

UBALT: FOR BALTIMORE AND BEYOND

FY 2023 OPERATING BUDGET TESTIMONY
TO THE MARYLAND GENERAL ASSEMBLY

PRESENTED BY

Kurt L. Schmoke, *president*
The University of Baltimore

February 2022

House Appropriations Committee
Subcommittee on Education and
Economic Development
Delegate Ben Barnes
February 9, 2022

Senate Budget and Taxation Committee
Subcommittee on Education, Business,
and Administration
Senator Nancy King
February 10, 2022



Kurt L. Schmoke, *president*
The University of Baltimore

Thank you for the opportunity to testify on behalf of The University of Baltimore, the region's institution of choice for career advancement, skills enhancement, and personal and professional success in more than 70 academic programs representing some of the most exciting and beneficial fields in the nation. We offer educational opportunities in law, business, public policy and the arts and humanities, and increasingly we're attracting students to leading-edge careers in cyber investigations, public administration, creative writing, technology and entrepreneurship.

As we near our centennial anniversary in 2025, UBalt is decidedly not acting its age. Five words describe our midtown Baltimore campus and its capabilities:

SUCCESSFUL: The *Baltimore Business Journal* recently reported that UBalt alumni with 10+ years of career experience are earning a median annual salary of \$89,700—among the highest in Baltimore for bachelor's degree earners. The University has also ranked consistently for earning performance and career mobility for graduates earning master's degrees. UBalt students know that their degrees will open up a world of career success for them, even in nascent fields like data privacy, negotiations and conflict management, digital design and infrastructure equality.

ENGAGED: With a student population that skews older than the college-going norm—the average age is around 30, with many students working full- or part-time while they take classes—UBalt is a campus that connects *learning* to *doing*. In fall 2021, the Institute for Democracy & Higher Education's latest National Study of Learning, Voting, and Engagement showed that UBalt continued its trend of being a national leader in voting, with a 2 percent increase in voter participation and a 1.4 percent increase in voter registration in the 2020 election cycle.

DIFFERENT: It's not unusual for a UBalt undergraduate to start out as an English major and wind up in arts management or accounting, or for a law student to set out to practice corporate law before discovering a talent for representing military veterans in benefits cases. Because we are a small institution, students form bonds across disciplines and make connections that change lives. Even students in their 50s and 60s find renewal at the University, while their classmates cheer them on in totally new experiences.

NETWORKED: With more than 60,000 alumni, 42,000 of whom have built lives and careers in Maryland, The University of Baltimore provides a highly developed, incisive network of leaders and agents of change. This web of influence is easily recognizable, in key locations such as the state's judiciary or its corporate governance, and it encourages the institution to play an important role in improving the lives of both Marylanders and those who live elsewhere in the region. Our alumni welcome current students into this large-scale network, creating career pathways and opportunities to bring innovative ideas and energy to the state's workforce.

SELF-STARTING: While UBalt is quite proud of its multi-generational graduates—some students have parents and grandparents who attended—another real source of strength comes from those who are first-generation college goers. Our Professional Pathways program supports these students by introducing them to others from similar circumstances, and with similar career interests in mind. Some of these students outperform their counterparts in the classroom, and many carry their "striver" mentality into a lifetime of success. We don't stand in the way of someone who never dreamed they'd make it to college. Instead, we assist, encourage and keep them on a steady path of progress.

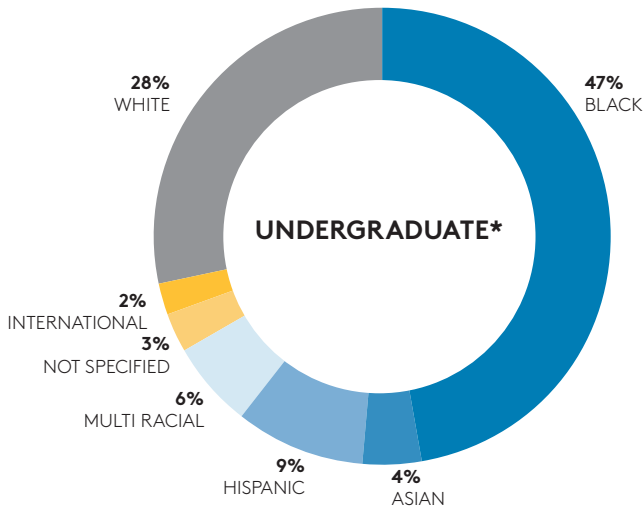
At The University of Baltimore, we are preparing the leaders of today and tomorrow. We are poised to do even more. Your continued support is essential in this endeavor.

