

UBALT: PROUD PAST BRIGHT FUTURE

FY 2026 OPERATING BUDGET TESTIMONY
TO THE MARYLAND GENERAL ASSEMBLY

PRESENTED BY

Kurt L. Schmoke, president
The University of Baltimore

The University of Baltimore is proud to share its 2026 legislative testimony with you, and we want to express our community's appreciation for all that you do for the institution. It's my pleasure to share with you a few of our most remarkable developments.

Since I last met with you in this setting, our institution has celebrated the 100th anniversary of its 1925 founding—a date which marks a true turning point in the life of Maryland's cultural and economic capital. We've also welcomed the latest graduating class from our four schools, bringing the next generation of talent and ambition to the State in business, law, public service, the arts and humanities, and more. Among our new alumni are some of the most promising members yet of our vaunted Second Chance College Program, an outstanding example of how people can find a better place for themselves when dedicated, skillful professionals are encouraged to support them in that enormous effort. Finally, I want to say how proud I am, and how much positive support we've received, as we've partnered with Baltimore City College High School to serve as its temporary home while their facilities near the UBalt campus undergo major, and much needed, renovations.



I'd like to start by defining what I mean by a "turning point" for Baltimore. When UBalt was founded, in its first iteration as a small, private institution for law and business, Baltimore stood as a crossroads for commerce up and down the East coast and into the heartland: a singular hub for ship traffic, rail, automobiles and trucks. It was well on its way to becoming one of the nation's biggest and most important cities, with a young, upstart institution serving those local working people who wanted to do more, learn more, and earn more. As they improved themselves, reaching higher and higher, so did Baltimore. Within a few decades, the city had become an intellectual capital, a birthplace for modern journalism and politics, and an engine for new ideas. In many ways, it has never stopped. The same is true of UBalt.

A UNIVERSITY THAT INSPIRES POSITIVE CHANGE

It's not unusual for the University to be asked to define itself against its peer institutions. That's easy—but the answer is nuanced. We're a true city campus, but our graduates fan out across the city, state and region. We're relatively small in terms of students, but our population is remarkably focused on making an impact on the world around them. We're a four-year institution, but we're especially proud of the nationally ranked graduate and professional programs in each of our schools. We're a commuter campus, but many of our students take classes online or in hybrid settings. Certainly, we deliver when it comes to supporting those who are seeking a new career path or who are determined to fulfill a personal goal. On any given day, you can cross paths with a mid-career attorney who wants to open a retail business, or a former truck driver who is seeking a law degree. It's that single-mindedness, the tenacity of these educational choices, that make us so different from our peers, both in the city and beyond.

WE ARE DELIVERING ON THE PROMISE OF HIGHER EDUCATION

From the University's vantage point, the ever-changing portrait of who we are and what we do is a clear indication that we are fulfilling our mission. We are contributing, in an essential way, every day, to the potential of thousands of lives. This is what college is all about—it's the reason why so many are willing to make sacrifices of their income, their hard work and their time, in pursuit of a transformational decision. It has been UBalt's role since its founding, and it will be what we do and who we are for our next 100 years.

What I hope you will find, both within this written testimony as well as in my discussions with you, is the true essence of the University. It's a tangible thing, from our highly valued involvement in many of Baltimore's most pressing issues, to our groundbreaking work in understanding what higher education can do for people, both today and tomorrow. We are firm in our belief, and resolute in our commitment.

UBalt is not sitting still. Whether it's the potential of artificial intelligence to spur students on to further intellectual inquiry, or the exploration of new forms of interdisciplinary studies—organizational psychology meets management, for example, or book publishing interfaces with civics. The possibilities are endless, and they are inspiring.

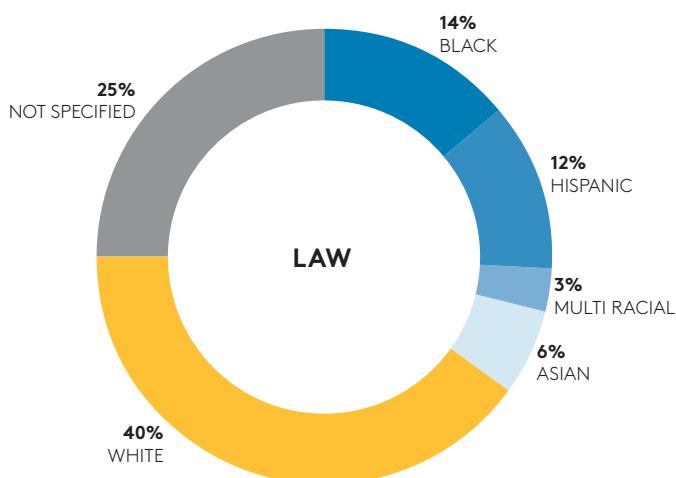
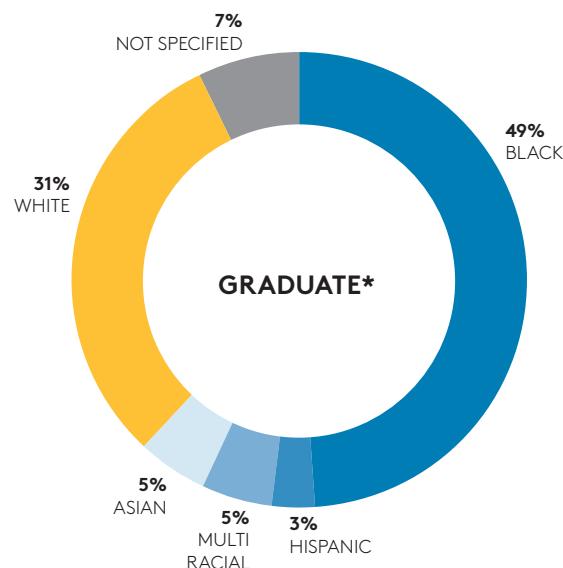
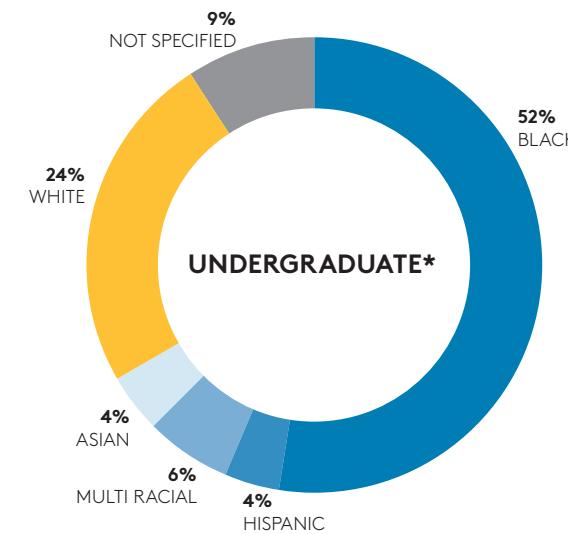
We are excited to share this document with you, and I look forward to our conversation.

