ACADEMIC CALENDAR 2007-2008

ON-SITE

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RESERVATION

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COMMENCEMENT

25 May 2008

CONTACT US!

CIV +49-(0)6221-3780, DSN 314-370-6762
www.ed.umuc.edu
FOR STUDENTS WHO WANT MORE

UMUC AND BSU AROUND THE WORLD

At University of Maryland University College (UMUC) and Bowie State University (BSU), a high-quality education is always within reach. UMUC and its partner institution BSU are dedicated to offering on-site and online courses and resources to students in Maryland and around the world. The leading education provider for the U.S. military, UMUC serves more than 41,000 active duty servicemembers. And BSU serves thousands of graduate students in Europe alone. The commitment of these institutions to students around the globe extends far beyond providing access to excellent degree programs. Students can access academic and career advising, financial aid counseling, library services, and much more by phone, e-mail, or online. All around the world, UMUC and BSU give its students more of what they need to succeed, putting goals within their reach.

CONTACT US

UMUC Europe and BSU are ready to assist current and prospective students with their questions and inquiries. Please contact us at:

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Civilian (Germany) 06221-378302/3780
International +49-06221-378302/3780
Fax +49-(0)6221-315871
E-mail gradprog@ed.umuc.edu
Web www.ed.umuc.edu/grad
Welcome to Bowie State University and UMUC Europe!

University of Maryland University College (UMUC) has established a partnership with Bowie State University (BSU) to offer graduate programs in the European Command in the fields of counseling, management information systems, public administration, and information technology. The partnership makes master’s degrees and graduate certificates accessible to students stationed overseas who already have substantial commitments to their careers and families.

ACCREDITATION

University of Maryland University College and Bowie State University are accredited by the Commission on Higher Education of the Middle States Association of Colleges and Schools, 3624 Market Street, Philadelphia, PA 19104 (215-662-5606). UMUC and Bowie State University are governed by the University System of Maryland Board of Regents and certified by the State Council of Higher Education for Virginia. UMUC and Bowie State University are constituent institutions of the University System of Maryland.

See the policy statement and additional policies on the inside back cover.
University of Maryland University College Europe (UMUC Europe) is America’s senior institution in providing educational opportunities to U.S. military members overseas. Hailed by British scholar Arnold Toynbee as “an American achievement from which the rest of the world has much to learn,” UMUC Europe has been in operation since 1949. Its partnership with Bowie State University for graduate education has existed for over a decade. Both UMUC and BSU are constituent members of the University System of Maryland.

Graduate courses and programs available through the UMUC-BSU partnership enable students in Europe to expand their knowledge, enhance their skills, and develop their professional competencies. They are intended for individuals who seek to become innovative leaders, managers, and counselors responsive to the public with whom they work. These programs compare in all respects with those at public institutions of higher learning in the United States. The credentials of the faculty have met standards set by the UMUC and BSU academic departments. All courses offered in Europe carry resident credit with the respective academic institutions.

For the typical student, earning a graduate degree through the UMUC-BSU partnership will be challenging. To ensure that students bring to their graduate education the appropriate level of knowledge, all degrees require specific undergraduate prerequisites. Within each program, some courses must be completed in a defined sequence. Graduate students also benefit from the university’s personalized approach to education. Students receive an individualized program of study, have continuous contact with program directors and faculty who are resident in Europe, and enjoy small class sizes.

Finally, it is important to understand that these graduate programs offer respected degrees for serious students. Most adults working full time and attending school part time will need approximately two-and-a-half to three years to complete either counseling degree and one-and-a-half to two years to complete the management information systems, public administration, or information technology graduate degree. Those who complete a degree in Europe will have the same sense of accomplishment and pride as students who earn the same degrees on campus in Maryland. Furthermore, they will know that their achievements will be significant professional assets.

Few states have as rich and proud a heritage as does the State of Maryland, especially in education. The University of Maryland was founded in 1807 at the site of the present Baltimore Campus with the establishment of the
nation’s fifth College of Medicine. The school soon added colleges of dentistry, pharmacy, and law. A half-century later, the College Park Campus, one of the largest in the nation, began as the College of Agriculture. With the uniting of these campuses in 1920, the University of Maryland began its development into one of the great public systems of higher learning in the United States. Maryland’s present university system was established in 1988 as the University System of Maryland and is comprised of 11 degree-granting institutions and two research and service components.

The degree-granting institutions in the University System of Maryland, including Bowie State University and the University of Maryland University College, are accredited by the Commission on Higher Education of the Middle States Association of Colleges and Schools.

Located in Bowie, Maryland, BSU also serves the needs of military personnel, Department of Defense civilians, and other adult students in the Washington, D.C., area through off-campus centers at nearby Fort Meade. Additionally, BSU currently offers on-site courses in five countries on 15 military bases in Europe and Asia.

**BOWIE STATE UNIVERSITY**

Bowie State University, which was founded in 1865, is a regional comprehensive university offering undergraduate programs in the liberal arts and sciences, business, education, nursing, and social work, with an emphasis on the application of computer technology across the disciplines. BSU’s Graduate School offers 19 degree programs in business administration, communications, computer science, counseling, education, human resource development, management information systems, nursing, public administration, and psychology. BSU is a Servicemembers Opportunity Colleges (SOC) member institution. Recognized nationally and internationally, BSU became one of only six national Model Institutions for Excellence in 1995.
UNIVERSITY OF MARYLAND
UNIVERSITY COLLEGE

University of Maryland University College is a visionary institution on the forefront of education for the 21st-century workforce. It is an entrepreneurial and creative institution, committed to the exploration of knowledge, the construction of partnerships, and innovative academic delivery. It is a large and diverse institution, serving 90,000 students around the world. It is a substantive institution, committed to lifelong learning and education of adults in the workforce.

UMUC offers degree programs from the associate of arts through the doctor of management, undergraduate and graduate certificates, and personal and professional development programs that respond to the needs of the lifelong learner. Undergraduate degree programs are offered in disciplines in the arts and humanities, behavioral and social sciences, business and management, computing, and technology; graduate programs focus on education, management, and technology. UMUC’s noncredit programs include professional development in management, technology, and executive leadership, as well as professional certification programs and conference services.

UMUC’s commitment to academic strength, relevance, and quality remains consistent throughout all the university’s programs, class locations, and delivery formats. The university works closely with its faculty and with businesses and other organizations to develop and maintain the relevance of its curricula. The university academic programs have the same structure and requirements whether they are offered in Maryland classrooms, at overseas locations, or through online courses.

UMUC has fulfilled its principle mission of providing higher education opportunities to adult, part-time students for 60 years. Founded in 1947 as the College of Special and Continuation Studies, UMUC has grown to become one of the largest institutions in the University System of Maryland—both in terms of enrollment and its global scope—while earning accolades for the quality of its programs and its innovative use of technology.

Almost from its inception, UMUC looked beyond state boundaries to bring courses to U.S. servicemembers in Europe (since 1949) and in Asia (since 1956). Today, UMUC continues to provide courses at more than 120 military installations throughout Europe and Asia through long-standing partnerships with overseas military commands. UMUC also makes it possible for students anywhere to attend class via its online programs.

Throughout all the university’s programs, certain features stand out: UMUC’s commitment to serving adult students, its academic quality, its active presence throughout the state of Maryland, its international scope as a global university, and its long partnership with the U.S. military.

UMUC programs have expanded to meet the needs of adults seeking to continue their education. In cooperation with the Department of Defense, UMUC administers two overseas programs, UMUC Europe and UMUC Asia. Stateside, UMUC credit courses and programs are administered by the School of Undergraduate Studies and by the Graduate School. UMUC participates in the Servicemembers Opportunity Colleges (SOC) degree programs for military personnel.

UMUC has been the leading educational partner with the U.S. Department of Defense for almost 60 years. More than 50 flag officers are UMUC graduates, and more than a million servicemembers have taken UMUC courses. Last year, almost 60,000 active-duty military and dependents took UMUC courses overseas. This long relationship has made UMUC particularly sensitive to the needs of military students and well prepared to handle details specific to military life, such as veterans benefits and the transfer of credit earned in military specialty schools. By proving that traditional standards of academic excellence can be maintained in nontraditional settings, UMUC has won the respect of the military community and established itself as an integral part of overseas military life.
MARYLAND PROGRAMS IN EUROPE

Through BSU and UMUC, members of the military services overseas can take individual classes for personal enrichment or pursue a program of coursework leading to a certificate, associate’s degree, bachelor’s degree, or master’s degree. Students who studied in Europe earned more than 550 associate’s degrees, 600 baccalaureate degrees, and 100 master’s degrees during the past academic year. And these figures do not include the many students who began their education with UMUC Europe and completed their degrees stateside.