Sincerely,

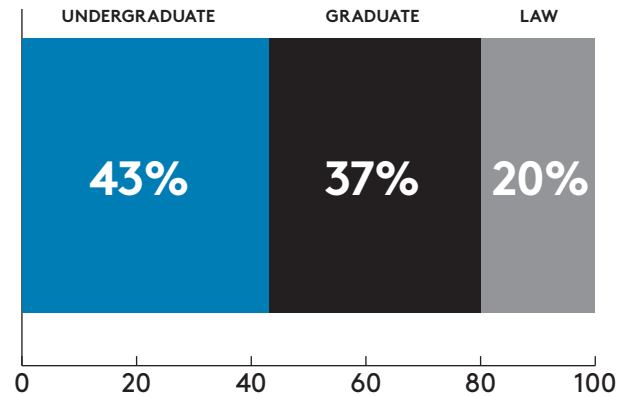
Kurt L. Schmoke
President

UBALT: BY THE NUMBERS

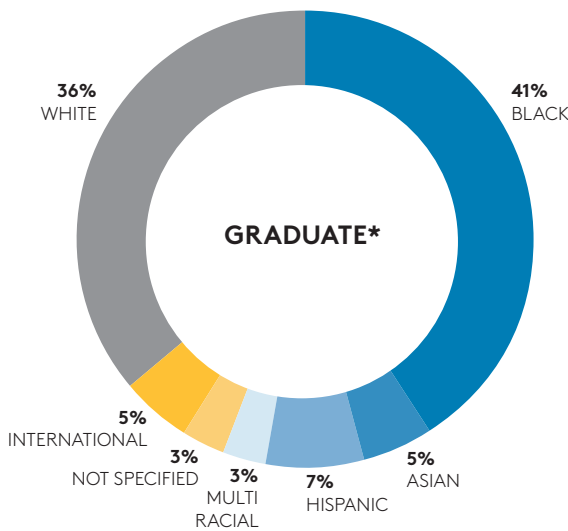
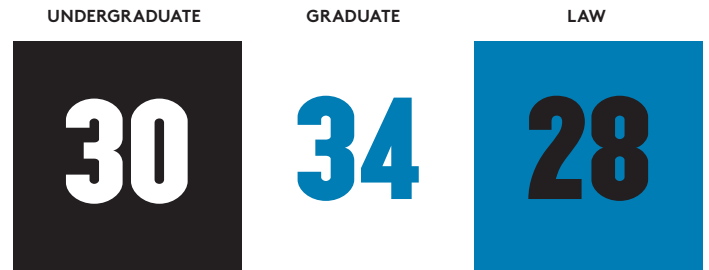
ENROLLMENT BY RACE/ETHNICITY, FALL 2021



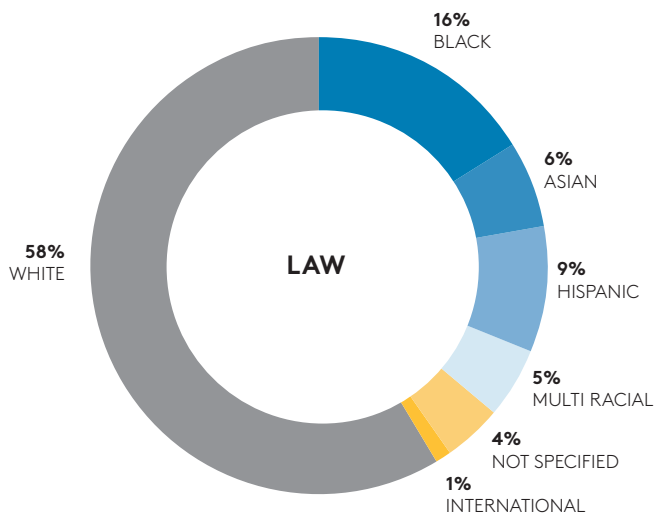
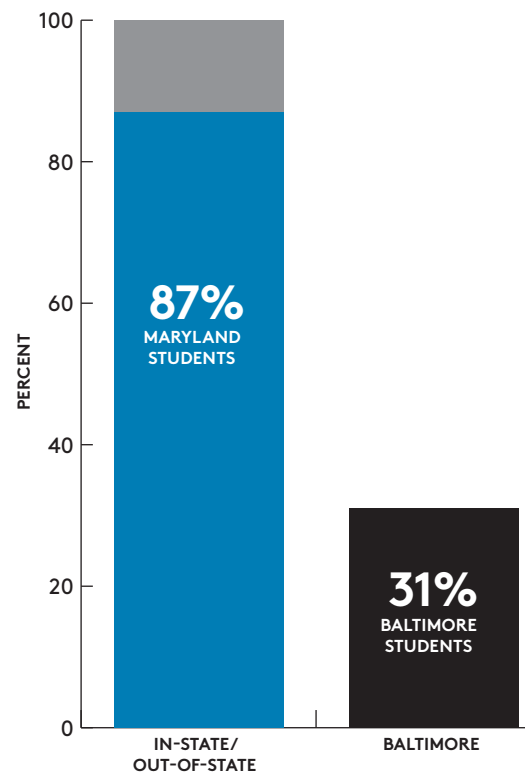
POPULATION TYPE, FALL 2021



AVERAGE STUDENT AGE, FALL 2021



STUDENT RESIDENCE, FALL 2021

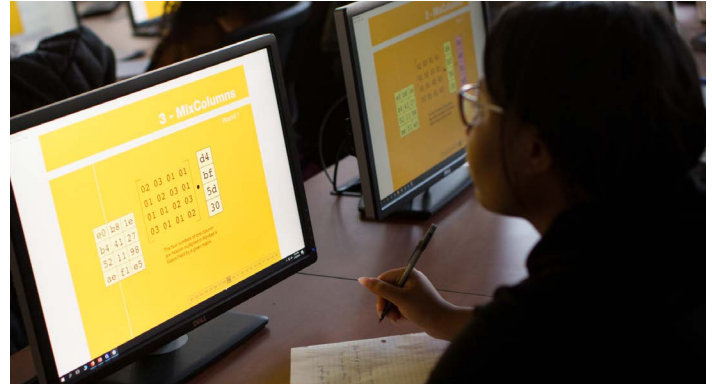


*UBalt's undergraduate and graduate populations include a percentage of Native American and Hawaiian students too small to be included in the charts above.