Sincerely,

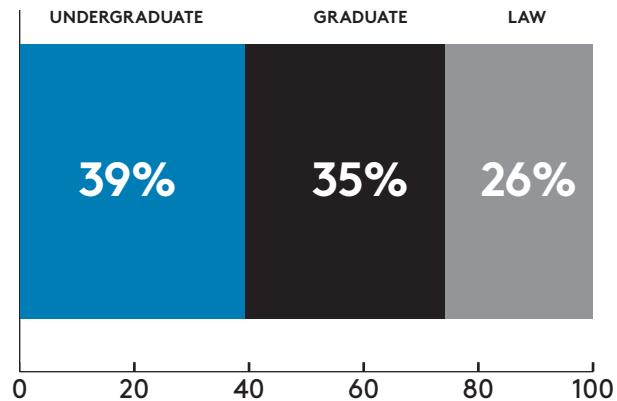
Kurt L. Schmoke
President

UBALT: BY THE NUMBERS

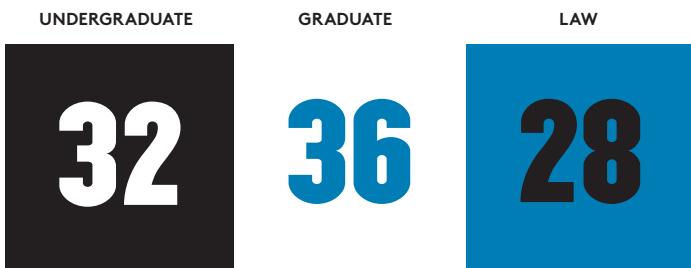
ENROLLMENT BY RACE/ETHNICITY, FALL 2025



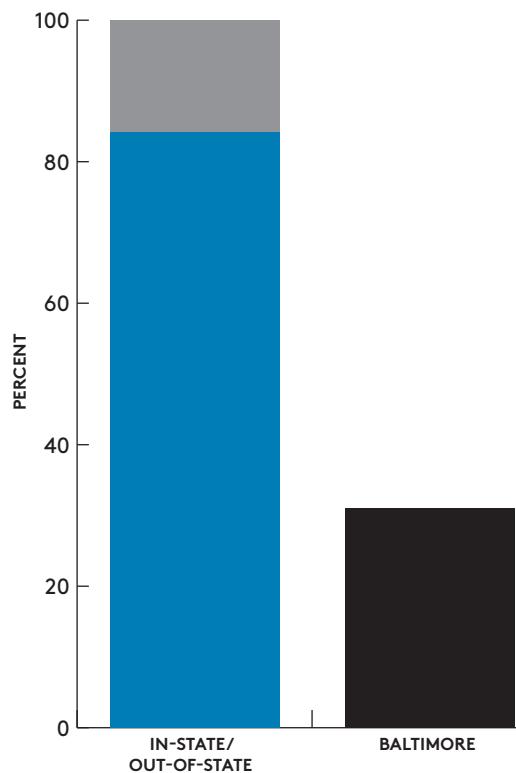
POPULATION TYPE, FALL 2025



AVERAGE STUDENT AGE, FALL 2025



STUDENT RESIDENCE, FALL 2025

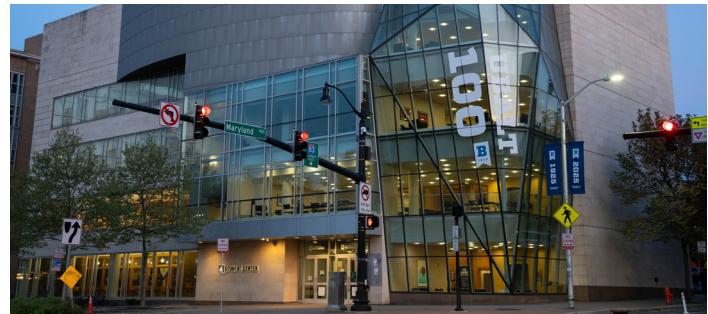


* UBalt's undergraduate and graduate populations include a percentage of Native American and Hawaiian students too small to be included in the charts above.

WHO WE ARE IN 2026

For 100 years, The University of Baltimore has opened life-changing educational access to working adults. We spent our Centennial year celebrating a proud past that defined us and imagining the opportunities and innovations that make our future bright. We saw that many things—the best of things—have not changed. We are meeting students where they are, providing support necessary for working professionals, parents and adult learners. Our students, now and always, come from diverse backgrounds. They hail from high schools down the street to countries thousands of miles away. Some are the first in their families to earn a college degree, some are returning for their second or third degree, and some are refreshing their skills with a certificate program. We offer more than 70 programs across four colleges: the College of Public Affairs, Merrick School of Business, UBalt School of Law, and Yale Gordon College of Arts and Sciences.