In 1949, the Armed Forces invited UMUC to offer off-duty classes for its military and civilian personnel stationed in Europe. Classes began in October of that year at six education centers in Germany, and the program steadily expanded. In 1999, UMUC Europe celebrated its 50th year serving the U.S. military in Europe and the Middle East. Last year, UMUC Europe offered classes at approximately 70 sites in 17 countries. The administrative offices for UMUC Europe are located in Heidelberg, Germany.

GRADUATE PROGRAMS

Since August 1993, graduate degree programs from University System of Maryland institutions have been administered in Europe through UMUC Europe. A constituent institution of the University System of Maryland, BSU offers high-quality graduate degrees in Europe. These programs presently include the Master of Arts in Counseling Psychology, Master of Education in Guidance and Counseling, Master of Science in Management Information Systems, and Master of Public Administration. UMUC Europe also offers the Master of Science in Information Technology and certificates in information technology from the UMUC Graduate School.

Graduates enjoy high levels of personal and professional success in military and civilian environments. Interested students can request information and an application for admission from the UMUC Europe Office of Graduate Programs, from the UMUC Europe office at a local education center, or online at www.ed.umuc.edu/graduate.

UNDERGRADUATE PROGRAMS

UMUC offers undergraduate liberal arts programs leading to certificates and to associate’s and bachelor’s degrees. For more information, go to www.ed.umuc.edu.

DISTANCE EDUCATION (DE)

UMUC Europe offers students the opportunity to benefit from courses offered at a distance. Online distance education courses are designed for students who require scheduling flexibility or who are unable to commute to classroom sites. All BSU and UMUC graduate courses offered online through UMUC Europe carry resident credit with the respective institutions. Visit the DE Web site at www.ed.umuc.edu/de for more details.

GOARMYED

GoArmyEd is a comprehensive, student-centered, online system developed to help Army students move forward academically. It is centered on the GoArmyEd portal and allows Army students to apply to a university, enroll in courses, request tuition assistance (TA), and monitor their progress towards a degree—all via the GoArmyEd portal.

UMUC Europe presents an introduction to the GoArmyEd portal on its Web site. Prospective and current students can go to www.ed.umuc.edu and click on “Getting Started with GoArmyEd.” Army students may also visit the portal directly at www.GoArmyEd.com, or may contact their education services officer (ESO) or counselor to learn more about GoArmyEd.
CONTENTS

I WELCOME

II HIGHER EDUCATION IN MARYLAND

VIII MESSAGE FROM THE VICE PRESIDENT

1 BOWIE STATE UNIVERSITY
   Eligibility
   Admission Information
   Admission Categories
   Application Procedures
   Transfer Credit
   Academic Advisement
   Program of Study
   Continuous Enrollment
   Academic Standards
   Time Limitation
   Re-entry to a Degree Program after Lapse of Time Limitation
   Academic Hold
   Information and Library Services
   Writing Resources
   Program Milestones

6 COUNSELING
   Academic and Professional Preparation
   Policies and Procedures
   Courses
   Other Requirements
   Program Sequence

10 MANAGEMENT INFORMATION SYSTEMS
   Academic and Professional Preparation
   Courses
   Policies and Procedures
   Other Requirements
   Program Sequence

13 PUBLIC ADMINISTRATION
   Academic and Professional Preparation
   Management Track Courses
   Policy Track Courses
   Policies and Procedures
   Other Requirements
   Program Sequence

26 UMUC—INFORMATION TECHNOLOGY
   Program Objectives
   Program Overview
   Student Profile
   Eligibility
   General Admission Requirements
   Application Procedures
   Transfer Credit
   Academic Standards
   Program Completion Requirements
   Specializations

34 GRADUATE CERTIFICATES
   Certificate in Foundations of Information Technology
   Certificate in Homeland Security Management
   Certificate in Information Assurance
   Certificate in Telecommunications Management

38 UMUC GRADUATE COURSES OFFERED IN EUROPE
MESSAGE FROM THE VICE PRESIDENT

Welcome to the Graduate Programs at University of Maryland University College in Europe, the most diverse group of graduate programs offered in the European theater. UMUC, in conjunction with Bowie State University, brings together faculty and graduate students from around the world into wide-ranging degree programs suitable to any number of career interests and professional pursuits. Whether your interest is in a master’s degree or a professional graduate certificate, or if you simply wish to take a few graduate courses on a non-degree basis, you will find your experience at UMUC to be intellectually stimulating as well as professionally rewarding.

Currently, UMUC in partnership with BSU offers five graduate degrees: Master of Arts in Counseling Psychology, Master of Education in Guidance and Counseling, Master of Public Administration, Master of Science in Information Technology, and the Master of Science in Management Information Systems. Certificate programs are available in foundations of information technology, homeland security management, information assurance, and telecommunications management. This 2007-2008 Graduate Catalog contains information on these programs, including admission requirements, important academic policies, and course descriptions.

The faculty members who will teach your classes are dedicated to excellence in the classroom and are clearly the university’s most important asset. Nearly all of our faculty members have an earned doctorate in their field of expertise, an extensive professional background, and years of teaching experience in UMUC and BSU classrooms around the world. Graduate courses offered by the UMUC faculty are delivered in traditional on-site classrooms as well as in state-of-the-art online distance education (DE) formats.

The UMUC Europe Graduate Programs staff is happy to help you select the program that best suits your needs and wishes. Please contact us if there is any assistance we can provide.

I extend to you my very best wishes, and sincere admiration, as you embark on your pursuit of a graduate education.

Allan J. Berg, PhD, JD
Vice President and Director, UMUC Europe
A major goal of Bowie State University's (BSU) Graduate School is to provide high-quality professional programs. Continuously adapting to new trends in academia, business, and government, the Graduate School prides itself on being responsive to change in education and the workplace. The great majority of Bowie students, both in Maryland and in Europe, are working adults. To meet the needs of these students, classes are scheduled in the evenings, on weekends, and online.

In Europe, Bowie offers the Master of Arts (MA) in Counseling Psychology, Master of Education (MEd) in Guidance and Counseling, Master of Public Administration (MPA), and Master of Science (MS) in Management Information Systems.

ELIGIBILITY

Members of the U.S. Armed Forces, American employees of the U.S. Government, and their family members may enroll in classes through University of Maryland University College Europe, in accordance with the terms of the Department of Defense contract which requires that the university “shall only enroll those academically qualified individuals who have a valid Identification Privilege Card issued by the military services.”

Questions about eligibility should be addressed to the director, Student Affairs, UMUC Europe, in Heidelberg.

ADMISSION INFORMATION

All students must complete and submit an Application for Graduate Admission prior to enrolling in any BSU graduate course. Admission to the Graduate School of Bowie State University is granted to applicants who have completed a bachelor’s degree from a regionally accredited institution or the equivalent, and whose academic and personal qualifications give promise of success in graduate study. To be successful, BSU graduate students must be capable of graduate-level writing. They must also be computer literate and familiar with computer applications. To achieve graduate- and professional-level computer competence, students are strongly encouraged to have access to their own personal computer.

ADMISSION CATEGORIES

All Bowie State graduate programs have the same general admission requirements. Based on these requirements, qualified applicants are admitted in one of the following admission categories.

Full Admission

Students in this category are seeking to complete the master’s degree. They must have earned a bachelor’s degree from a regionally accredited institution or the equivalent with a cumulative grade point average (GPA) of at least 2.5 on a 4.0 scale. Students will not be fully admitted until the transcript from the degree-granting institution is received and the GPA for the student’s entire undergraduate career leading to that degree is calculated. Students are permitted to take 9 credits with Bowie State University before full admission is granted.

Conditional Admission

Applicants with a baccalaureate cumulative GPA between 2.0 and 2.49 will be granted conditional admission. Conditional admission will be removed and full admission will be granted with the attainment of a cumulative GPA of 3.0 or better after the completion of nine graduate credit hours with BSU. If a student does not meet this requirement, a request for waiver may be submitted to the respective program director. If approved, the student may be granted permission to repeat a course to earn a higher grade to achieve a 3.0 GPA.