WHO WE ARE IN 2022

As we work toward our centennial in 2025, The University of Baltimore has served as a reflection of what students, educators, businesses, civic institutions and metropolitan Baltimore itself expect of an urban campus. The University continues to serve a mixture of graduate and undergraduate students through the four schools: the School of Law, the School of Business, the College of Arts and Sciences, and the College of Public Affairs. The University’s mission—to offer a “career-focused education for aspiring and current professionals, providing the region with highly educated leaders who make distinctive contributions to the broader community”—is bound to accessibility, relevancy and fundamental competencies about today’s issues and tomorrow’s possibilities. We emphasize the development of critical thinking skills and the testing of individual aspirations against the realities of the modern world. There is, and always has been, a tangible understanding at UBalt of what it means to make a difference—in yourself and in others.

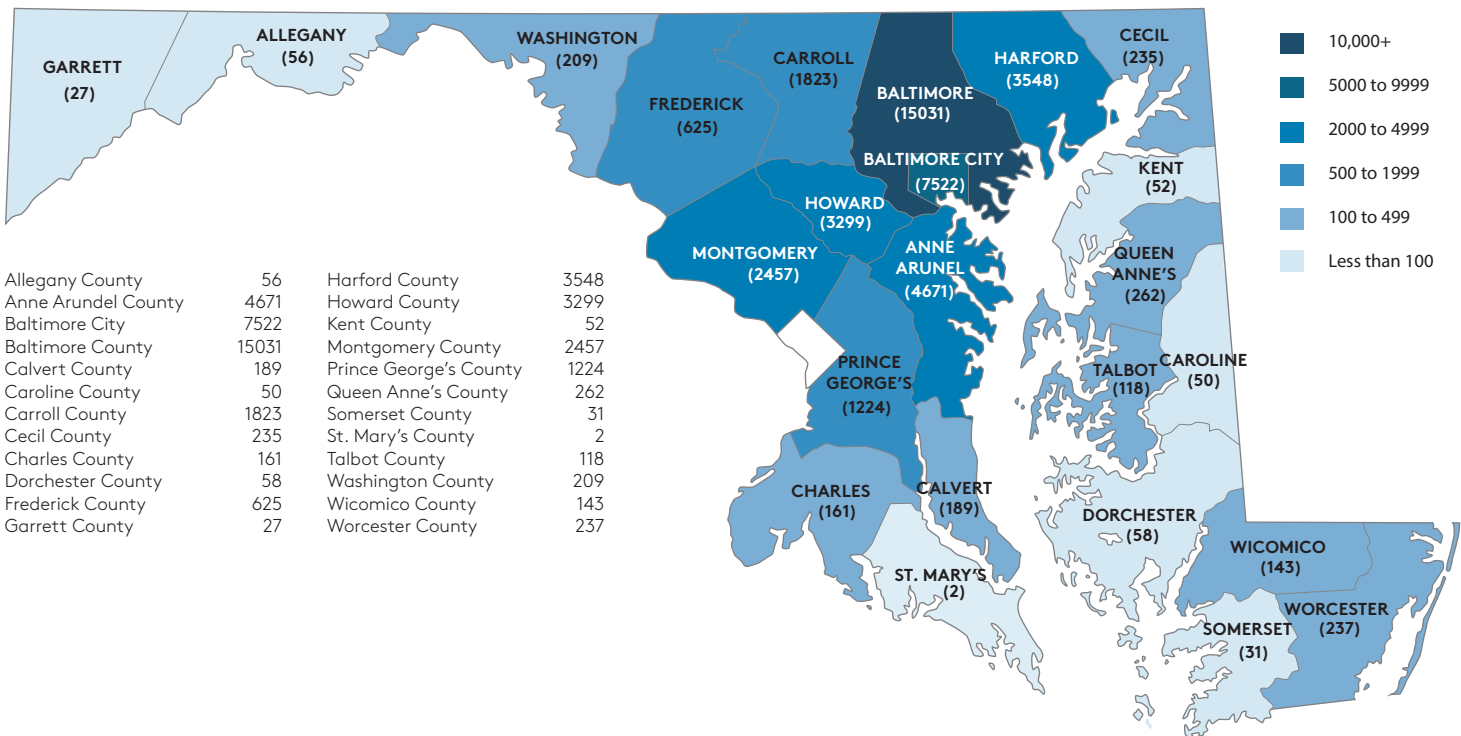
Still, UBalt is changed in significant ways. We have introduced a number of new programs such as Cyber Forensics, Nonprofit Management and Social Entrepreneurship, Interaction Design and Information Architecture, and Comparative Refugee and Asylum Law. UBalt scholars are making important contributions to defining and resolving



some of the most crucial issues that face the planet, such as the large-scale movement of people impacted by climate change or the way military veterans are treated by the government. While global issues are on our radar, we maintain close connections with a range of city-based institutions, including nonprofits, business associations and advocacy groups working on Baltimore’s challenges, block by block, neighborhood by neighborhood.