In fall 2025, UBalt enrolled 3,168 students, including 291 high school dual enrollment students, 1,127 undergraduate students, 1,004 graduate students, and 746 students in the School of Law. The University serves a truly diverse and nontraditional student population; the average age is 32 for undergraduate and 36 for graduate; the average age for law students is 28. The University student population is 52% minority and includes students from more than 50 countries. Fifty-six percent of UBalt undergraduate

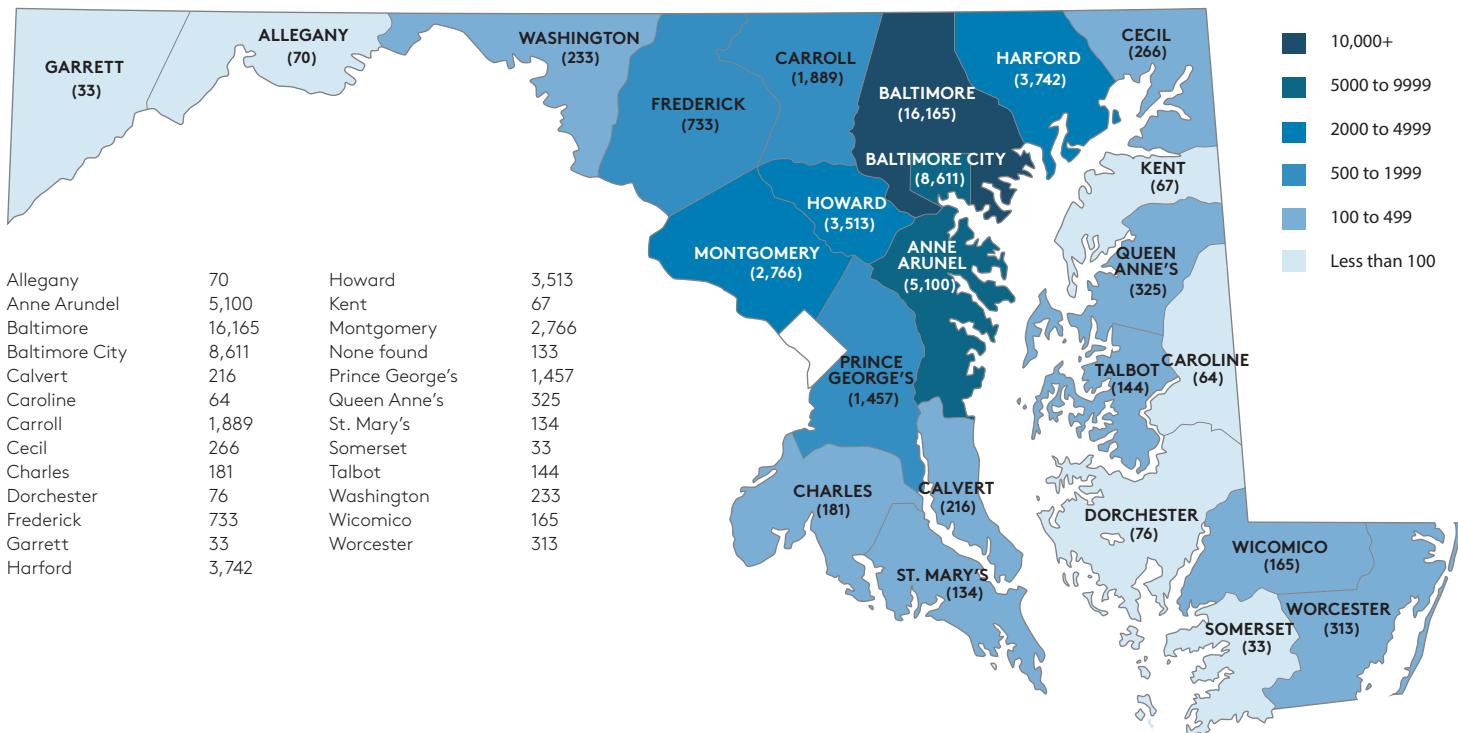


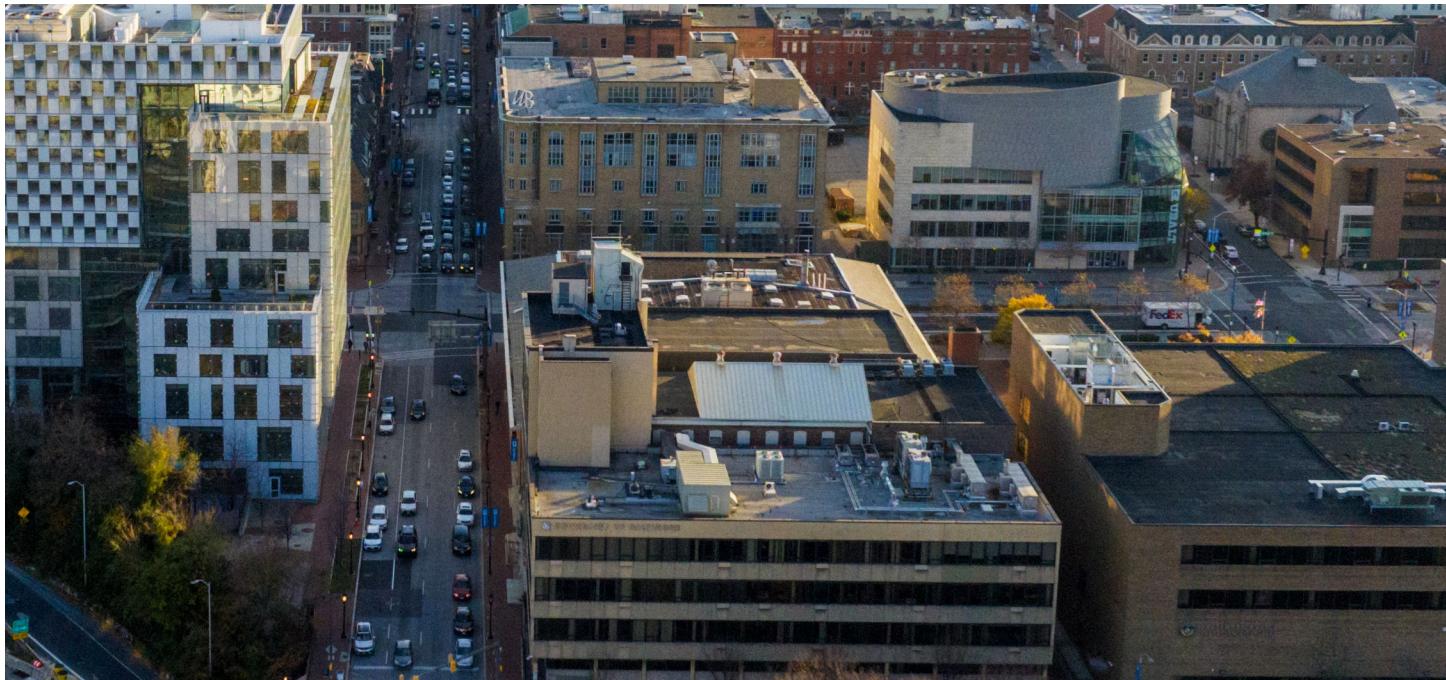
students attend full-time. Most graduate students, 68 percent, attend part-time.

