



UNIVERSITY
of MARYLAND
BALTIMORE

UMB STRATEGIC PLAN

————— 2027-2031 —————

Strategic planning at University of Maryland, Baltimore (UMB) provides a framework for setting priorities, aligning resources, and guiding decision-making in support of the University's mission. Each strategic plan reflects the needs and opportunities of its time, while building on the work and progress of previous plans.

The 2027-2031 UMB Strategic Plan outlined in the following pages features the six themes listed below and each theme's Strategic Objective and Strategic Outcomes.

THE THEMES

- United for Impact
- Student, Faculty, and Staff Success
- Future-Ready Graduate and Professional Education
- Research and Scholarship Excellence
- Community and Global Engagement
- Innovation and Digital Transformation



THEME 1

UNITED FOR IMPACT

Strategic Objective: UMB will act as one university — connected by shared identity and purpose — bringing our health, law, and human services professions together to improve the human condition in ways no single school or unit could accomplish alone.

Strategic Outcomes

- A clear, unified identity grounded in our mission and commitment to excellence across our health, human services, and law professions.
- A fiscally responsible institution in which resources, systems, and decisions are balanced and reflect our mission, vision, core values, and strategic plan through collaboration, optimized efficiencies, transparency, and accountability.
- A compelling, differentiated, and inclusive institutional voice that expands public trust, attracts students and partners, and positions UMB as a leading destination for graduate and professional education, research, and service.
- Strengthened health, legal, and human service systems serving Maryland communities, driven by UMB's collective expertise and presence.
- A recognized and collaborative leader within the University System of Maryland and across key institutional and clinical partnerships, advancing shared priorities and amplifying UMB's statewide impact.



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FACE

THEME 2

STUDENT, FACULTY, AND STAFF SUCCESS

Strategic Objective: UMB will ensure that students, staff, faculty, and postdoctoral fellows have equitable access to the resources needed to thrive academically, professionally, and personally and contribute within and beyond the University.

Strategic Outcomes

- UMB remains an employer of choice that attracts and retains exceptional, innovative faculty, staff, and postdoctoral fellows who reflect the rich diversity of society in all of its dimensions and are supported by clear pathways for career growth, advancement, and leadership.
- Student experiences defined by academic excellence, meaningful community, and equitable access to the financial and educational resources that open pathways to impactful careers and societal contribution.
- A learning environment that actively supports the holistic well-being of students, postdoctoral fellows, faculty, and staff through accessible resources and opportunities for connection, creativity, and shared experiences.
- An inclusive community in which every member can experience belonging and shared responsibility while actively contributing to advancing UMB's mission and core values.
- A deeply engaged alumni and volunteer community that remains connected to UMB's mission, contributes to student mentorship and career development, and extends UMB's impact across health, legal, and human service sectors in Maryland and beyond.



THEME 3

FUTURE-READY GRADUATE AND PROFESSIONAL EDUCATION

Strategic Objective: UMB will prepare learners to adapt, grow, and lead across evolving professions and in roles, developing them as experts and innovators who shape the future of care, justice, and human services.

Strategic Outcomes

- Graduates prepared with an education of enduring value to lead within evolving workforce systems through interprofessional, clinical, and practice-based learning that expands leadership capacity within and across professions — leveraging UMB’s unique seven-school structure as a differentiating strength.
- Flexible, affordable, and innovative curricular pathways, including stackable learning and microcredentials, that support lifelong growth in health, law, and human services professions.
- Faculty and staff who are equipped with forward-looking skills in emerging technologies, novel pedagogy, and evolving professional competencies.
- Strong, sustained partnerships with professional communities, alumni, and employers that strengthen Maryland’s workforce across health, legal, and human services sectors.



THEME 4

RESEARCH AND SCHOLARSHIP EXCELLENCE

Strategic Objective: UMB will elevate, sustain, grow, and invest in research and scholarship excellence across the full continuum from discovery to application.

Strategic Outcomes

- A culture of interdisciplinary, practice-informed research and scholarship that promotes innovation, translation to practice, community trust, and impact, with a focus on prioritizing areas in which UMB can make outsized contributions.
- Transformative Universitywide institutes, interdisciplinary research initiatives, and institutional infrastructure that expand UMB's position as a national leader in addressing future-facing challenges across health, technology, policy, justice, and human services.
- A thriving research community of emerging and leading scholars and researchers who are recruited, supported, and retained to drive innovation and discovery at UMB.
- A diversified and resilient research funding base — built through expanded industry and state, federal, international, and philanthropic partnerships — that strengthens UMB's long-term research sustainability.
- UMB's research and scholarship impact remains widely recognized, celebrated, and effectively communicated to public, policy, and philanthropic audiences in ways that expand trust, attract investment, and demonstrate UMB's value.



THEME 5

COMMUNITY AND GLOBAL ENGAGEMENT

Strategic Objective: UMB will position itself as a national leader in community and global engagement through meaningful partnerships, accessible student experiences, and high-impact collaborations that strengthen research, education, and societal impact.

Strategic Outcomes

- A demonstrated and accountable commitment to Baltimore, especially communities nearest UMB's campus, through long-term, place-based, reciprocal partnerships that reinforce UMB's role as a vibrant anchor institution advancing equity in health, economic vitality, workforce development, justice, and social well-being.
- Regional, national, and global community partnerships that are co-designed with residents, organizations, and partners who support and shape UMB's engagement priorities, ensuring reciprocity, shared ownership, and community-identified outcomes.
- An expanding and diverse cohort of students with access to high-quality experiential and interprofessional learning opportunities in local and international communities.
- A strengthened institutional capacity for engagement — with the people, processes, and partnerships needed to sustain deep, reciprocal engagement at scale — locally and globally.
- A documented, communicated, and measurable record of community and global engagement outcomes that advances accountability, strengthens partnerships, and elevates UMB's reputation as a nationally recognized leader in community and global engagement.



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THEME 6

INNOVATION AND DIGITAL TRANSFORMATION

Strategic Objective: UMB will responsibly accelerate innovation and digital transformation across all schools and units in a rapidly changing technological landscape.

Strategic Outcomes

- Faculty, staff, postdoctoral fellows, and students are digitally fluent, privacy-aware, and equipped with the foundational technology skills needed to thrive and innovate across UMB's academic, research, and operational environments.
- A shared, secure, and interoperable digital foundation that strengthens cross-institutional collaboration, reduces digital barriers and duplication, and supports local adaptation — encompassing secure research environments, streamlined technology transfer, data governance, and responsive support systems.
- Robust cybersecurity and data governance practices that protect UMB's integrity, student and patient privacy, and institutional reputation in an increasingly complex and high-risk environment.
- Clear institutional guidelines and accountability structures for the responsible use of emerging technologies — including generative and agentic artificial intelligence — ensuring that adoption promotes equity, protects privacy, minimizes harm to underserved communities, and reflects thoughtful stewardship of environmental and institutional resources.
- A culture of innovation supported by clear governance, prioritization, and an environment in which faculty, staff, postdoctoral fellows, and students can experiment, learn safely, succeed, and scale.



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