Non-Degree Admission

Students who do not wish to earn a BSU degree but wish to enroll in courses, to transfer credit to another institution, or for the purposes of professional development or recertification must file an Application for Graduate Admission and submit it with the $40 application fee and official transcripts. If taking courses for transfer, students must present a letter from the graduate dean of the home institution indicating the student is in good standing and that the BSU credit is acceptable towards the student’s degree.
APPLICATION PROCEDURES

Prior to enrolling in any graduate course with Bowie State University, the student must complete an application for admission available from the Graduate Programs Web site at www.ed.umuc.edu/graduate/forms or from a UMUC Europe field representative. The application file must be completed and admission status granted within the first 9 credit hours of coursework. The student must:

1. Complete the Application for Graduate Admission indicating the program to which he or she is applying:
   a. MA in Counseling Psychology
   b. MEd in Guidance and Counseling
   c. Master of Public Administration (either management or policy track)
   d. MS in Management Information Systems
   e. Non-degree

2. Have transcripts sent from all academic institutions previously attended. Undergraduate and/or graduate transcripts are required to be sent directly from the academic institution the student attended to the UMUC Europe Office of Graduate Programs. Transcripts may take more than six weeks to arrive, so students are strongly urged to request them as soon as possible to avoid delays in admission processing. Addresses for most U.S. institutions of higher education may be obtained through reference materials generally available at education centers, libraries, or on the Web through sites such as dir.yahoo.com/education/index.html.

3. Pay the application fee ($40).

4. Complete the top portion of the Application Transmittal Form.

5. Counseling Program Applicants must submit the following additional documentation:
   a. Three letters of recommendation using the recommendation form provided. These letters must be from any professional not related to the applicant who can testify to the applicant’s work/study habits.
   b. A personal statement. The personal statement must be a typewritten statement not to exceed three single-spaced pages in which the following points are addressed:
      ❖ Background information: Family, education, and work.
      ❖ Goals: What the student expects to be doing in five years and in ten years.

   Strengths: What strengths the student possesses that would contribute to him/her being a good counselor.
   Change: What facets of the student’s personality, behavior, and/or outlook that, if modified or changed, would make him/her a better person/counselor. What plans the student has for making any such change(s).
   Comments: Any additional information, thoughts, feeling, concerns, and/or questions.

After making personal copies, all forms should be brought to the local UMUC Europe field representative who will forward the materials to the Office of Graduate Programs in Heidelberg.

GOArmyEd

Students must submit all documents for admission in order to receive their Student Agreement by the time they have completed 6 credit hours of coursework in accordance with GoArmyEd requirements (www.GoArmyEd.com).

Graduate Work by UMUC Europe Seniors

Undergraduate students enrolled with UMUC Europe who have reached senior-level status (90 credits or more) may be able to register for BSU graduate-level courses if the following requirements/conditions are met:

❖ The graduate courses exceed the number of credits required for the bachelor’s degree.
❖ English proficiency has been successfully established.
❖ The student’s GPA is 3.0 or better.
❖ Permission has been secured from the appropriate program director, Graduate Programs.
❖ The UMUC Europe Seniors’ Application for Graduate Admission has been filed.

Seniors will be permitted to take up to 6 credit hours of BSU graduate coursework. Permission to take courses while a senior does not constitute regular admission to the Graduate School. Graduate coursework may not be taken to fulfill undergraduate degree requirements.

Students who have officially satisfied all bachelor's degree requirements may take more than 6 credit hours of graduate coursework. These students must apply for regular admission to Bowie State University’s Graduate School by completing the Application for Graduate Admission and all other application requirements (see Application Procedures). The application fee is paid with the senior application and is waived for the regular admission application.
Non-U.S. Degrees

Students with non-U.S. degrees should allow more time for the application process. Non-U.S. credentials are evaluated for regionally accredited equivalency according to the Foreign Educational Credentials for Consideration of Admission to Universities and Colleges in the United States.

Before enrolling for coursework, students must discuss their situation with their program director, who may approve up to 9 credit hours of BSU coursework prior to evaluation of the student’s credentials and full admission.

Proof of English Proficiency

All students are expected to read, speak, understand, and write English fluently. A student whose native language is not English must provide proof of English proficiency by providing one of the following documents to the field representative with the graduate application or, at the latest, when registering for his or her first course(s):

1. An official copy of the results of the Test of English as a Foreign Language (TOEFL) indicating a score of at least 550 on a written version, 213 on the computer-based version, or 79 on the Internet-based version. UMUC does not administer this test. It is the student’s responsibility to arrange for testing and to see that an official copy of the test results reaches UMUC Europe Graduate Programs in Heidelberg. The TOEFL school code for UMUC Europe is 0715. Information about the exam may be found at www.toefl.com.

2. Evidence of attendance at and graduation from a secondary school in which the language of instruction was English. Generally, a student will need to be able to demonstrate attendance at such a secondary school for a minimum of three years in addition to having graduated from the school.

3. An official transcript from a regionally accredited U.S. college or university indicating a grade of C or higher in an English composition course.

4. An official transcript from a regionally accredited U.S. college or university reflecting completion of an AA, BA, BS, or higher degree.

In addition to providing proof of English proficiency, the applicant must meet admission requirements. Waivers or other exceptions to this policy cannot be given. If there is a question of eligibility or other questions, contact the program director.

TRANSFER CREDIT

General Guidelines

Transfer credit may be accepted from other colleges and universities, including UMUC, in accordance with the following guidelines:

1. Coursework considered for transfer must have been completed at the graduate level at a U.S. regionally accredited institution.

or

In accordance with the recommendations of the American Council on Education of applicable credit from resident military service schools.

2. Up to 6 credits may be accepted in transfer for the management information systems or public administration program. Up to 12 credits may be accepted in transfer for the counseling programs.

3. The courses for which transfer is sought must have been completed with a grade of B (3.0) or better, must be related to Graduate School courses and degree requirements as reflected on the Program of Study, and must remain within the total span of seven years allowed to earn the degree.

4. Transfer credit is not applicable for GUCC 836, GUCC 837, GUCC 861, INSS 880, INSS 890, PSYC 836, PSYC 858, PSYC 861, or PUAD 704.

5. Credits are not to be used for more than one degree at either the graduate or undergraduate level.

6. Graduate coursework earned for one master’s degree may not be applied towards any other master’s degree and is not acceptable as transfer credit.

A student requesting transfer credit must provide a course description, course syllabus, and an official transcript (see Application Procedures).

Taking Courses After Admission to BSU

A student who has been admitted to a BSU graduate program and wishes to pursue a course or courses at another college or university and apply the credit towards the master’s degree at BSU must submit to the respective program director:

1. A request for permission to pursue a course at another college/university and that the coursework be accepted in transfer.

2. A course description from the official catalog of the school at which the course will be taken, as well as a course syllabus.
ACADEMIC ADVISEMENT

The respective program director, as the graduate academic advisor, evaluates each student's background to determine whether academic and/or professional classes and experience satisfy program and course prerequisite requirements, reviews and approves requests for transfer credits, and develops the student’s Program of Study (POS).

Both BSU and UMUC Europe grant credit for study completed in service schools and in Military Occupational Specialties (MOSs), Air Force Specialty Codes (AFSC), and Navy Enlisted Ratings (NER) on the basis of the recommendations by the American Council on Education (ACE) in the Guide to the Evaluation of Educational Experiences in the Armed Services (www.militaryguides.acenet.edu). Such credit is granted only if it is applicable to the student’s program and is for graduate credit. These credits are also a valuable source for satisfying undergraduate prerequisite requirements.

PROGRAM OF STUDY

With their letter of acceptance, degree-seeking students receive an approved Program of Study that lists all course requirements for graduation including:
1. Unfulfilled program prerequisites.
2. BSU courses required for degree completion.
3. Approved transfer courses, if applicable.

Students must successfully complete all coursework stipulated on the POS to be eligible for graduation. Students may not deviate from their approved POS without the prior written approval of their program director.

CONTINUOUS ENROLLMENT

Should there be a lapse of one academic year during which graduate courses are not taken, the student must file an Application for Graduate Readmission. This application is available online at www.ed.umuc.edu/graduate/forms.