Eighty-four percent of our students claim residency in Maryland, with 31 percent coming from Baltimore city. Many of our students are working adults who are seeking to better themselves and move forward with their careers. Sixty-three percent of UBalt students report they are the first in their family to attend college.

Since 1925, we have adapted to meet the demands of an ever-changing workplace by adding and adapting academic programs and opportunities that will lead them to successful lives and careers post-graduation. In the 1940s, we added an aviation program to support the war effort. In the late 1990s, we launched an online MBA program. Today, we're meeting modern demands with new programs and certificates centered on artificial intelligence and cybersecurity, while strengthening our traditional in-demand programs, including the addition of

UBALT ALUMNI BY COUNTY





service-learning courses, STEM-designated programs, a flex option for MBA students and dual-modality courses within our College of Public Affairs, which enable online and in-person learning simultaneously.



We continue to offer courses online, in-person and in hybrid formats to accommodate all students. Certain programs also offer courses over the weekend and at our second campus at The Universities at Shady Grove. Because our students have diverse

backgrounds and needs, we aim to address the whole student with a variety of services and support systems. Through our Career and Internship Center, our students have career coaches available to help them identify and prepare for jobs and internships and to envision and map out a success plan to help them reach their career goals, including access to a professional attire closet. Our Office of Student Support offers resources and referrals to help our community address mental health and wellness, disability and access, and basic needs. Students also have access to a campus food pantry, which has grown to include baby and toiletry items. The Robert L. Bogomolny Library provides peer-led tutoring, writing and math support, academic coaching and workshops. The Bob Parsons Veterans Center serves a continually growing veteran and military-affiliated student population through support with navigating education benefits and veteran-focused programs and services. For several years, UBalt has been recognized as a Military Friendly School for ranking in

the top 10 percent of schools nationwide in delivering an outstanding experience for military students.

UBalt has been recognized additionally for excellence in student success and community engagement. University of Baltimore received a 2026 Carnegie Elective Classification for Community Engagement, for “deepening partnerships, leveraging community assets, and addressing urgent societal challenges,” according to the American Council on Education and the Carnegie Foundation for the Advancement of Teaching. UBalt is one of 277 institutions from across the country to earn the designation.

In 2024, *Washington Monthly* ranked UBalt in the top 5 percent nationally—No. 2 public university in Maryland—on the list of Top Master’s Universities, a No. 1 public master’s university in Maryland for graduates’ earning performance nine years after entering college, and a No. 1 public university in Maryland for earning performance in the “Best Bang for the Buck—Northeast” category. *U.S. News & World Report* named UBalt a Top Performer for Social Mobility in the North and recognized it part-time and online MBA and part-time J.D. programs.

In its continued mission supporting applied learning and career-focused programs for working adults, The University of Baltimore established several new programs and certificates centered on artificial intelligence. The Merrick School of Business established its M.S. in Artificial Intelligence for Business, an Artificial Intelligence specialization in its MBA program, and graduate certificates in Fundamentals of Artificial Intelligence and Applications of Artificial Intelligence. The College of Arts and Sciences added a B.S. in Artificial Intelligence for IT Operations. These programs will empower students to work confidently in increasingly tech-powered workplaces.

BUILDING COMMUNITY IMPACT THROUGH CENTERS

The University launched the Center for AI Learning Community-Engaged Innovation (CAILI). This new AI center is certain to mirror the University's fellow centers in its impact on the internal and wider communities. One of UBalt's most established and successful centers celebrated its 40th anniversary amid the University's Centennial. The Schaefer Center for Public Policy oversees two highly sought-after programs, the NextGen Leaders for Public Service and the Maryland Certified Public Manager Program. NextGen Leaders, which connects UBalt students with paid internships in government and nonprofit service, now has nearly 100,000 paid hours of service.



In fall 2025, the College of Public Affairs added the Center for Justice-Impacted Students. This center is imagined as a statewide hub supporting higher education, re-entry pathways, research and civic engagement for justice-impacted learners. This center will house UBalt's already outstanding Second Chance College program. Second Chance, led by Professor Andrea Cantora for nearly a decade and often a model for other colleges and universities, allows UBalt educators to provide credited courses to incarcerated students at Jessup Correctional Institute using Pell Grant support. Through Second Chance, UBalt has awarded 17 students with bachelor's degrees and helped students return to the community through peer support.

The College of Arts and Sciences founded the Klein Family Center for Communications Design in 2025. A collaboration across several academic programs in the college, this center leans into a lifelong love for art shared by its students and faculty. The center will offer hands-on workshops, learning sessions and panels, and cultural events.

COMMUNITY ENGAGEMENT AND PARTNERSHIPS

Well seated in the heart of its city, the University of Baltimore continues to celebrate and foster its connection to the community as a university for Baltimore. In spring 2024, the University began an initiative to support faculty interested in adding a service-learning component to a course. The courses have many benefits: students get to apply what they are learning to a real-world impact, and the community benefits from new perspectives, programs and services. In spring 2025, Kathryn Demarest, associate dean and lecturer in accounting, invited accounting



students to partner with the IRS to host free clinics on campus for local community members who needed help filing their taxes—an additional support to UBalt Law's Low-Income Taxpayer Clinic. Other recent courses had game design students working with a local nonprofit to create video games for their young adult clients to better engage them and English students developing books that re-imagine exhibits at the Walters Art Museum as escape rooms for high schools seeking more affordable field trip options.

