



2010 MISSION STATEMENT

November 12, 2010

Summary Mission Statement

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.

I. Institutional Identity

The University of Baltimore (UB) provides high quality, career-oriented education at the bachelor's, master's, and professional degree levels, including a select number of applied doctorates. UB offers degree programs in business, public affairs, applied liberal arts and sciences, and law. Graduates of UB contribute to the well-being of Maryland as responsible citizens and through their chosen professions. UB's faculty, staff, and students apply their expertise and University resources to current economic, social, and political problems, all under the a shared understanding of "Knowledge That Works."

Throughout its history, the University of Baltimore has been committed to providing outstanding educational opportunities. Located in midtown Baltimore, in the heart of the cultural district, the University contributes significantly to the academic, economic, and cultural vitality of the center of the city. UB is committed to valuing and enhancing its connection to Baltimore as well as to continuing development of its core campus. The University works diligently to invite capable students, diverse in identities and experiences, to pursue their education in a culturally-rich urban environment.

In order to serve its students and the citizens of Maryland with the widest possible range of high-quality academic programs, UB takes full advantage of the synergy among its four schools of business, public affairs, arts and sciences, and law. UB is also committed to developing and sustaining cooperative programs with other USM institutions and other public and private institutions in areas of complementary strength, and to building upon UB's rich history of Maryland community college relations.

The AACSB-International accredited Merrick School of Business is student-focused, regionally committed, and globally oriented. Its undergraduate and graduate programs offer a wide array of specializations including accounting, entrepreneurship, finance, marketing, management, human resource management, information systems, international business, and operations management. Its centers of excellence – the Jacob France Institute and the Entrepreneurship Opportunity Center – provide significant programs and research to and for the business community.

The College of Public Affairs emphasizes applied and professional programs including public administration, criminal justice, negotiations and conflict management, human services administration, health systems management, and international studies. Its graduates possess the theoretical knowledge and substantive skills necessary to enhance the organizations in which they work and practice. The MPA, criminal justice, and health systems management programs are accredited or certified, and the College is also home to the Schaefer Center for Public Policy, a pre-eminent public policy research center in Maryland.

The Yale Gordon College of Arts and Sciences is comprised of the following schools and divisions: Applied Behavioral Sciences; Communications Design; Legal, Ethical and Historical Studies; Information Arts and Technologies; and Liberal Studies. Undergraduate and graduate program offerings include English, digital communication, integrated arts, history, jurisprudence, psychology, applied information technology, simulation and digital entertainment, environmental sustainability and human ecology, creative writing and publication design, and communication design. The College has primary responsibility for providing a liberal education base for all UB students, which includes advanced baccalaureate work in writing and ethics. Its faculty are leading educators and practitioners; for example creative writing faculty have won numerous national awards in non-fiction, short stories, and poetry.

The School of Law is the sixth largest public law school in the country, and its graduates are leaders in Maryland government and public and private firms across the state. Its areas of strength include clinical legal education, family law, intellectual property law, international law, litigation skills, criminal practice, and taxation law. Among its centers, the Center for Family, Children and the Courts is a national and international leader in family court reform and program development.

Building on the strengths of its core campus programs, UB offers an expanding number and variety of online programs and continues to be a leader in implementation of e-learning across the curriculum, development of online programs, and enhanced online pedagogy.

UB takes pride in its diversity, which reflects that of the greater Baltimore region and enhances the educational experiences of UB students, preparing them better for service to their communities and for success in the increasingly diverse workplace. The student body is 38% U.S. minority, mostly African-American. Women make up 58% of the student body. UB works to be especially responsive to the needs of students with disabilities. The average age of UB students is 29.6 years, with undergraduate students averaging 28.7 years, graduate students averaging 32 years, and law students averaging 27.6 years. Graduate and law students make up one-half of all UB students.

UB's plans for future academic programs include:

- expansion of baccalaureate and master's programs in technology and applied fields, such as:
 - cyber security and information assurance
 - economic crime and organizational security
 - enterprise risk management
 - forensic accounting
 - global leadership
 - global organization and human security
 - real estate and economic development
 - technology transfer and commercialization

- development of advanced certificate programs in such areas as:
 - digital media
 - knowledge discovery and predictive analysis
 - library information technologies
 - non-profit management
 - risk management
 - technology commercialization

- development of additional, applied doctoral programs similar to the JD, DCD, and DPA in areas of UB's particular strengths and societal needs;
- development of continuing education and executive training programs; and
- growth in online, hybrid and distance learning curriculum and the use of supporting technology (e.g. social networking, mobile communication, collaboration tools, and webcasting) in both credit and non-credit programs, including e-learning instructional design and measurement

Carnegie Classification: Master's Colleges and Universities (larger program). UB is also a Carnegie "community-engaged" institution.

II. Institutional Capabilities

At its midtown urban campus, UB combines instruction, research, and public service to advance the intellectual, professional, and economic life of the Baltimore metropolitan area, the State of Maryland, the mid-Atlantic region, and beyond. The University's emphasis on practical, applied, career-oriented education at both the undergraduate and graduate levels attracts students with clear professional objectives.

Traditional strengths of the University are the care with which faculty members educate students through a focus on learning and the individual attention students receive. UB provides students with progressive skills and techniques for productive careers in the public and private sector, as well as with a broad foundation of competencies and knowledge to meet the continuously changing conditions of today's work environment. UB is meeting the demands of present and future employers for skilled professionals, managers, and leaders who can succeed in today's competitive society and knowledge economy.