In 2022, we are assessing our place in that part of higher education that serves a population in search of opportunity. Historically speaking, a large majority of our students receive financial aid, and in recent years we have taken important steps to ensure that tuition assistance is more than adequate to meet their needs. We established regional in-state tuition rates for students enrolled in our fully

UBALT ALUMNI BY COUNTY



online degree programs and who live outside of Maryland, in Delaware, Washington, D.C., and several counties in Virginia and Pennsylvania. In addition, we announced the Baltimore City Scholars Program for city employees and others who may contribute to the city's workforce; The Bob Parsons Scholarship Fund for Pell Grant-eligible transfer students and military/veteran students, and the Samuel G. Rose Scholars Award for undergraduates who need financial assistance to complete a bachelor's degree.

UBalt's ongoing self-assessment—which is foundational to the success of last year's USM Regents Task Force

Report on the University—finds the institution stabilizing its enrollment to around 4,000 students with the current enrollment for the fall of 2021 at 3,710 students. Of the four schools, the School of Law has shown remarkable resilience, having maintained enrollments for four consecutive years and improving credentials (LSAT and GPA scores) for this year's incoming students.

Overall, UBalt expects to continue to see a gradual upward trend in graduate students, and a more selective population of first-year undergraduates. Generally speaking, our transfer student population is steady.



MEET JAMES RUFFIN

Baltimore native and Northern High School alumnus James Ruffin is the first graduate of The University of Baltimore's Second Chance College Program, an ongoing effort to encourage incarcerated men at the Jessup Correctional Institution (JCI) to pursue a college degree. Ruffin was raised in a military family and is one of three siblings. He completed his B.A. in Human Services Administration in December.

As UBalt's first Second Chance graduate, and the recipient of a judge's decision to reduce his sentence which allowed him to qualify for the program, Ruffin says he feels a debt of gratitude to those who supported him in his determination to receive an education.

"Second Chance gave me what I needed to move forward," he says. "Now I want to give back."

Ruffin plans to do that by setting up a nonprofit that will lead to a transitional house for others who are returning home after serving time in prison. The father of three boys says he envisions a place where the formerly incarcerated can begin the rest of their lives with a clean slate.

"It should be something to come home to, which will bring down the rate of recidivism," he says.

Currently, UBalt's Second Chance program has faculty teaching nearly 50 students at JCI, all of whom are studying in the Human Services Administration program. While taking courses at the institution, students receive academic support from UBalt faculty and staff, community volunteers and their incarcerated peers. The program is one of 67 of its kind selected nationwide to offer a post-secondary correctional education program through federal Pell Grant funding.