The University has also opened its campus to the community, creating a hub of learning for multiple audiences and ages. UBalt has committed to continuing its partnership, first established in 2019, with the Baltimore Police Department to create a home for its Police Academy. This fall, UBalt expanded its community in welcoming Baltimore City College High School students to its campus. The students will be part of the campus community for three years while its high school building undergoes massive renovations. They have been sharing the Academic Center and Business Center for classes and other spaces, such as Gordon Plaza, around campus for lunch and extracurricular activities. University classes, offices and services were relocated across campus to accommodate the roughly 1,400 high school students, but the moves also serve as the first steps toward a modernized campus.

Last fall, UBalt unveiled its 10-year facilities master plan that imagines a more vibrant and inclusive campus through realigned and renewed spaces, strengthened walkways and accesses, and flexible and adaptable learning environments. The plan calls for demolition of the aging Academic Center to make way for a new, compact building that will also be better equipped with the technological supports to serve the needs for our hybrid learning community. That would create more open space to expand Gordon Plaza from Maryland Avenue to Charles Street and create space for an outdoor classroom. The plan also calls for upgrading other structures, including sustainability upgrades, and expanding campus lighting and branding opportunities.

From in-demand academic programming and student-focused support to community-driven centers and initiatives and strategic development, the University of Baltimore's future is bright.

STUDENT SPOTLIGHTS

MEET HORACE GREELEY

M.S. in Counseling Studies student and U.S. Navy Veteran

The 2008 recession brought a sudden end to Horace Greeley's beloved time in the theater where he worked as a scenic carpenter and actor. He moved back home before deciding on an unlikely career shift toward the U.S. Navy.



After nine years in service, he started doing research for a university that offered counseling programs and discovered the M.S. in Counseling Psychology program in UBalt's College of Arts and Sciences. In the future, Horace wants to provide counseling services for veterans.

"Everybody who serves goes through something and has challenges and deserves support and respect for the sacrifices that they made."

Outside of class, Horace spends his time at The Bob Parsons Veterans Center, which he credits for "helping me adjust, move forward and plan."

MEET KEVIN MORGAN

MBA student, accounting specialization

Kevin Morgan shied away from networking opportunities when he was an undergraduate student, but at UBalt, he found his confidence—and job opportunities followed.



Thanks to some early advice from his adviser, Kevin decided to make the most of his college experience by building relationships with his peers and professors and persistently pursuing internships.

Kevin has found multiple paid positions through the Schaefer Center for Public Policy's NextGen Leadership Program—one with Howard County Detention Center's re-entry program and another working under Maryland Comptroller Brooke Lierman. Both experiences have helped him learn more about himself and his business skills outside of the classroom.

"I will say that has been a huge help career wise," Kevin said. "My LinkedIn is now more active than it's ever been, and I can only thank UBalt for that."

He already has another internship lined up for next summer, this time with a accounting firm in Columbia, Maryland.

MEET REBEKAH OPHER

B.A. '23 (Interdisciplinary Studies), M.S. in Negotiations and Conflict Management student



Even before Rebekah Opher's undergraduate commencement in May 2025, she knew she was just getting started at UBalt.

In fall 2025, she started the College of Public Affairs' Negotiations and Conflict Management master's program. She's also applied for admission to UBalt School of Law.

At UBalt, Rebekah has served several student organizations, earned new jobs, attended multiple global field studies, and volunteered hundreds of hours in the community.

Her experience at UBalt heavily contrasts her first experience with college. A first-generation college student, she struggled to find the support she needed to navigate the unfamiliar landscape.

UBalt "gave me the permission to dream bigger," she said.

"Coming to University of Baltimore is more than an education, it is a master class in networking, in business and in making change."

MEET SOFIA DIRIE

J.D. candidate



When Sofia Liban Abdullaahi Dirie was in high school, her father was on the brink of deportation until a family attorney got the decision reversed.

"I thought if I could have that impact on another family, ... I would really love that chance," she said.

Now in her third year at UBalt Law, Sofia has interned with the International Refugee Assistance Project, the NAACP legal counsel, and a law firm specializing in small businesses and nonprofits in Baltimore.

All these opportunities and more were possible because of the Fannie Angelos Program for Academic Excellence. She learned about the program as an undergraduate student at Coppin State University and credits it for making law school affordable.

"When I applied for the Fannie Angelos scholarship program, something that was really important to me is that I wanted this scholarship in order to pursue public interest and not have to worry about loans," she said.

HIGHLIGHTS: COLLEGE OF ARTS AND SCIENCES

Global Citizenship in Action: UBalt Students Head to England

The College of Arts and Sciences launched an exciting new Global Field Study course in fall 2025, offering 12 UBalt students the opportunity to study abroad in England from December 8-18. Led by professors Steven Scalet and Joshua Kassner, this opportunity serves as a 3-credit capstone class. The program explores both ancient and modern England through visits to Norwich and London.

Students will partner with the University of East Anglia (UEA) in Norwich, one of England's best-preserved medieval cities known as the "City of Stories." The students will connect through co-taught classes, joint Zoom sessions, and on-campus lodging with UEA students. The journey continues in London, where students will visit cultural landmarks such as the Palace of Westminster, Buckingham Palace, Shakespeare's Globe Theatre, and the Tower of London.

With a focus on global citizenship and ethical awareness, this program was generously supported by the Hoffberger Center for Ethical Engagement and the College of Arts and Sciences. The Global Field Study course combines cultural exploration, academic collaboration, and real-world ethical learning, and we aim to make this class an annual offering.