ACADEMIC STANDARDS

A student whose cumulative GPA falls below 3.0 is placed on academic probation. Any student on academic probation is permitted to take a maximum of 9 credit hours to raise the GPA to at least a 3.0 as authorized by the student’s program director. Failure to obtain at least a 3.0 GPA in that time will result in academic dismissal.

The duration of the dismissal is two terms; courses taken at other institutions during the dismissal period cannot be transferred to Bowie State University. In order to be considered for readmission, the student must petition the associate dean. The seven-year time limitation for degree completion shall include the period of dismissal.

A student dismissed for academic dishonesty, as described in Appendix H of UMUC Europe's Undergraduate Catalog (www.umuc.edu/policy/aa15025.shtml), may not reapply. Students who lack sufficient academic aptitude or who fail to show evidence of serious purpose may be requested by the associate dean to withdraw from the Graduate School.

TIME LIMITATION

All requirements for the master’s degree must be completed within a seven-year period, as established by the Board of Regents of the University System of Maryland. The scheduled time may be computed by noting the date of admission to the Graduate School or by noting the date when credits allowed in transfer were taken, whichever is earlier. The seven-year period is computed on calendar time. An extension will be granted automatically if a required course is not offered during the last term of a student's seven-year period. The expiration date is listed on a student's Program of Study.

RE-ENTRY TO A DEGREE PROGRAM AFTER LAPSE OF TIME LIMITATION

For readmission to a degree program after the seven-year period has elapsed, the student must petition the program director for readmission. If approved, the student's records are evaluated and readmission is granted under current policy and degree requirements. Courses are not necessarily repeated and may be replaced with additional courses approved by the appropriate program director.
ACADEMIC HOLD

Students may be placed on academic hold, which makes them ineligible to register for further courses. This may occur for any of the following reasons:

1. Incomplete application materials, such as missing transcripts or application form.
2. Academic probation.
3. Outstanding financial obligations, such as the application fee.
4. The mark of Incomplete in two courses.

Students should contact their program director to discuss how to resolve any of the aforementioned issues.

INFORMATION AND LIBRARY SERVICES

UMUC promotes the use of library technology and provides access to a variety of online library resources on its Web page at www.ed.umuc.edu/library. Services to students include access to library resources via the Internet.

Students may access an extensive array of online journal databases and national and international newspapers online. Authorized library users may access more than 140 databases, most of which index full-text articles or link to full-text articles covering business, management, computer and information systems, sciences, the social sciences, and education. Database descriptions and tutorials for searching the online library databases are also available.

WRITING RESOURCES

The American Psychological Association (APA) editorial style is the standard format for writing all papers in Graduate Programs.

Information about APA style is available online at www.ed.umuc.edu/library under Citation Resources. Online help from a writing advisor is available from the UMUC Effective Writing Center at www.umuc.edu/writingcenter.

PROGRAM MILESTONES

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<td>0-9 credits</td>
<td>Complete the application process</td>
</tr>
<tr>
<td></td>
<td>3-9 credits</td>
<td>Earn full admission status</td>
</tr>
<tr>
<td>ADVANCEMENT TO CANDIDACY</td>
<td>15 credits</td>
<td>Meet requirements for advancement to candidacy</td>
</tr>
<tr>
<td>PRACTICUM/INTERNSHIP: COUNSELING</td>
<td>18+ credits</td>
<td>May apply for counseling practicum/internship</td>
</tr>
<tr>
<td>COMPREHENSIVE EXAMINATION</td>
<td>24 credits</td>
<td>May apply for comprehensive examination</td>
</tr>
<tr>
<td>RESEARCH/PROFESSIONAL PAPER</td>
<td>24+ credits</td>
<td>Once the comprehensive examination has been passed successfully, may enroll in the research/professional paper course</td>
</tr>
<tr>
<td>GRADUATION</td>
<td>36 credits</td>
<td>Complete requirements for MPA or MS degree</td>
</tr>
<tr>
<td></td>
<td>48 credits</td>
<td>Complete requirements for MA or MEd degree</td>
</tr>
</tbody>
</table>
The Master of Arts (MA) in Counseling Psychology and the Master of Education (MEd) in Guidance and Counseling degrees are designed to provide the knowledge and skills necessary for practice in counseling and related human service professions within the military and civilian communities.

The MA in Counseling Psychology degree prepares counselors to work primarily with adults in a range of community counseling settings. The MEd in Guidance and Counseling degree prepares counselors to work with school children and youth across all levels from primary through high school (K-12).

Both degrees require completion of 48 credit hours and have a common core of courses. Integrating the theoretical with the practical, the programs combine academic preparation in the areas of behavioral sciences as well as related areas of counseling and research, with relevant practical experiences. The programs provide a basic understanding of: 1) individuals as cultural, economic, physical, and social beings, 2) the setting in which a counselor works, and 3) counseling theory and practice.

Students learn and develop counseling competencies through curricular experiences and clinical instruction. Curricular experiences include: 1) human growth and development, 2) social and cultural foundations, 3) helping relationships, 4) group work, 5) career and lifestyle development, 6) appraisal, 7) research and program evaluation, 8) professional orientation, and 9) legal and ethical counseling issues. Clinical instruction includes weekly group supervision class meetings and experiences that allow students the opportunity to refine and integrate the skills necessary to assume the role of a professional counselor. Most adults working full time will need approximately 24 to 36 months to complete the degree.

These degrees are designed to meet requirements for certification through the National Board of Certified Counselors (NBCC). Students may need to take additional coursework and examinations to meet licensure requirements for a particular state. Graduates, depending on their degree and subsequent professional credentials, are employed in a variety of settings, such as Department of Defense and civilian education centers, schools, colleges, universities, substance abuse programs, correctional facilities, mental health centers, family services, career centers, and private practices.

Students seeking a master's degree in counseling without an undergraduate background in education or psychology must have a minimum of 12 credit hours in foundation courses. These credits may be earned at the undergraduate or graduate level, but they are not counted as part of the required courses for the degree program. Students must complete the prerequisite foundation courses prior to advancement to candidacy.

Foundation courses may include courses in psychology, sociology, and education. The counseling program director may approve other related courses such as management, human resource management, and women's studies.

Demonstrating the attainment of the foundation requirements may be accomplished by submitting official undergraduate, graduate, or military transcripts and/or submitting official scores from standardized exams such as CLEP and DANTES.

Students are encouraged to contact the counseling program director by e-mail at gradcouns@ed.umuc.edu, telephone, or in person to discuss admission qualifications. During their first two terms, students shall submit to the counseling program director a plan on meeting prerequisite conditions not yet satisfied.

**POLICIES AND PROCEDURES**

Detailed information on the following policies and procedures are described on pages 3-5:

<table>
<thead>
<tr>
<th>Policy</th>
<th>Procedure</th>
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<tbody>
<tr>
<td>Transfer Credit</td>
<td>Academic Standards</td>
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<td>Academic Advisement</td>
<td>Time Limitation</td>
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<tr>
<td>Program of Study</td>
<td>Re-entry to a Degree Program</td>
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<tr>
<td>Continuous Enrollment</td>
<td>Academic Hold</td>
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</tbody>
</table>
COURSES

MA in Counseling Psychology
MEd in Guidance and Counseling

Common Required Courses (33 credits)
The following core course requirements apply to both the MA (48 credits) and MEd (48 credits) degrees:

- PSYC 502* Principles and Philosophy of Counseling
- PSYC 734* Counseling Theory and Practice
- GU CO 731* Group Counseling
- EDUC 507 Human Growth and Development
- EDUC 706 Introduction to Research
- GU CO 608 Career Counseling and Development
- GU CO 610 Appraisal, Assessment, and Evaluation
- GU CO 633 Multicultural Counseling
- PSYC 710 Psychometric Testing
- PSYC 714 Clinical Assessment in Psychotherapy
- PSYC 780 Legal and Ethical Issues in Counseling and Therapy

*Note that these three courses are only offered on-site: PSYC 502, PSYC 734, GU CO 731.

MA in Counseling Psychology

Additional Required Courses (15 credits)
MA degree-seeking students are also required to complete the following courses:

- GU CO 732 Family Counseling
- GU CO 762 Drug and Alcohol Counseling
- PSYC 836+ Practicum in Counseling Psychology
- PSYC 858+ Internship in Counseling Psychology
- PSYC 861+ Seminar in Counseling Psychology

+ These are 16-week courses offered over two terms.