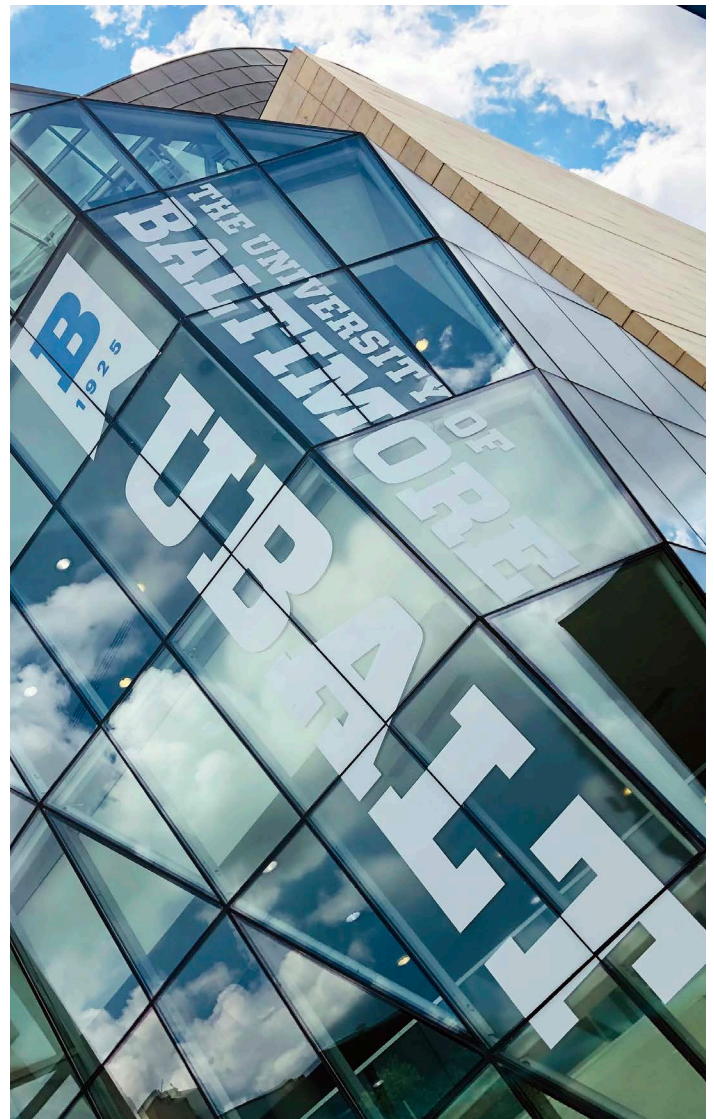
UBALT IN THE PANDEMIC

Like every institution in the University System of Maryland, The University of Baltimore made important strategic decisions to maintain the health and safety of our community during the pandemic. But, as a non-residential campus with a largely part-time, working student population, our requirements were different from other campuses. Relatively quickly, we changed direction and made all of our course offerings online-only. We developed a support system to meet the remote-learning demands of our students, faculty and staff, and we made sure that no one was left behind in this technology-driven environment. Reviewing the past 18 months of activities, whether specifically concerning face-to-face classes, online learning, or even our commencement ceremonies, UBalt can claim to have delivered a safe and healthy place for teaching and learning. With the USM's vaccine mandate as our most important tool, and masking requirements in all public spaces, UBalt has charted a reasonable, conservative course for our community. Now, with a gradual return to in-person experiences and a high level of acceptance of the "UBalt Way," we are leveraging what we've learned into new opportunities for our community.



ONLINE EDUCATION AND UBALT'S FUTURE

Our research indicates that students still view in-person classes as part of the value proposition for their tuition dollars. But increasingly, some are discovering the advantages of taking at least some classes online. The convenience, the different dynamic between students and professor, the relative simplicity of our course-delivery technology—these factors are prompting an evolution in thought across the institution. Learning via computer screen will never be for everybody, but these days we see more interest in this modality, and more enthusiasm for where it might lead.



PBI: A NEW DIRECTION FOR UBALT

The University of Baltimore is distinguished federally as a Predominately Black Institution (PBI). As a PBI, the University must serve at least 1,000 undergraduate students, have at least 50 percent low-income or first-generation degree-seeking undergraduate enrollment, and enroll at least 40 percent African American students.

REGENTS REPORT

In 2020, the University System of Maryland Board of Regents, working with UBalt faculty and staff, conducted an analysis of the University to serve as a guide for the institution's ongoing fulfillment of its mission. The report provides a series of initiatives designed to strengthen the institution in the face of changing market conditions. While implementation of the report's specifics is ongoing, several of its directives, such as referring to the institution as "The University of Baltimore" and "UBalt" as a way of distinguishing it from other schools, have been carried out and embraced by the community.

HIGHLIGHTS: COLLEGE OF ARTS AND SCIENCES

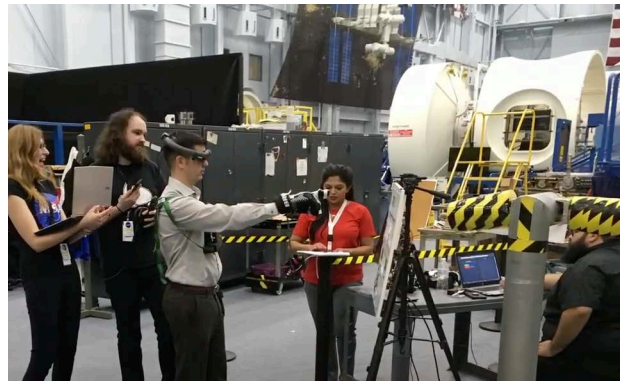
The **Hoffberger Center for Professional Ethics** stands out among USM institutions, both for its upper-level, cross-disciplinary University-wide ethics course, and its long-term sponsorship of a high school ethics bowl that brings in teams from throughout the region.



Erasmus+

The **M.S. in Applied Psychology, Industrial and Organizational Psychology** is the only Maryland program to be full partners with the European Union's Erasmus Plus Master's consortium—and the nation's only terminal master's program to partner with the Erasmus Plus Master's in Work, Organizational and Personnel Psychology.

UBalt's **AstroBees** team—a group of undergraduate and graduate students dedicated to studying technology applications to assist in space travel—continues to impress the professionals at NASA. For the third consecutive year, the team submitted a winning entry to the agency's NASA SUITS (Spacesuit User Interface Technology) Design Challenge, competing against students from much larger universities and earning accolades for their innovative approaches to ideas like heads-up displays and augmented reality environments.



UBalt's **undergraduate psychology and graduate applied psychology programs** continue to collaborate with the **National Aquarium** on how to encourage aquarium visitors to put into practice the ideas they receive about preserving natural resources and becoming more aware of the environment. The answers can be found in survey instruments developed by the programs for visitors. Continuous refinement of this approach shows that visitors' attitudes about the environment can be improved, making a National Aquarium visit a true learning experience for young and old alike.

HIGHLIGHTS: MERRICK SCHOOL OF BUSINESS



Last March, a group of investors offered up \$1.5 million in venture funding for **Professor Sanwar Sunny's** company, Dynamhex, a provider of complex energy consumption and carbon footprint data for corporate, utility and government entities. The funding included \$250,000 from the Maryland Momentum Fund, a fund sponsored by the University System of Maryland. Prof. Sunny teaches entrepreneurship and innovation at UBalt.