The Klein Family Center: Cultivating Creativity, Collaboration, and Community

The Klein Family Center for Communications Design at the University of Baltimore was established in 2025, thanks to the generous support of the Klein family. The center fosters meaningful engagement among students, faculty and the broader community through innovative programming that bridges disciplines and perspectives.



Guided by the belief that "nothing is ever just one thing," the center serves as a collaborative nexus for programs in Creative Writing & Publishing Arts, Digital Communication, English and Integrated Design.

The center celebrates creativity as a lifelong pursuit that is rooted in learning, growth and joy. It sparks interdisciplinary collaboration through hands-on experiences such as zine-making workshops, international symposiums, national conference panels and Poe-inspired cultural events. These initiatives showcase UBalt talent while connecting our community to leading scholars and artists worldwide. As we look ahead, we're excited to develop an in-house design studio with the help of

Professor Jacob DeGeal, where graduate students can apply their creative expertise to support UBalt initiatives and collaborate with members of the local community.

Innovative New Programs at the University of Baltimore

The University of Baltimore, Yale Gordon College of Arts and Sciences is proud to introduce three forward-thinking new academic programs designed to meet the evolving demands of today's students and industries:

Master of Science in User-Centered Cybersecurity

Led by Dr. Greg Walsh, this 30-credit graduate program merges cybersecurity expertise with human-centered design. Students learn to build secure, user-friendly systems that reduce human error and drive innovation. This program prepares students to lead in a world where usability and security go hand-in-hand.

Bachelor of Science in Artificial Intelligence for IT Operations (AIOps)

Launching in fall 2025 under the guidance of Dr. Giovanni Vincenti, this career-focused undergraduate program equips students to apply AI in real-world IT environments. With coursework in machine learning, cloud computing and cybersecurity, students graduate ready for high-demand tech roles.

Pre-Law Minor

Directed by Dr. Josh Kassner, this interdisciplinary minor strengthens critical thinking, argumentation, and legal understanding. Open to all majors, it provides a competitive edge for law school and lays the groundwork for impactful legal careers.

ACHIEVEMENTS

- Dr. Joshua Clark Davis, associate professor of history, earned national acclaim for his new book *Police Against the Movement* (Princeton University Press, October 2025), which reveals the role of local police in undermining civil rights activism. Praised by Pulitzer Prize-winning authors and leading historians, the book solidifies Davis's reputation as a thought leader in racial justice and social movements.
- UBalt students in Arts 201: Arts and Society are transforming museum experiences for teens through immersive, gamified storytelling as part of a dynamic service-learning initiative. Supported by a Provost Innovation Grant, the course now produces "escape room books" and funds field trips for over 240 Baltimore City high school students affected by budget cuts. By designing interactive museum tours that blend art history with critical thinking, UBalt students are making cultural institutions more accessible, engaging and relevant to younger audiences.

HIGHLIGHTS: MERRICK SCHOOL OF BUSINESS

Learning How To Learn

AI's rapid integration into the business world necessitates a fundamental shift in education, prioritizing the skill of "learning how to learn" to ensure adaptability. The Merrick School of Business is leading this change by focusing on new educational options for working professionals.

M.S. in AI for Business

The school launched a 30-credit, STEM-designated Master of Science in Artificial Intelligence for Business. This unique program, currently the only one of its kind in Maryland, combines technical AI and machine learning expertise with business acumen. It focuses on using AI to solve business problems and communicating its ethical, legal, and regulatory implications.

AI-Enabled Business Incubator

With start-up funding from TEDCO, UBalt's Center for Entrepreneurship and Innovation (CEI) is launching an AI-Enabled Business Incubator in 2025. This accelerator program will provide training, mentorship, and resources to entrepreneurs, helping them develop AI-enabled ventures and fostering inclusive economic growth in the Baltimore region.

Faculty Research

Associate professors of management, William Carter and Kevin Wynne, published a paper titled "Integrating artificial intelligence into team decision-making: Toward a theory of AI-human team effectiveness" in the *European Management Review*, exploring the use of AI in higher education, strategic management, and its implications for teamwork.

Investing in Maryland's Workforce: The UBalt MBA

Most of our students are working adults navigating a demanding professional landscape marked by a shrinking workforce and rapid technological advancement, all while balancing their careers and personal lives. Recognizing these challenges, the UBalt MBA has been redesigned to be more accessible and responsive to their needs.

Recent curriculum changes, including a reduction in credit hours, allow students to earn their MBA in a customized and more efficient 39-credit format. This flexibility enables them to apply their learning in real time and complete their degrees at a pace that fits their busy lives. Additionally, new "bootcamp" courses offer a fast-paced, affordable way for students with non-business backgrounds to quickly get up to speed.

By providing these pathways for continued education and skill development, we are not just helping individuals advance their careers; we are strengthening the talent

pipeline that drives Maryland's economic growth and competitiveness.

Impact of Experiential Learning

Since its inception, UBalt's Global Field Study program has enabled hundreds of students, many of whom had never traveled abroad, to gain firsthand insights into global business and culture. The program's success is a testament to the vision of alumnus Vernon Wright, B.S. '69, and his wife Lucy, who established The Wright Global Scholars Fund. This fund makes these life-changing opportunities accessible to UBalt students.

The value of these experiences extends beyond academic credit. As Wright stated, the program is about more than just business; it is about empowering students to become global citizens who can "influence others as well as the work they will do." This investment in a global perspective directly prepares Maryland's future leaders to navigate a complex, international landscape, ensuring they are well-equipped to drive economic growth and innovation both at home and abroad.



ACHIEVEMENTS

- In 2025, the School of Business accreditation was reaffirmed by AACSB, "the global standard-setting body for business education." Only 6 percent of the world's business schools hold this accreditation—1,000 business schools in 60 countries and territories.
- Two business school alums were recognized in the *Baltimore Business Journal's* 40 Under 40 list: Alan Tsao, B.S. '11, MBA '21, founder and owner of the Tsao Baltimore luxury watch company, and Dimitrios Komninos, B.S. '11, owner and president, Dimitri Olive Oil.