MEd in Guidance and Counseling

Additional Required Courses (15 credits)
MEd degree-seeking students are also required to complete the following courses:

- SP ED 511 Special Education Perspective
- GU CO 840 Counseling Children and Adolescents
- GU CO 836+ Practicum in Guidance and Counseling
- GU CO 837+ Internship in Guidance and Counseling
- GU CO 861+ Seminar in Guidance and Counseling

+ These are 16-week courses offered over two terms.

TOTAL CREDITS 48

OTHER REQUIREMENTS

The following other requirements must be satisfied.

Advancement to Candidacy

Advancement to candidacy is a major step in fulfilling the requirements for the master’s degree. The program director will review students’ records to determine eligibility for advancement to candidacy. To advance to candidacy students must:

1. Be fully admitted.
2. Have an approved Program of Study (POS).
3. Complete the first 15 credit hours of courses with BSU with a GPA of at least 3.25. Should the required average not be attained, advancement to candidacy will be denied. Students who fail to advance to candidacy may submit a written petition to the program director for permission to repeat one course.
4. Have taken at least one on-site course.
5. Be recommended by two faculty members and the program director who can attest to:
   a) Demonstrated intellectual ability to complete the program
   b) Sensitivity to interpersonal relationships
   c) Adherence to the Code of Ethics of the American Counseling Association.
   (Note: Violation of confidentiality is cause for dismissal from the counseling program. Interviews conducted by the faculty may be required.)
6. Remove all marks of Incomplete (I) from courses in the POS.
7. Satisfy all prerequisite foundation courses.

Students must be advanced to candidacy before taking the comprehensive examination or enrolling in a seminar or practicum.
COUNSELING

Comprehensive Examination

Students must successfully complete a written graduate comprehensive examination and are encouraged to take the examination as soon as they are eligible. To qualify for the examination, students must have:

1. Completed at least 24 graduate credit hours of coursework, including GUCO 608, GU80 610, PSYC 502, PSYC 714, PSYC 734, and PSYC 780.
2. Advanced to candidacy.
3. A minimum GPA of 3.0.
4. Removed all marks of Incomplete (I) from courses in the POS.

Students are eligible to take the comprehensive examination twice. Students who fail twice may appeal in writing to the program director for permission to take the comprehensive examination a third and final time. This appeal must be made within 30 days of the notification of the second failure.

Examination dates and deadlines are:

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The Comprehensive Examination Application can be obtained online at www.ed.umuc.edu/graduate/forms or from a UMUC Europe field representative. When the application to take the examination is approved, students are subscribed to the comprehensive examination electronic conference.

The comprehensive examination is normally scheduled at locations in Europe where graduate classes are offered. If a student is not able to take it at one of these scheduled locations, the student is responsible for making proctor arrangements, following Graduate Programs guidelines.

Research/Professional Paper

When students have successfully completed EDUC 706 and have passed the comprehensive examination, they will be permitted to enroll in GUCO 861 Seminar in Guidance and Counseling (MEd degree) or PSYC 861 Seminar in Counseling Psychology (MA degree) (Professional Paper). Along with permission to enroll in the course will be information on completing the proposal for the paper and a list of activities that must be completed prior to the first class meeting. Any student not prepared for the first class meeting will be administratively withdrawn from the class.

Clinical Instruction (Practicum and Internship)

All students are required to complete a sequence of supervised clinical field work experiences, beginning with GUCO 836 (MEd degree) or PSYC 836 (MA degree). To be eligible for enrollment in this sequence, students must:

1. Be advanced to candidacy.
2. Have completed the following courses

   **MEd degree:**
   - PSYC 502, PSYC 734, PSYC 780, GU80 610, GU80 731, and GU80 840
   
   **Note:** For a practicum in a Department of Defense Education Activity (DoDEA) school add the following:
   - GUCO 608, GU80 762, PSYC 710

   **MA degree:**
   - PSYC 502, PSYC 734, PSYC 780, GU80 610, GU80 731, and GU80 732

3. Have a cumulative GPA of 3.0 or better.
4. Be recommended for practicum by a graduate counseling faculty member who can attest to the student's:
   a) Demonstrated intellectual ability to complete the program
   b) Sensitivity to interpersonal relationships
   c) Adherence to the Code of Ethics of the American Counseling Association.
   (Note: Violation of confidentiality is cause for dismissal from the counseling program.)
5. Submit a practicum application.
6. Attend the practicum orientation session four months prior to enrolling in either GUCO 836 or PSYC 836.
7. Obtain liability insurance.

Students applying for practicum must do so prior to the mandatory practicum orientation session. Information on obtaining professional liability insurance will be given at this orientation.

Students will be assisted in obtaining placement in approved practicum settings. While enrolled in GUCO 836 or PSYC 836, students receive direct individual and group supervision and instruction from program faculty while engaged in supervised practicum experiences at field sites.
Following completion of 100 clock hours of supervised practicum experiences, student counseling performance is evaluated by faculty to determine the appropriateness of extending the development and range of supervised counseling experiences for the duration of the two terms. Students are required to complete a minimum of 300 total clock hours of supervised practicum experiences on-site and in the classroom.

Upon successful completion of PSYC 836 or GU CO 836, MA students must enroll in PSYC 858 and MEd students must enroll in GU CO 837 during the next two terms and complete a minimum of 400 clock hours of supervised internship experiences.

**PROGRAM SEQUENCE**

The sequence of courses for students’ programs depends on:

a) Which prerequisites have been satisfied.

b) Availability of courses in their geographic location or via distance education.

c) The number of courses students can take per term.

(The maximum is two per term without prior approval.)

d) How long students have to complete the degree.

Thus, it is highly recommended that students review their personal plan of degree completion with the program director or other graduate advisor. Students are highly encouraged to contact the program director at any time for assistance in choosing the best beginning course or subsequent courses. The following is a suggested program sequence.

### To begin

Students may begin coursework during any term. PSYC 502 is the recommended first course for both counseling degree programs. Observing prerequisite requirements, it is recommended that students take coursework in level one before level two or three.

<table>
<thead>
<tr>
<th>Level One</th>
<th>Level Two</th>
<th>Level Three</th>
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<tbody>
<tr>
<td>PSYC 502</td>
<td>EDUC 706</td>
<td>GU CO 836</td>
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<tr>
<td>EDUC 507</td>
<td>GU CO 731</td>
<td>GU CO 837</td>
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<td>SPED 511</td>
<td>GU CO 732</td>
<td>GU CO 840</td>
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<td>GU CO 608</td>
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<td>GU CO 633</td>
<td>PSYC 714</td>
<td>PSYC 858</td>
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<tr>
<td>PSYC 734</td>
<td>PSYC 780</td>
<td>GU CO 861</td>
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</tbody>
</table>

**Practicum**

After PSYC 502, PSYC 734, PSYC 780, GU CO 610, GU CO 731, and GU CO 732 or GU CO 840 have been completed, students may take GU CO 836 or PSYC 836. For a practicum in a DoDEA school, students must also take GU CO 608, GU CO 762, and PSYC 710.

*The comprehensive examination is not a requirement for practicum.*

**After GU CO 836 or PSYC 836 has been completed**

GU CO 837 or PSYC 858

**After successful completion of EDUC 706 and the comprehensive examination**

GU CO 861 or PSYC 861
MANAGEMENT INFORMATION SYSTEMS

MANAGEMENT INFORMATION SYSTEMS

The MS in Management Information Systems (MIS) prepares graduates to play an instrumental role in organizations seeking to enhance the quality and effectiveness of their information processes. The MIS program emphasizes both information systems and technology, enabling graduates to define, analyze, design, construct, and manage information systems. Students learn about such topics as systems architecture, software structures, data communication networks, and databases. In the practicum and seminar, students have the opportunity to explore areas of personal interest.

Students learn about the impact of emerging technologies on information systems through case studies, design projects, and experiential exercises. Most adults working full time will need approximately 18 to 24 months to complete the degree.

ACADEMIC AND PROFESSIONAL PREPARATION

Most students seeking the master’s degree in MIS have undergraduate degrees in business, management, computer information systems, computer science, public administration, or related fields in the social sciences. Many also have MIS professional experience.

