participants
1. Appoint a Director of Undergraduate Studies and create an Undergraduate Studies Committee—composed of faculty from each of the College’s three Schools and College Advisors.	X		Dean and Executive Directors.
2. Explore expanded experiential service learning in the undergraduate programs in the College. Identify resources needed to implement this strategy.		X	Director of Undergraduate Studies and Undergraduate Studies Committee, Program Directors.
3. Continue to grow the World Culture and Languages Program.	X		Dean and the College Executive Council, Director of Undergraduate Studies, Undergraduate Studies Committee.
4. Revise and strengthen the Community Studies and Civic Engagement program as an interdisciplinary, cross-college academic program.	X		Special committee to be appointed by the Dean and Executive Council, including CAS faculty.
5. Explore College-level programming that supports the undergraduate learning experience in the College (including such options as undergraduate research, conferences, speakers, poster sessions, study abroad).	X		Dean, Executive Directors of Schools, UB Alumni Office, CPA Advisory Board.
6. Organize scholarship and student support resources to support undergraduate programs.	X		Dean, Director of Undergraduate Studies.
7. Grow connections to the UB Honors program.			Dean, Director of Undergraduate Studies, Honors Program Director.
8. Grow new undergraduate student associations and honor societies.		X	Director of Undergraduate Studies.
9. Explore the possibility of core courses in public policy that might be offered across all undergraduate programs offered in the College.		X	Director of Undergraduate Studies, Executive Directors, Directors of Undergraduate programs.

## Strategic Priority 5:

Leverage the Schaefer Center for Public Policy to promote applied research and community engagement through collaboration across faculty, students and community.

### The Importance

The Schaefer Center can enhance the reputation of the College of Public Affairs within the larger community (city, region, state) while supporting faculty research and engaging students in the research process. The Schaefer Center can serve as a critical link across the faculties of the component Schools within the College of Public Affairs to catalyze interdisciplinary collaboration in research and community engagement.

### Key Goals:

1. Operate the Schaefer Center as the home base to support research activities of faculty in the College.
2. Undertake applied research supports policy making in the community (city, region and state).
3. Expand extramurally-funded research and indirect cost returns to the College.
4. Operate high quality continuing education programs related to the professional and disciplinary base of the faculty.
5. Disseminate faculty research and other research to the community (city, region and state).

Strategic Actions / Next Steps	ST	M/LT	Key Participants
1. Seek out public and private partnerships with local and state governments, research organizations and other universities.	X		Schaefer Center Director and staff, Executive Council, faculty.
2. Sponsor workshops on applied research methods, using Schaefer Center products to illustrate applied research in practice.		X	Schaefer Center Director and staff in consultation with Executive Directors, Program Directors, faculty and graduate students.
3. Provide resources to support faculty research, including seed grants, course-buyouts and access to graduate research assistants.	X		Dean, Schaefer Center.
4. Create an in-house publication vehicle to promote and disseminate research findings.		X	Schaefer Center Director and staff.
5. Promote opportunities for student/faculty partnerships on research projects.		X	Schaefer Center Director, Program Directors of graduate programs.
6. Inform faculty about research grant opportunities at the federal/state/local and foundation levels.		X	Schaefer Center Director and staff.
7. Develop inter-agency agreements to facilitate on-going applied research relationships and funding.	X		Schaefer Center Director and staff.
8. Create and maintain an up-to-date directory of faculty expertise and research interests as a vehicle to link faculty to research opportunities.	X		Schaefer Center Director and staff.
9. Launch the CPM for Nonprofit Managers in July 2012.	X		Schaefer Center Director and staff, faculty, Program Directors.
10. Develop and implement a plan to staff the Schaefer Center with the appropriate expertise to carry out the responsibilities outlined in the strategic actions above.			Schaefer Center Director and staff, Dean, Executive Council.

## Strategic Priority 6:

Promote “cutting edge,” practice-based approaches to instruction and research in the College, foster collaborative partnerships for curriculum, program development and public policy research.

### The Importance

As a new entity, the College lacks a distinct identity within the University as well as within the broader community. By fostering and developing programs through collaborative partnerships formed within the College and with agencies and organizations in the community, the college can make significant strides in enhancing its reputation and standing.

### Key Goals:

1. Enhance the quality and relevance of existing programs
2. Create linkages across programs with special attention to cross-curricular offerings to support development of unique programs and learning opportunities.
3. Developing new programs to strengthen the College's academic program array.

Strategic Actions / Next Steps	ST	M/LT	Key Participants
1. Encourage academic programs to undertake periodical assessments of student learning achievement to inform program improvement, innovation, and growth.		X	Executive Directors, Program Directors, alumni, agency/community leaders (professionals in the field), faculty.
2. Explore the creation of certificate programs at the graduate and undergraduate levels.	X		Dean, Executive Directors, Program Directors, faculty.
3. Explore opportunities for new academic programs that (1) are consistent with the public affairs mission of the College, (2) will grow enrollments and (3) will offer opportunities for collaboration with existing programs in the College and University (e.g., M.S. in Nonprofit Management and Social Entrepreneurship).	X		Dean, Program Directors, Executive Directors, faculty.
4. Appoint and charge an interdisciplinary faculty workgroup to review current School/Program curriculum and identify opportunities for multiple programs to “share” core courses (e.g., research methods, statistics, public policy).	X		Executive Directors, Program Directors, faculty.
5. Create an “Interdisciplinary Teaching & Research Consortium” within the Dean’s Office to solicit and fund proposals from faculty interested in conducting cross-disciplinary research or developing cross-disciplinary classes.			Dean, Executive Directors, faculty.
6. Explore and, where relevant, implement synergies in curriculum across graduate programs that will advance the breadth of student learning pathways.		x	Executive Directors, Program Directors, faculty.
7. Explore how the Doctor of Public Administration program can be modified to be relevant to students in all disciplinary areas with an interest in public administration and policy.		x	Dean, Director of the DPA Program, Executive Directors, faculty.

## **About the College of Public Affairs**

The University of Baltimore's College of Public Affairs is home to the School of Criminal Justice, the School of Health and Human Services, the School of Public and International Affairs, and to the Schaefer Center for Public Policy, the pre-eminent public policy research center in Maryland. Our college offers degrees that are accredited by the Academy of Criminal Justice Sciences, Association of University Programs in Health Administration, and National Association of Schools of Public Affairs and Administration (NASPAA).

The College of Public Affairs faculty members are renowned experts in their fields and include a group of National Academy of Public Administration fellows. Its academic programs capitalize on the University's distinction in the fields of public administration, criminal justice and health and human services. The College is ranked 73rd nationally in U.S. News & World Report's 2013 edition of "Best Grad Schools," a significant honor and testament to the quality of its programs, students and faculty.