HIGHLIGHTS: COLLEGE OF PUBLIC AFFAIRS

Centers Driving Public Impact

In UBalt's College of Public Affairs, centers translate classroom learning into practical experience and equip students to address Maryland's most pressing public challenges.

Shaping the Future of Public Service Leadership

Through the College's Schaefer Center for Public Policy, the NextGen Leaders for Public Service program provides paid internships that allow students to explore careers in government and nonprofit service. Since its launch, the program has delivered more than 98,500 paid hours of service to Maryland communities, supporting 353 students across 585 public service internships. Students from all UBalt colleges are eligible to participate, making it a truly university-wide initiative that strengthens Maryland's public service workforce.

The Schaefer Center also administers the Maryland Certified Public Manager Program, which has trained over 460 professionals in management and leadership skills across state and local agencies. Together, these programs cultivate Maryland's next generation of public servants and strengthen the state's capacity for responsive, effective governance.



Building on Second Chances

Launched in fall 2025, the Center for Justice-Impacted Students serves as a statewide hub advancing higher education, reentry pathways, research, and civic engagement for justice-impacted learners. Building on the success of UBalt's Second Chance College Program at Jessup Correctional Institution, the Center expands this work through Pathways to Campus—a new initiative bridging the prison classroom and the university setting. Pathways emphasizes recruitment, retention, and reentry for justice-impacted students, including those not previously enrolled in Second Chance, and explores programming for youth with incarcerated parents.

In October 2025, a commencement ceremony at Jessup celebrated the Second Chance program's newest graduates—bringing the total to 17—and marked nearly a decade of UBalt's leadership in higher education and reentry programming. Collectively, these initiatives expand access to college for justice-impacted learners and advance research and civic engagement that shape equitable policy and practice across Maryland.

Public Safety Innovation with National and Global Impact

The Center for Public Safety Innovation (CPSI) continues to advance data-driven solutions that connect public health and public safety. Its flagship initiative, the Overdose Detection Mapping Application Program (ODMAP), has become a national model for real-time data sharing, supporting more than 5,300 agencies and 37,500 users across all 50 states, the District of Columbia, and Puerto Rico. The platform enables first responders, law enforcement, and public health professionals to identify emerging overdose trends and coordinate rapid, informed responses in their communities.

In 2025, CPSI was contracted by the Government of Canada to develop ODMAP Canada, a customized, bilingual version of the system designed to strengthen that nation's capacity to track and respond to the overdose crisis. The one-year, \$655,000 (USD) contract supports system development, project management, training, and an initial rollout in several pilot communities in 2026. ODMAP Canada will provide authorized users with timely mapping and analytics to guide decision-making and optimize the use of life-saving resources.

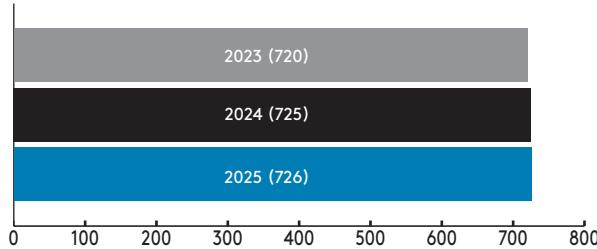
This marks the first international implementation of ODMAP, extending UBalt's impact in applied public safety research and demonstrating CPSI's leadership in developing innovative tools that improve coordination, policy response, and community health outcomes across borders.

ACHIEVEMENTS

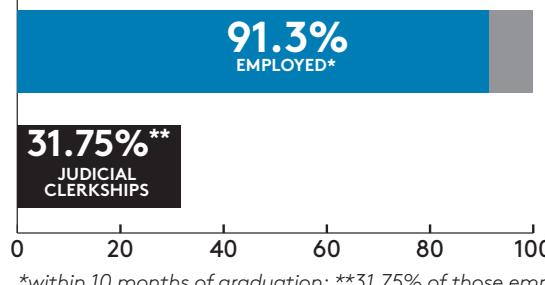
- The Master of Public Administration (MPA) program reaffirmed its distinction as Maryland's first program accredited by the Network of Schools of Public Policy, Affairs, and Administration (NASPAA), earning seven-year reaccreditation in 2025 and launching a new MPA Advisory Board of regional leaders to enhance curriculum and applied learning opportunities.
- The college expanded instructional innovation with more than 45 dual-modality courses delivering online and in-person learning simultaneously to meet the needs of Maryland's working professionals.

HIGHLIGHTS: SCHOOL OF LAW

J.D. ENROLLMENT, PAST THREE YEARS



CLASS OF 2024 EMPLOYMENT



*within 10 months of graduation; **31.75% of those employed

Planning for future successes at UBalt Law

In its Centennial moment, UBalt Law is focused on the road ahead.

In 2024, a national search for UBalt Law's next dean brought together students, faculty, staff, alumni, and University partners to select a new leader poised to ensure continued success. On July 1, Dean LaVonda N. Reed became the first female dean of the law school, bringing forward-thinking leadership 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 community members can learn, engage, and thrive.

Throughout 2024 and 2025, UBalt Law also engaged in a collaborative effort to finalize and issue its Strategic Plan 2025-30. The plan sets forth the school's vision, mission, and priorities for the next five years centering on seven strategic goals, each paired with actionable objectives and strategies. It builds on UBalt Law's longstanding strengths while addressing the evolving needs of the legal profession, from preparing graduates for bar readiness to embracing emerging technologies. Plan goals position UBalt Law to lead with purpose in a challenging and ever-changing higher education and legal landscape.

Developing leaders

In September 2024, the law school launched its Lawyers as Leaders initiative, a commitment to offer lawyers more opportunity for leadership development. During its inaugural series, alumni led panels addressing key topics - leadership style, change management and climate/culture building. Created by Joy Gaslevic (J.D. '99), associate dean for administration, the initiative highlights and draws on the wisdom of the vast network of UBalt Law alumni who lead on the bench, throughout the bar, and in the public sector and private industry. Alumni leaders have continued to return to UBalt law to share their knowledge throughout 2025 thanks to Director of Diversity Equity, Inclusion and

Belonging Stephen Cirino's Community Conversations—Powered by Lawyers as Leaders.