Regardless of prior academic experience or major, all students admitted to the degree program will have to clearly demonstrate that they have attained the knowledge associated with the following courses:

- Business Statistics
  May be satisfied by completing MGMT 584, which may count as an elective.
- College Algebra
- Economics (macroeconomics or microeconomics)
  May be satisfied by completing UCSP 621 with approval of the program director.
- Management
  May be satisfied by completing MGMT 601 or MGMT 511, which may count as an elective.
- Programming Language
- Quantitative Methods
  May be satisfied by completing MGMT 585, which may count as an elective.
- Computer Applications

Demonstrating the attainment of this knowledge may be accomplished by submitting official undergraduate or military transcripts and/or submitting official scores from standardized exams such as CLEP and DANTES.

Students are encouraged to contact the MIS program director by e-mail at gradmis@ed.umuc.edu, telephone, or in person to discuss admission qualifications. During their first two terms, students shall submit to the MIS program director a plan on meeting prerequisite conditions not yet satisfied.

COURSES

To earn the degree, a student must complete the following courses:

Required (27 credits)
- INSS 510* Computer Concepts
- INSS 620* Software Structures
- INSS 630* Information Systems in Organizations
- INSS 638* Data Communication Systems Network
- INSS 640* Information Systems Analysis and Design
- INSS 650* Database Management/Decision Systems
- INSS 720* Information Systems Policy
- INSS 880+ Information Systems Practicum
- INSS 890+ Professional Seminar
* Please refer to the comprehensive examination section.
+ These are 16-week courses offered over two terms.

Electives (9 credits)

Students meeting course prerequisites may use:

a. Non-required BSU INSS courses as electives.

b. ECON, MGMT, or PUAD courses as electives with prior approval of the program director. MGMT 601, MGMT 511, MGMT 584, and MGMT 585 are automatically approved if needed to satisfy undergraduate prerequisites. Students in the MIS program are not eligible for MGMT 640.

c. University of Maryland University College graduate courses as electives with prior approval of the MIS program director. UMUC courses are considered transfer credit and are governed by the 6 credit hour transfer limit. (See Transfer Credit, page 3.)

TOTAL CREDITS 36
POLICIES AND PROCEDURES

Detailed information on the following policies and procedures are described on pages 3-5:

- Transfer Credit
- Academic Advisement
- Program of Study
- Continuous Enrollment
- Academic Standards
- Time Limitation
- Re-entry to a Degree Program
- Academic Hold

OTHER REQUIREMENTS

The following other requirements must be satisfied.

Advancement to Candidacy

Advancement to candidacy is a major step in fulfilling the requirements for the master’s degree. The program director will review students’ records to determine eligibility for advancement to candidacy. To advance to candidacy, students must:

1. Be fully admitted.
2. Have an approved Program of Study (POS).
3. Complete the first 15 credit hours of courses with BSU with a GPA of at least 3.25. Should the required average not be attained, advancement to candidacy will be denied. Students who fail to advance to candidacy may submit a written petition to the program director for permission to repeat one course.
4. Remove all marks of Incomplete (I) from courses in the POS.
5. Satisfy all undergraduate prerequisites.

Students must be advanced to candidacy before taking the comprehensive examination, seminar, or practicum.

Comprehensive Examination

Students must successfully complete a written graduate comprehensive examination and are encouraged to take the examination as soon as they are eligible. To qualify for the examination, students must have:

1. Completed at least 24 graduate credit hours of coursework, including five of the following courses:
   - INSS 510, INSS 620, INSS 630, INSS 638, INSS 640, INSS 650, and INSS 720
2. Advanced to candidacy.
3. A minimum GPA of 3.0.
4. Removed all marks of Incomplete (I) from courses in the POS.

Students are eligible to take the comprehensive examination twice. Students who fail twice may appeal in writing to the program director for permission to take the comprehensive examination a third and final time. This appeal must be made within 30 days of the notification of the second failure.

Examination dates and deadlines are:

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The comprehensive examination is normally scheduled at locations in Europe where graduate classes are offered. If a student is not able to take it at one of these scheduled locations, the student is responsible for making proctor arrangements, following Graduate Programs guidelines.

Research/Professional Paper

When students successfully pass the comprehensive examination, they will be permitted to enroll in INSS 890 Professional Seminar (Professional Paper). Along with permission to enroll in the course will be information on completing the proposal for the paper and a list of activities that must be completed prior to the first day of class.

Any student not prepared for the first day of class will be administratively withdrawn from the class.
MANAGEMENT INFORMATION SYSTEMS

PROGRAM SEQUENCE

The sequence of courses for students’ programs depends on:

a) Which prerequisites have been satisfied.
b) Current and past job experiences.
c) Availability of courses in their geographic locations or via distance education.
d) The number of courses students can take per term.
   (The maximum is two per term without prior approval.)
e) How long students have to complete the degree.

Thus, it is highly recommended that students review their personal plan of degree completion with the program director or other graduate advisor. Students are highly encouraged to contact the program director at any time for assistance in choosing the best beginning course or subsequent courses. The following is a suggested program sequence.

To fulfill prerequisites and/or electives

Some courses can satisfy prerequisite and elective requirements. Before registering for these courses, students should contact the program director. To fulfill prerequisites and/or electives, students may take the following courses:

- MGMT 511 (satisfies principles of management prerequisite)
- MGMT 584 (satisfies statistics prerequisite)
- MGMT 585 (satisfies quantitative methods prerequisite)
- MGMT 601 (satisfies principles of management prerequisite)

To begin

Students may begin the program during any term. INSS 630 (undergraduate prerequisite: a course in principles of management) or INSS 510 (undergraduate prerequisites: a course in programming and college algebra) are appropriate beginning courses for the MIS program. If prerequisite(s) are not yet satisfied, the student may take the course with permission from the program director.

After INSS 630 has been completed

If INSS 630 has been completed and prerequisites have been satisfied, students may take INSS 510 or:
- INSS 640
- INSS 650
- INSS 775 (elective)
- INSS 885A (elective)
- INSS 885B (elective)

After INSS 510 has been completed

If INSS 510 has been completed and prerequisites have been satisfied, students may take INSS 630 and:
- INSS 620
- INSS 638
- INSS 640
- INSS 650
- INSS 625 (elective)
- INSS 655 (elective)
- INSS 735 (elective)

After INSS 640 has been completed

INSS 720
INSS 825 (elective)

After INSS 640, INSS 650, and INSS 720 have been completed and advancement to candidacy has been achieved

INSS 880

After successful completion of the comprehensive examination

INSS 890

Additional electives, if prerequisites are met

To fulfill electives, students may take the following courses in addition to those listed above:

- MGMT 511
- MGMT 571
- MGMT 572
- MGMT 741
- PUAD 501
The Master of Public Administration (MPA) is a 36-credit professional graduate degree program designed to prepare students for careers in public, private, and nonprofit organizations that manage public programs and develop public policy at all levels of government. To earn the MPA, a student must complete 15 credits of core courses, 18 credits of track courses, and the professional paper required in PUAD 704 Evaluation Research. The core courses of the MPA focus on public institutions, organizational behavior, information systems, and research methods. Management track students develop competencies in human resource, financial, and strategic management. Policy track students analyze a specific policy arena such as mental health, information systems, or national defense.

MPA students learn about the broad scope of public administration in a challenging, international, and interdisciplinary environment through case studies, experiential exercises, and group projects. Most adults working full time will need approximately 18 to 24 months to complete the degree.

ACADEMIC AND PROFESSIONAL PREPARATION

Students seeking the MPA usually have undergraduate degrees in a variety of disciplines including business, management, government, criminal justice, history, and computer studies, as well as other social/behavioral sciences, physical sciences, and humanities. Regardless of prior academic experience or major, all students admitted to the degree program will have to clearly demonstrate that they have attained the knowledge associated with the following courses:

- American Government or Political Science
- College Algebra
- Computer Literacy
- Macroeconomics
  May be satisfied by completing UCSP 621 with approval of the program director.
- Microeconomics
  May be satisfied by completing UCSP 621 with approval of the program director.
- Principles of Management
  May be satisfied by completing MGMT 601, which may count as an elective in the management concentration.

Demonstrating the attainment of this knowledge may be accomplished by submitting official undergraduate or military transcripts and/or submitting official scores from standardized exams such as CLEP and DANTES.