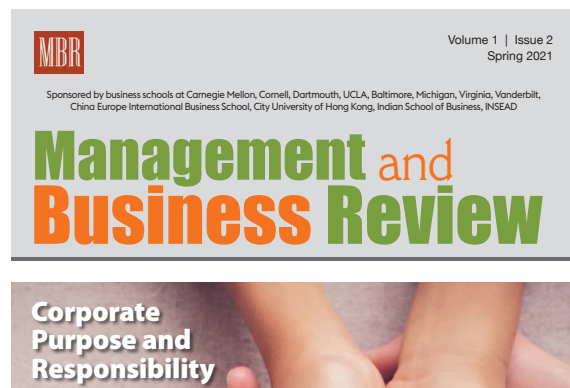
The Center for Entrepreneurship and Innovation

co-hosted the Global Consortium of Entrepreneurship Centers (GCEC) conference in Baltimore in October. The GCEC endorsement of the Baltimore metropolitan region shows our growing influence in the field of entrepreneurship, and signifies the beginning of a new era of thinking about the city and its surroundings as a hub for start-ups and small business. The conference drew hundreds from around the globe, many of whom were first-time visitors to the city.



Master of Public Administration alumna **Tiffany Green** cut the ribbon on a once-dilapidated house she renovated in the Liberty Square neighborhood of Baltimore. It was the culmination of years of hard work that started in 2019 when she won the inaugural "Pitch for a Million" Real Estate Fellows competition, based in the Merrick School of Business and supported by Baltimore Community Lending. She was part of the second Real Estate Fellows cohort, a program that supports aspiring UBalt students who are planning a career as real estate entrepreneurs, and who want to address critical development needs within Baltimore's middle-market neighborhoods. The Fellows go through a 10-week mentoring program with seasoned professionals from the metro area. The third cohort is now being recruited.

Kaylan Singhal, professor of operations management, joined his colleagues from the University of Michigan and the Wharton School of Business at the University of Pennsylvania to launch *Management and Business Review*, a new journal to rival *Harvard Business Review*. With nearly 30 years of academic-publishing experience, Singhal's goal is to address the huge questions facing contemporary business and management leaders, scholars and students.



HIGHLIGHTS: COLLEGE OF PUBLIC AFFAIRS

UBalt's **Second Chance College Program**—in which faculty teach incarcerated persons inside the Jessup Correctional Institution (JCI)—continues with nearly 50 students currently studying for a B.A. in Human Services Administration. In December, the program's first graduate received his degree. While taking courses at JCI, students receive academic support from UBalt faculty and staff, community volunteers and their incarcerated peers. The program is one of 67 of its kind selected nationwide to offer a post-secondary correctional education program through federal Pell Grant funding.



THE SCHAEFER CENTER FOR PUBLIC POLICY:

35+

YEARS OF EXCELLENCE IN APPLIED RESEARCH,
PROGRAM EVALUATION AND POLICY ANALYSIS

The Schaefer Center for Public Policy is assisting Maryland state government with a number of initiatives, including conducting an organizational climate survey on discrimination and harassment for the Maryland General Assembly; supporting research for racial impact statements notes for pending legislation for the Department of Legislative Services; and offering the Maryland Equity and Inclusion Leadership Program in conjunction with the Maryland Commission on Civil Rights.

The Center for Drug Policy and Prevention (CDPP) continues to leverage public health/public safety partnerships to reduce drug overdose deaths across the nation. In December 2020, the center awarded federal grant funds to eight community-based programs in seven states, taking a local approach to resolving drug-related deaths. The Federal Combating Opioid Overdose through Community-Level Interdiction Initiative focuses on evidence-based efforts that support collaboration between public safety and public health agencies to ensure that overdose reduction efforts are aligned and that communities benefit from a comprehensive and coordinated response.

8 | **7**
PROGRAMS | STATES

14 STUDENTS



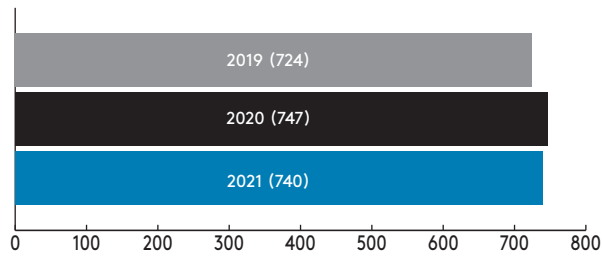
12 NEIGHBORHOOD ORGANIZATIONS



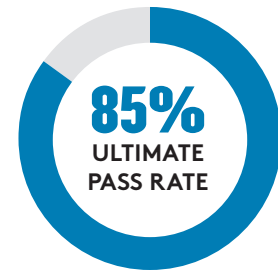
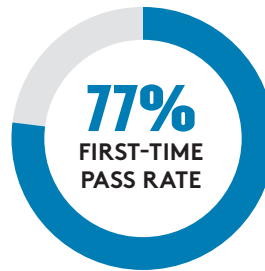
In 2020, 14 students completed the **Community Development Fellowship Program**. This effort provides opportunities for students with a strong interest in making positive change in urban areas to gain hands-on development experience in local neighborhoods. In all, 12 neighborhood-based organizations, including Project PLASE, the Charles Village Community Benefits District Management Authority, the Harlem Park CDC, the Pigtown Main Street Project, Sisters Saving the City, and the Market Center Merchants Association, received vital assistance from these Fellows.