Students excel in trial, appellate advocacy competitions

Known for producing practice-ready attorneys, UBalt Law continues to build out its structured approach to training students for practice by facilitating participation in advocacy competitions around the country.



UBalt Law has expanded its presence at national moot court and mock trial competitions, yielding great results. Student successes include Regional Champion for the D.C. region at the National Trial Competition, and Regional Quarter-Finalist and 4th Best Brief at the ABA's National Appellate Advocacy Competition (Philadelphia Region).

The advocacy competition program also continues to foster connection with the local legal community, with the moot court team recently visiting the Appellate Court of Maryland for meetings with the clerk of court and Chief Judge Wells, and oral argument observation.

ACHIEVEMENTS

- Clinical Law program was named 4th in the nation (U.S. News & World Report, 2026); hosted national conference on clinical legal education.
- Law faculty are thought leaders on a wide variety of interdisciplinary topics - producing impactful scholarship, offering their expertise on important matters, and holding leadership roles in the academy and throughout the world.

The President should comment on the challenges of stabilizing and growing enrollment.

UBalt's primary Baltimore market has shifted, making rapid stabilization and growth difficult. Community college pipelines are shrinking, more students are opting not to attend college at all, and higher-visibility competitors are moving aggressively into the Baltimore market. At the same time, our non-residential model—no housing, athletics, or traditional campus amenities—limits first-time undergraduate growth. Competition for transfer and adult learners has intensified across Maryland and nationally. As the traditional-aged and transfer pools contract, neighboring institutions with stronger brand recognition and larger budgets are targeting the same students we serve.

Funding constraints for recruiting, staffing, and operations reduce our visibility and agility at key points in the enrollment cycle. Affordability pressures are persistent: over half of our undergraduates are first-generation and nearly 40% are Pell-eligible. Many are part-time, older, and balancing work and family. These pressures will grow with federal financial aid changes, including the elimination of Graduate PLUS loans, more restrictive loan limits, and prorated loans for part-time enrollment which directly affecting the majority of UBalt students who attend part-time.

Demographic headwinds in the region compound these dynamics. According to the Office of the Comptroller, more than two million people moved out of Maryland between 2010 and 2023, and Baltimore ranks fourth nationally for population loss. Because a high percentage of UBalt students are Baltimore residents, these shifts compress our prospect pool and new student pipelines, especially among transfer and adult completers who have historically driven our enrollment.

Finally, limited recruiting and marketing budgets make it challenging to maintain consistent presence in today's competitive market. In a crowded landscape, marketing noise from higher-visibility institutions can easily drown out our message without sustained investment and clear differentiation.

Strategies to Move Forward

Increase transfer student enrollment: This may require increased presence at community college campuses, enhanced transfer credit articulation, guaranteed admission pathways, or financial incentives that make UBalt the obvious choice. **Community college partnerships remain vital to our enrollment strategy, but they require sustained investment and relationship-building, not just agreements on paper.**

UBalt must make strategic, data-driven decisions about its academic portfolio, concentrating resources where we can achieve genuine market differentiation. This requires focusing on programs that demonstrate clear competitive advantages—whether through unique curriculum, strong employer partnerships, exceptional outcomes, or specialized expertise that competitors cannot easily replicate. Most critically, we need to develop new programs specifically designed to address unmet needs in the Baltimore market.

UBalt must focus on strategic partnership development that will deliver guaranteed student pipelines and create competitive barriers competitors cannot easily overcome. This means moving beyond traditional MOUs to developing deep, binding partnerships with employers who will sponsor employees through degree programs, provide tuition assistance. We should prioritize employer-sponsored program models where companies commit to sending specific numbers of employees annually and co-design curriculum to address and meet employer needs. We also need to create exclusive pathway agreements—whether with community colleges, workforce development organizations, or corporate partners—that contractually prevent competitors from replicating these pipelines. We are not going to build partnerships for partnership's sake but instead develop strategic

infrastructure that transforms enrollment from a competitive battle we're losing into guaranteed pipelines we control.

The President should comment on efforts improve the graduation rates of students and narrow the gap between all students and minorities and African American students.

UBalt's Strategic Retention and Student Success Plan specifically focuses on initiatives that support our unique student population. Our undergraduate student body is primarily composed of first generation (63%) and Pell students (66%). The average age of our undergraduates is 31 and we have more part-time students than full-time. Our greatest challenge remains student financial need. That being said, our strategies align with both the needs of our student population and our institutional priorities.

In Fall 2025, the University of Baltimore was awarded a Carnegie Near Completer Grant that is offered to undergraduate students who have less than 30 credits left to graduate. The goal is to increase degree conferral for all students, particularly those who experience financial hardship that impacts their ability to stay enrolled and complete their degree - with special focus placed on students with limited or exhausted Pell Grant eligibility.

Academic leadership monitors the success in the classroom disaggregated by race/ethnicity, modality, course, faculty tenure status among other attributes. Success here is defined more narrowly than receiving credit but passing with a grade sufficient for the class to advance graduation requirements. Examining these as leading indicators, as opposed to graduation rates as lagging indicators, the academic health of future cohorts is tracked. Course success rates for African American undergraduate students, like that of undergraduate students of all race/ethnicities, have increased since AY2022 and are setting the average now at a high of 88%. Course success rates increased 5% for African American students since the low in 2021 while for the undergraduate student body as a whole, the increase was slightly more moderate at 4%. Of note, one of the most effective strategies related to student success is embedded tutoring within high-challenge courses (high DFW).

UBalt implemented a Basic Needs Online Virtual Center that serves as a one-stop shop for resources available on campus, in person, in the community and virtually. Information about the Campus Pantry and the Career Closet can be found here, along with the Student Emergency Assistance Fund that offers one-time emergency financial assistance to enrolled students. Additionally, the 24/7, 365 days a year Student Assistance Program (SAP) provides students with free, confidential, accessible support to manage life's challenges and stay healthy and safe while at UBalt.