Students are encouraged to contact the MPA program director by e-mail at gradpa@ed.umuc.edu, telephone, or in person to discuss admission qualifications. During their first two terms, students shall submit to the MPA program director a plan on meeting prerequisite conditions not yet satisfied.
MANAGEMENT TRACK COURSES

The management track of the MPA is designed for students wanting or needing a graduate degree in general management. The coursework assists students in developing management competencies required in the public, private, and non-profit sectors of today's workplace.

Core Courses (15 credits)
- PUAD 501* Concepts of Public Administration
- MGMT 511* Organizational Behavior
- INSS 630* Information Systems in Organizations
- PUAD 502* Qualitative Research Methods
- MGMT 584* Management Statistics

* Please refer to the comprehensive examination section.

Management Track (15 credits)
- PUAD 524 Public Budgeting
- PUAD 710 Intergovernmental Relations Seminar
- MGMT 571 Human Resource Management
- MGMT 640 Strategic Management
- MGMT 741 Organizational Development

Elective (3 credits)
The management track elective may be any:

a. Non-required Bowie State University MGMT or PUAD course.

b. INSS, GUOC, and PSYC course with prior approval of the MPA program director. Students in the management track are not eligible for INSS 720.

c. University of Maryland University College graduate course with prior approval of the MPA program director. UMUC courses are considered transfer credit and are governed by the 6 credit hour transfer limit. (See Transfer Credit, page 3.)

d. Any transfer credit approved by the MPA program director. (See Transfer Credit, page 3.)

Research/Professional Paper (3 credits)
PUAD 704 Evaluation Research: All MPA students complete their degree programs by writing a professional paper. In the management track, these papers are based on intervention strategies introduced in MGMT 640 and MGMT 741. All papers must contain original research or analyses conducted solely by the student.

TOTAL CREDITS 36

POLICY TRACK COURSES

The policy track of the MPA is designed for students wanting or needing to specialize in a specific policy arena or in specific analytical methods of decision-making.

Core Courses (15 credits)
- PUAD 501* Concepts of Public Administration
- MGMT 511* Organizational Behavior
- INSS 630* Information Systems in Organizations
- PUAD 502* Qualitative Research Methods
- MGMT 584* Management Statistics

* Please refer to the comprehensive examination section.

Policy Track (18 credits):
- ECON 522 Public Finance
- MGMT 585 Quantitative Methods for Decision-Making
- PUAD 630 Public Policy
- Elective (3 credits) Specific Policy Area
- Elective (3 credits) Specific Policy Area
- Elective (3 credits) Specific Policy Area

Policy Track Electives
Policy track electives must define a specific policy area and have prior approval of the MPA program director. The following examples are pre-approved:

Network Communication
INSS 638, INSS 735, INSS 650

IT Policy
INSS 640, INSS 720, INSS 775

Social Service Policy
PSYC 502, PSYC 714, PSYC 780

Human Resource Policy
MGMT 571, GUOC 608, and any third course from: EDUC 507, GUOC 633, GUOC 610

Homeland Security Management
HSMN 610, HSMN 620, HSMN 630

Research/Professional Paper (3 credits)
PUAD 704 Evaluation Research: All MPA students complete their degree programs by writing a professional paper. In the policy track, these papers are based on analytical approaches introduced in PUAD 630, MGMT 585, and ECON 522. All papers must contain original research or analyses conducted solely by the student.

TOTAL CREDITS 36
POLICIES AND PROCEDURES

Detailed information on the following policies and procedures are described on pages 3-5:

- Transfer Credit
- Academic Advisement
- Program of Study
- Continuous Enrollment
- Academic Standards
- Time Limitation
- Re-entry to a Degree Program
- Academic Hold

OTHER REQUIREMENTS

The following other requirements must be satisfied.

Advancement to Candidacy

Advancement to candidacy is a major step in fulfilling the requirements for the master’s degree. The program director will review students’ records to determine eligibility for advancement to candidacy. To advance to candidacy, students must:

1. Be fully admitted.
2. Have an approved Program of Study (POS).
3. Complete the first 15 credit hours of courses with BSU with a GPA of at least 3.25. Should the required average not be attained, advancement to candidacy will be denied. Students who fail to advance to candidacy may submit a written petition to the program director for permission to repeat one course.
4. Remove all marks of Incomplete (I) from courses in the POS.
5. Satisfy all undergraduate prerequisites.

Students must be advanced to candidacy before taking the comprehensive examination.

Comprehensive Examination

Students must successfully complete a written graduate comprehensive examination and are encouraged to take the examination as soon as they are eligible. To qualify for the examination, students must have:

1. Completed at least 24 graduate credit hours of coursework including four of the following courses: PUAD 501, MGMT 511, INSS 630, PUAD 502, and MGMT 584.
2. Advanced to candidacy.
3. A minimum GPA of 3.0.
4. Removed all marks of Incomplete (I) from courses in the POS.

Students are eligible to take the comprehensive examination twice. Students who fail twice may appeal in writing to the program director for permission to take the comprehensive examination a third and final time. This appeal must be made within 30 days of the notification of the second failure.

Examination dates and deadlines are:

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The Comprehensive Examination Application can be obtained online at www.ed.umuc.edu/graduate/forms or from a UMUC Europe field representative. When the application to take the examination is approved, students are subscribed to the comprehensive examination electronic conference.

The comprehensive examination is normally scheduled at locations in Europe where graduate classes are offered. If a student is not able to take it at one of these scheduled locations, the student is responsible for making proctor arrangements, following Graduate Programs guidelines.

Research/Professional Paper

When students successfully pass the comprehensive examination, they will be permitted to enroll in PUAD 704 Evaluation Research (Professional Paper). Along with permission to enroll in the course will be information on completing the proposal for the paper and a list of activities that must be completed prior to the first day of class.

Any student not prepared for the first day of class will be administratively withdrawn from the class.
The sequence of courses for students’ programs depends on:
a) Which prerequisites have been satisfied.
b) Current and past job experiences.
c) Availability of courses in their geographic locations or via distance education.
d) The number of courses students can take per term. (The maximum is two per term without prior approval.)
e) How long students have to complete the degree.

Thus, it is highly recommended that students review their personal plan of degree completion with the program director or other graduate advisor. Students are encouraged to contact the program director at any time for assistance in choosing the best beginning course or subsequent courses. The following is a suggested program sequence.

**Suggested Beginning Points**
A student can begin the program during any term. Several courses are appropriate for beginning the public administration program.

These courses include:
- PUAD 501
- MGMT 511
- INSS 630
- PUAD 502
- MGMT 584 (after college algebra prerequisite has been satisfied)
- MGMT 601

**Suggested Midpoints: Management Track**
- PUAD 524 (after both undergraduate economics and American government or political science prerequisites have been satisfied, and PUAD 501)
- PUAD 710
- MGMT 571 (after MGMT 511)
- MGMT 640 (after MGMT 511, MGMT 571, PUAD 501, and PUAD 524)
- MGMT 741 (after MGMT 511 and MGMT 571)

**Suggested Midpoints: Policy Track**
- PUAD 630 (after both undergraduate economics and American government or political science prerequisites have been satisfied, and PUAD 501 or PUAD 502)
- ECON 522 (after both economics prerequisites have been satisfied)
- MGMT 585 (after college algebra and principles of management prerequisites have been satisfied)

**Suggested Endpoints**
Once the comprehensive examination has been successfully completed, students are encouraged to take their remaining elective(s) before enrolling in PUAD 704.
EDUC 507 Human Growth and Development (3)
This course places emphasis on the study of the characteristics of human growth at each stage of development. Special emphasis will be placed on counseling in various settings, including schools. Instruction and practice in the writing of a case study report is also given. Students may receive credit for only one of the following courses: EDUC 507 or EDCP 605.

EDUC 706 Introduction to Research (3)
This course is designed to provide the graduate student with an understanding of the various kinds of behavioral research and to develop an understanding of various research designs appropriate to behavioral sciences. Use of basic statistical techniques appropriate to these designs is included. Formerly EDUC 506. Students may receive credit for only one of the following courses: EDUC 506, EDUC 706, or EDMS 645.