HIGHLIGHTS: SCHOOL OF LAW

LAW ENROLLMENT, PAST THREE YEARS



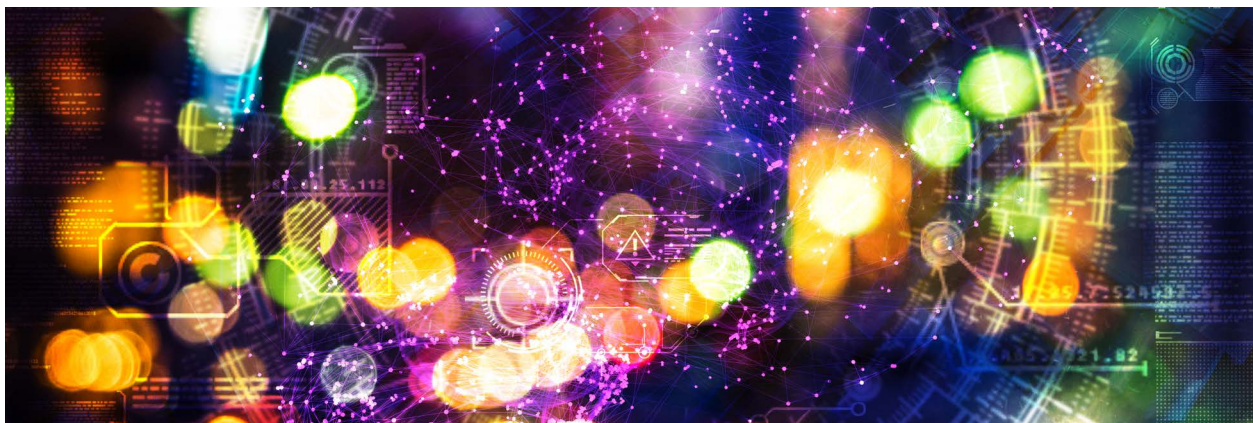
MARYLAND BAR EXAM PASS RATES



Prof. Dionne Koller, director of the Center for Sport and the Law, was named co-chair of the **Commission on the State of the United States Olympic and Paralympic Committee** (USOPC) in April 2021. The USOPC Commission must conduct a study reviewing its recent reforms and submit its findings and recommendations to Congress. With a number of long-standing issues, from sexual abuse scandals to unequal pay, threatening the integrity of sport, Prof. Koller's expertise in Olympic and amateur sports law is much needed. She is the former chair and current member of the Executive Board of the Association of American Law Schools' section on Sports and the Law, and also serves as a member of the United States Anti-Doping Agency's Anti-Doping Review Board. Prof. Koller provides pro bono support for Olympic Movement athletes.



The **School of Law** was chosen by the **Maryland Department of Transportation State Highway Administration** to review Maryland laws supporting connected and automated vehicle technology—an innovation that may change the way we think about driving. Existing laws related to vehicles typically assume that key decisions regarding the operation and maintenance of a vehicle are made by a human, and these laws therefore may not be sufficient for vehicles that operate autonomously. The project will culminate in February 2022 with recommendations for changes to Maryland laws necessary to pave the way for safely deploying CAV technology in Maryland.



The School of Law maintains a strong record of encouraging a diverse population. In February 2021, *PreLaw* magazine named the school as one of the most diverse law schools in the nation with a grade of A for the second consecutive year.

QUESTIONS FOR KURT: PER LEGISLATIVE ANALYST REPORT PROVIDED FEB 3, 2022

- 1. The President should comment on the impact of the continual enrollment decline, especially the loss of over half the undergraduate student population and whether some of this decline reflects a change in student population focus and efforts to stem the decline.**

The enrollment decline at UBalt has impacted the University financially. Declining enrollment has resulted in declining tuition, thereby reducing UBalt's primary revenue line and creating budgetary pressures.

UBalt is committed to educating a mix of professional, graduate, and undergraduate students in a non-residential setting. The students UBalt serves are older, career-minded, working adults. UBalt's student population is majority-minority, and the University is recognized as a Predominantly Black Institution with among the highest social mobility outcomes in Maryland and the U.S.

The majority (50-60%) of UBalt students are graduate and professional students. At the undergraduate level, our primary emphasis is on upper division students, and in particular, community college graduates. To support community college graduates who enroll, through the generosity of a UBalt alumnus, UBalt has established a special scholarship fund that fully covers their tuition and fees.

