

University of Baltimore

2014 MISSION STATEMENT

March 31, 2014

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
- 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 provides high-quality, career-oriented education at the bachelor's, master's and professional-degree levels, including offering a select number of applied doctorates. UB's faculty, staff and students apply their expertise and University resources to current economic, social and political problems, all under a shared understanding of Knowledge That Works. Located in midtown Baltimore, in the heart of the cultural district, the University contributes significantly to the city's academic, economic and cultural vitality. UB is committed to valuing and enhancing its connection to Baltimore and to continuing development of its campus. The University works diligently to invite capable students, diverse in identities and experiences, to pursue their education in a culturally rich urban environment.

UB uses the synergy among its four schools to provide multidisciplinary academic programs that ensure responsiveness to 21st-century urban and global challenges within and across professions and geographic boundaries. UB is also committed to developing and sustaining cooperative programs with other USM institutions and with other public and private institutions in areas of complementary strength and to building upon UB's rich history of collaboration with Maryland's community colleges.

The AACSB International-accredited Merrick School of Business offers undergraduate and graduate programs designed to empower students to be knowledgeable and responsive business leaders. The school supports an Entrepreneurship Fellows program as well as accounting honors and business honors options for undergraduates. The faculty's strength

is in its dedication to both teaching and research. Its centers of excellence—the Jacob France Institute and the Center for Entrepreneurship and Innovation—provide impactful programs and research to and for the business community and local, state and federal government agencies.

The College of Public Affairs emphasizes applied and professional programs in an interdisciplinary context, including a graduate program in Nonprofit Management and Social Entrepreneurship offered jointly with the Merrick School of Business. Its graduates possess the theoretical knowledge and substantive skills necessary to enhance the governmental and nonprofit organizations in which they work and practice. The M.P.A., Criminal Justice and Health Systems Management programs are accredited or certified, and the college is also home to the Schaefer Center for Public Policy, the pre-eminent public policy research center in Maryland.

The Yale Gordon College of Arts and Sciences offers undergraduate and graduate programs in its divisions of Applied Behavioral Sciences; Legal, Ethical and Historical Studies; and Science, Information Arts and Technologies and in the Klein Family School of Communications 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. The college is recognized as the heart and center of creative, cultural and intellectual excellence with distinction for experiential learning and for commitment to promoting high-quality, innovative and interdisciplinary applied liberal arts and sciences for a digital world.

The School of Law, one of only two law schools in Maryland, educates leaders in government, the judiciary and private law firms across the region. Faculty members are both major scholars in the field and experienced practitioners. Areas of faculty strength include clinical legal education, family law, intellectual property law, international law, litigation skills, criminal practice and taxation law.

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. Students self-report that 53 percent are U.S. minority, 38.7 percent are African-American and 58 percent are female. UB aims to be especially responsive to the needs of students with disabilities. The average age of UB students is 29.9, with undergraduate students averaging 28.7, graduate students averaging 33 and law students averaging 27.9. Graduate and law students make up 46 percent of all UB students.

UB's plans for future academic programs include:

- expansion of baccalaureate, master's and advanced certificate programs in technology and applied fields
- development of additional applied doctoral programs similar to the J.D., D.S. and D.P.A. in areas of UB's particular strengths and of societal need
- growth in online, hybrid and distance-learning curricula and in the use of supporting technology (e.g. social networking, mobile communication, collaboration tools and

webcasting) in both credit and noncredit programs, including e-learning instructional design and measurement

- development of new continuing noncredit education programs that provide opportunities for local professionals and leaders to advance skills and expand impact both within their profession and the local community and region.

Carnegie Classification: Master's Colleges and Universities (larger program)

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. UB is committed to enhancing student access and achievement, including access for students of underrepresented minority groups, older students and returning students, ensuring them opportunities for academic success.

More than 90 percent of UB's core, tenure and tenure-track faculty members hold a terminal degree in their respective fields. Work-life and workload policies and reward structures are designed to promote 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.

A major institutional goal is to ensure success of UB's graduates in a digital information- and media-oriented society. UB places a high priority on integrating technology enhancements into instruction across all fields. Transformation of the traditional library to a learning commons with renovation and expansion of library functions and collaborative learning spaces is critical to success in this area. A large and growing number of classroom courses provide online components as a complement to UB's growing online course and program array, all supported by the library's expanding collection of digital resources.

UB has strengthened its commitment to incubating creative ideas, spurring entrepreneurial projects and developing teaching and learning initiatives among its faculty and staff by creating an Office of Academic Innovation. Under its umbrella fall a teaching and learning center, the honors program and an experiential-learning program. The office is responsible for supporting, coordinating and institutionalizing creative and innovative approaches to teaching, student learning, curriculum and program development, and promoting and demonstrating student achievement.

UB emphasizes quality in scholarly activities, as measured by peer-reviewed publications, juried creative works, 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 local or regional impact; in addition, much of this research is conducted through its research centers. Many faculty members combine research and service by analyzing important public-policy issues. Faculty research from AY 2004-05 to AY 2012-13 produced 227 books, 1,533 refereed articles and approximately \$53 million in sponsored research.

UB is committed to community engagement and experiential learning through reciprocal partnerships that advance student learning and faculty scholarship as well as revitalize urban life in Baltimore and its surrounding region. Academic and student affairs program conduct several community engagement initiatives collaboratively. 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, nonprofit groups and K-12 education. College readiness programs serve hundreds of Baltimore city high school students each year.

As an anchor institution in midtown Baltimore, UB is an integral, engaged partner in the growth of the city's cultural center. UB has invested in new buildings, renovated existing structures and implemented streetscaping to enhance the neighborhood and contribute to its economic and cultural vitality. It has also developed a student residential facility in collaboration with the private sector and expanded area partnerships to enable more students to live near the University and participate fully in campus and urban life. UB is committed to urban environmental sustainability in both its programmatic offerings and its campus practices.

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:

- enhance the learning experience at UB as measured by retention, progression and completion rates; student satisfaction indicators; and job placement data
- support the creation, development and implementation of transformative, 21st-century academic models, programs and pedagogies
- align graduate and professional education and curricula with changes in professional disciplines and market conditions
- grow programmatic offerings at the Universities at Shady Grove
- 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
- maintain a welcoming and vibrant campus for commuter and residential students
- remain an active, engaged and contributing partner to the health and prosperity of Baltimore, Maryland and the region.