UB is committed to enhancing student access, including access for students of underrepresented racial/ethnic groups, older students, and returning students, ensuring them opportunities for academic success. Strategies to accomplish such access include:

- holding tuition at affordable levels;
- enhancing the campus environment;
- fostering a campus climate that welcomes diverse students on an equal basis;
- recruiting and retaining a diverse faculty and staff;
- increasing need and merit based scholarships and other student financial aid;
- meeting demand for disability services;
- enhancing college readiness, tutoring, and academic support services;
- implementing initiatives to enhance retention and close the achievement gap;
- enhancing career services;
- expanding flexible scheduling, permitting day, evening, weekend, and online access to programs;
- adding complementary specialized academic opportunities that not only enhance the educational experience of UB's students, but that also "raise the sights" and academic ambitions of those who participate; and
- increasing collaboration with other educational institutions.

A major institutional goal is to ensure the success of UB's graduates in an information and media-oriented society. In addition to developing information technology-focused and digitally based academic programs, UB places a high priority on the integration of technology enhancements into instruction in all fields. A large and growing number of classroom courses provide online components, including syllabi, links to relevant websites, threaded discussions, and electronic library resources. UB also offers many online courses, including its complete Bachelors in Business Administration, (webBachelors), Masters in Business Administration (webMBA), and Masters in Public Administration (webMPA) programs. The University is committed to expansion of all these efforts.

Through its Office of Technology Services and its two libraries, the Langsdale Library and the Law Library, UB is committed to:

- providing students, faculty, and staff a networked information technology (IT) environment appropriate for learning, teaching, and administration;
- supporting access to the Internet via pervasive wireless technology;
- offering hard-copy and electronic books and journals, available on-site and remotely 24-hours a day; and
- training in research, the Internet, and the use of electronic classrooms; class-specific research sessions; and electronic reserves.

UB is committed to further investments necessary to keep IT resources current and adequate to meet the increasing and changing needs of the campus community. Transformation of the traditional library to a forward-thinking learning commons with renovation and expansion of library functions and collaborative learning spaces is critical to success in this area.

More than 90 percent of UB's core, tenure and tenure-track faculty members hold the terminal degree in their respective fields. Work-life and workload policies and reward-structures are designed to promote a balance among instruction, scholarly productivity, and service. Excellence in teaching is of primary importance to the University, enhanced by faculty members actively engaged in basic and applied scholarly and creative activities.

UB emphasizes quality over quantity in scholarly activities, as measured by peer-reviewed publications, and competitive grants and fellowships. In keeping with the applied emphasis in UB's academic programs, much faculty research focuses on real world problems and produces results that have an immediate and local or regional impact. Many faculty members combine research and service by analyzing important public policy issues. Faculty research from AY 2004-2005 to AY 2009-2010 produced 137 books, 872 refereed articles, and approximately \$4.6 million in sponsored research.

Much of UB's applied research and creative activity is conducted through a number of centers:

- Jacob France Institute
- Schaefer Center for Public Policy
- Ampersand Institute for Words & Images
- Hoffberger Center for Professional Ethics
- Center for International and Comparative Law
- Center for Negotiations and Conflict Management
- Center for Families, Children and the Courts
- Stephen L. Snyder Center for Litigation Skills
- Center on Applied Feminism
- Center for Sport and the Law
- Center on Medicine and Law
- Center for Excellence in Learning and Teaching

UB's presence in midtown Baltimore is critical to the stability and future growth of the cultural center of the city. UB is developing student residential facilities in collaboration with the private sector in order to attract more students to live near the University and participate more fully in campus and urban life.

In its commitment to serve its community, the University provides research, training, and student interns to corporations, small businesses, professional practices, local and state agencies, and non-profit groups. For example, UB's Law Clinics, recently ranked among the top 24 in the nation, assist battered women, the elderly, immigrants, and others.

Among UB's many contributions to economic development in the State are the Maryland Business Research Partnership, the Regional Employment Dynamics Program, the Jacob France Institute, and the Entrepreneurial Opportunity Center; and UB is home to the Small Business Development Center-Central Region. UB also serves public and professional communities through a wide variety of seminars, workshops, and conferences addressing their needs and interests. Leaders in business, law, government, and other professions are provided opportunities for continuing education and lifelong learning.

III. Institutional Objectives and Outcomes

Consistent with the State Plan for Higher Education and the USM Board of Regents' Strategic Plan, UB's Managing for Results goals over the next four years are to:

- support the creation, development and implementation of transformative, 21st century academic models, programs and pedagogies;
- build the full baccalaureate with distinctive general education that accommodates both first-time, full-time (FTFT) and transfer students;
- develop curricula in science, technology, engineering, and mathematics (STEM); information technology (IT); integrated arts; digital learning, communication and culture; global awareness and citizenship; and education-support fields;
- expand experiential learning through clinics, outreach, internships, etc.;
- grow programmatic offerings at Shady Grove and elsewhere;
- enhance the institutional focus on multiple and alternative modes of delivery to meet the needs of new generations of learners;
- integrate and enhance the use of technology in all delivery modes;
- implement a distinctive program of Continuing Education to enable true life-long learning;
- maintain a welcoming and vibrant campus for a balance of commuter and residential students, especially at the proposed Midtown Learning Center;
- remain an active, engaged and contributing partner to the health and prosperity of the city of Baltimore, the state of Maryland, and the region.