To address our declining enrollment and increased competition, the University will focus on new student recruitment and enrollment and retention (to include persistence and attrition). UBalt has committed to being primarily an upper-division institution with graduate students, transfer degree completers and a smaller cohort of first-year students. The University has developed a multi-tiered collaborative approach to slow the declines, sustain, and grow enrollment. While the University enrollment declines are profound, they have also allowed us to revise who we are and how we will be viable and sustainable into the future. Among the steps we will take to increase our enrollment are the following:

1. Provide the University with consistent enrollment leadership with the hiring of a Vice President for Enrollment Management who reports directly to the President and is a member of the senior executive team.
2. Restructuring and restaffing the Enrollment Management Division to strengthen the infrastructure of the EM teams (Admission and Financial aid) for more effective recruitment efforts.
3. University and program level marketing—collaborative efforts with Advancement and Enrollment Management. Advancement will focus on reputational and brand awareness marketing, while Enrollment Management will market the University and academic programs directly to the student.
4. UBalt has contracted with EAB, an education research, marketing, and technology company. EAB is assisting UBalt to find and engage adult learner students for our graduate and transfer programs through its data-driven enrollment marketing solutions. EAB has built an enrollment marketing ecosystem that uses digital, email, websites, and direct mail to generate new leads for UBalt and increase engagement of existing leads to grow the qualified applicant pool. EAB is also helping UBalt scale communication to prospective students so that the EM team can focus their efforts on the parts of the enrollment funnel they manage best. Additionally, EAB's research team provides analytical market insight reports that use labor demand statistics, degree conferral data, and competitor information to help UBalt prioritize our program portfolio and uncover program optimizations to help the University stay competitive in the market.

5. Academic programs have been reconfigured to expedite time to graduation. The total number of credits for several programs have been reduced to bring them in line with UBalt competitors. Course requirements are continuously being realigned to meet marketplace needs. Graduate programs and courses are leading this effort. Undergraduate courses and requirements are also being changed to reflect workplace needs.
6. Increased flexibility in course modality, year-round education and multiple start dates within the traditional semesters. Our students often have conflicting work and family obligations which requires more persistent outreach and follow through by UBalt. Non-traditional students also tend not to follow traditional enrollment patterns--more stopping out and dropping out, which require us to offer even more flexibility than we currently do.
7. Creating student pipelines focused on partnerships that will provide tangible results with businesses, community colleges, community partnerships and at Shady Grove.
8. Refocusing private scholarship awarding philosophies to drive new enrollment and retention.
9. Strategically leverage the Parsons and Sam Rose transfer scholarships to increase transfer student and veteran enrollment.
10. Implementing the "Unfinished Business" at UBalt initiative. Outreach efforts for undergraduate and graduate students who left UBalt close to the completion of their degree is in the development stages for fall 2022. The 'Unfinished Business' at UBalt will reach out to near degree completers from the past seven years. Scholarships may be reinstated if they left UBalt in good academic standing. Note: former students are automatically included in the prospective student pool.
11. Setting realistic projections and goals.
12. Using precise data analysis to drive enrollment strategies (not anecdotal).
13. Continuing to strengthen the retention of all students, particularly undergraduate students between the second and third years. Our newly secured PBI Grant is designed to do so.

2. The President should comment on if there is a breakeven point for enrollment and revenues and, if so, what will happen when enrollment drops below the breakeven point.

UBalt is mindful of the breakeven point for enrollment that will generate revenues that support spending levels. In recent years, declining enrollment has resulted in UBalt operating below its breakeven point and managing a structural budget deficit. Despite making significant base budget spending reductions, these reductions have not kept pace to match declining revenues. Nevertheless, we have successfully managed to achieve positive operating results by deploying strong cost management and financial discipline.

Over the next several years, the University's objective is to move to an enrollment of 4000 students, with 60% or more enrolled in graduate programs (including Law) and with undergraduate students heavily weighted toward upper division.

To achieve breakeven within the next several years, UBalt plans to continue to reduce and align base expenses and to achieve modest enrollment increases that lead to a balanced budget at enrollment of 4000 students with a 60+/40- mix.

3. The President should comment on the challenges to implementing the task force’s recommendations, the impacts of the pandemic, and if it resulted in changes to the academic and business models.

Most of the task force recommendations require fundamental organizational and operational changes at levels that take time and are challenging to implement. The changes called for are even more challenging to implement due to reductions in UBalt staffing levels combined with competition for staff talent in the local market. In addition, managing safely and effectively during the pandemic required our attention during the past two years.

Pre-pandemic, UBalt was delivering about one-half of its graduate credits (other than Law) and one-third of its undergraduate credits online as part of our commitment to flexible course delivery for our students. In the spring of 2020, when the pandemic caused UBalt to fully shift to online instruction, virtual service delivery, and remote working, UBalt had a solid foundation for doing so while maintaining quality. We have invested in technology and continue to rethink modalities for flexible delivery of instruction and services for students.

Looking forward, UBalt intends to offer programs, courses, and services in a flexible manner that includes a combination of face-to-face, online, and hybrid modalities. Face-to-face classes delivered primarily by full-time faculty will reinforce community and relationships and differentiate UBalt from fully online universities, and combined with continued adoption of flexible instruction, services, and operations, will meet the preferences of our unique mix of students. The pandemic broadened and accelerated the University’s experiences in the online/virtual environment, thereby further solidifying opportunities to choose the options best suited to our students and academic direction. Operationally, UBalt has determined that many of our critical functions can be delivered by employees working remotely or with a hybrid schedule.