GUCO 608 Career Counseling and Development (3)
This course is designed to provide students with an understanding of career development as it impacts on individuals throughout the life span. A basic assumption of the course is that understanding the adjustment of individuals is highly dependent upon understanding the choices they have made throughout their lives. Emphasis is placed on career and vocational choice theories, counseling delivery systems, career information, and social and psychological factors in career decision-making. Formal and informal occupational classification systems are covered. A great deal of emphasis is placed on practical applications of career theory to school counseling, individual counseling, group guidance, job search and placement, and career adjustment. Formerly GUCO 508. Students may receive credit for only one of the following courses: GUCO 508, GUCO 608, or EDCP 611.

GUCO 610 Appraisal, Assessment, and Evaluation (3)
This course explores the basic concepts of quantifying behavior including validity, reliability, norms, and methods of expressing test scores statistically. The course emphasizes standardized and non-standardized instruments, methods of communicating test results, and planning the school and non-school testing program. Practice in test interpretation is provided. Formerly GUCO 510. Students may receive credit for only one of the following courses: GUCO 510, GUCO 610, or EDCP 615.

GUCO 633 Multicultural Counseling (3)
This course is designed to develop appropriate skills, competencies, and knowledge bases and to examine the beliefs of counselors working with people across cultures. The course focuses on researching, reading, and developing an understanding of cultures, customs, languages, traditions, religions, and spiritualities of people across cultures. Emphasis is given to the understanding of counseling students and individuals in a very diverse world. Formerly GUCO 533. Students may receive credit for only one of the following courses: GUCO 533, GUCO 633, or EDCP 612.

GUCO 731 Group Counseling (3)
Prerequisites: PSYC 502 and PSYC 734. The primary objective of this course is to acquaint students with important skills that are considered to be prerequisites for effective group counseling as well as working with other kinds of groups, both in schools and in community mental health facilities. These skills include the basics of group dynamics and an introduction to the laboratory training method of working with groups. Formerly GUCO 531. Students may receive credit for only one of the following courses: GUCO 531, GUCO 731, or EDCP 617.
BOWIE STATE UNIVERSITY COURSES

GU CO 732 Family Counseling (3)
Prerequisite: PSYC 502. This course provides an opportunity for students interested in counseling and mental health to study basic theories and application for the principles of family counseling. By using various theories, students will learn how the application of family theories is used in developing a holistic understanding of the dynamics of a family. Through an in-depth comprehension of family behavior, students will use various family counseling theories demonstrating their skill development in counseling families. Formerly GU CO 532. Students may receive credit for only one of the following courses: GU CO 532, GU CO 732, or EDCP 665.

GU CO 762 Drug and Alcohol Counseling (3)
Prerequisite: PSYC 502. Students will develop skills in the application of counseling techniques that are used with individuals of all ages who abuse drugs and alcohol. The importance of philosophical assumptions about “drug abusers” will be examined; students will examine their own philosophies of counseling individuals who abuse drugs. Basic counseling techniques will be demonstrated, and students will participate in exercises and case consultations to develop their own skills. Formerly GU CO 562. Students may receive credit for only one of the following courses: GU CO 562, GU CO 762, or EDCP 625.

GU CO 836 Practicum in Guidance and Counseling (3)
Prerequisites: PSYC 502, PSYC 734, PSYC 780, GU CO 610, GU CO 731, GU CO 840; attendance at a practicum orientation; and permission of the program director. This course emphasizes practical counseling with supervised experience in school guidance programs, the role of the teacher and/or administrator of community services in the guidance program, and consideration of the problems and issues in consultation in the counseling relationship. Formerly GU CO 536. This course is conducted over two terms. Students may receive credit for only one of the following courses: GU CO 536, GU CO 836, PSYC 536, PSYC 836, or EDCP 619.

GU CO 837 Internship in Guidance and Counseling (3)
Prerequisite: GU CO 836. This course continues to develop skills and places in-depth emphasis on practical counseling with supervised experience in school guidance programs, the role of the teacher and/or administrator of community services in the guidance program, and consideration of the problems and issues in consultation in the counseling relationship. Formerly GU CO 537. This course is conducted over two terms. Students may receive credit for only one of the following courses: GU CO 537, GU CO 837, PSYC 558, PSYC 858, or EDCP 888.

GU CO 840 Counseling Children and Adolescents (3)
Prerequisite: PSYC 502. This course addresses the specific developmental stages, needs, and problems of children and adolescents in school and in the community at large. Techniques for counseling these groups will be illustrated through demonstrations and personal growth and development activities. Formerly GU CO 540. Students may receive credit for only one of the following courses: GU CO 540 or GU CO 840.

GU CO 843 Marital and Couples Counseling (3)
Prerequisite: PSYC 502. This course explores theoretical applications regarding marital and couples counseling with a strong focus on clinical application, including case conceptualization, hypothesis building, and therapeutic technique. Formerly GU CO 543. Students may receive credit for only one of the following courses: GU CO 543 or GU CO 843.

GU CO 861 Seminar in Guidance and Counseling (3)
Prerequisite: EDUC 706 and successful completion of the comprehensive examination. This course is designed to give the student guidance and practice in the preparation and writing of a professional paper in the area of guidance and counseling. The course will focus attention on a review of relevant literature on current trends, issues, and problems with presentations and class discussions. Formerly GU CO 561. This course is graded Pass (P) or Fail (F). Students may receive credit for only one of the following courses: GU CO 561, GU CO 861, PSYC 561, PSYC 861, or EDCP 778.
PSYC 502 Principles and Philosophy of Counseling (3)
Historical, philosophical, psychological, and sociological bases of counseling in different settings (school, agency, and community) and with different populations will be explored. Intervention strategies, theoretical models, working contexts, consultation, relationships to other professions, ethics, obstacles to service delivery, and personal qualities of counselors are reviewed. Students may receive credit for only one of the following courses: PSYC 502 or EDCP 610.

PSYC 710 Psychometric Testing I (3)
Prerequisites: 15 hours of graduate psychology or counseling courses, including GUCO 610. The course emphasizes the administration, scoring and interpretation of intelligence, academic, projective and personality assessments. Included will be a survey of their development, their underlying theories, and current trends in their use. The course will review such tests as the Wechsler Scales, Woodcock Johnson Tests, Stanford-Binet Intelligence Scale, Rorschach Inkblot Test, Thematic Appreciation Test, Gestalt Test of Visual Perception, and the Minnesota Multiphasic Personality Inventory. Formerly PSYC 610. Students may receive credit for only one of the following courses: PSYC 610 or PSYC 710.

PSYC 714 Clinical Assessment in Counseling and Psychotherapy (DSM-IV) (3)
Prerequisite: PSYC 502. This course integrates various assessment methodologies for a comprehensive process of assessment. The purposes, techniques, and process of clinical assessment will be explored. Techniques for understanding of non-verbal, verbal, and interpersonal transactions, including the recapitulation of the family structure and dynamics, are examined. Students are introduced to situational assessment, psychological inference, and report writing. Formerly GUCO 514. Students may receive credit for only one of the following courses: PSYC 514, PSYC 714, or EDCP 614.

PSYC 734 Counseling Theory and Practice (3)
Prerequisite: PSYC 502. In this course, several of the major approaches to counseling will be examined. The theoretical bases and major concepts of these approaches, as well as the process of counseling proposed by the advocates of different schools, will be studied. The theories studied will include client-centered, Gestalt, Behaviorist, Adlerian, etc. Formerly PSYC 534. Students may receive credit for only one of the following courses: PSYC 534, PSYC 734, or EDCP 614.

PSYC 775 Psychopharmacology (3)
Prerequisite: 21 hours of graduate psychology courses. This course is designed for non-medical psychotherapists and counselors. Students will be presented an overview of the current therapeutic use of psychotropic drugs. A neuroanatomy, a survey on current research on neurotransmitters, and a review of pharmacological terminology will be given. Specific drugs to be considered include the narcotic analgesics, the sedative hypnotics, stimulants, neuroleptic, anxiolytics, antidepressants, and lithium. Formerly PSYC 575. Students may receive credit for only one of the following courses: PSYC 775 or PSYC 575.

PSYC 780 Legal and Ethical Issues in Counseling and Therapy (3)
This course is designed to provide the helping professional with the knowledge of the major ethical and legal issues in counseling, school counseling, and psychotherapy today. Students will be exposed to such topics as ethical theory, laws and court decisions, incompetence, malpractice, licensure and certification, privileged communications, DSM-IV and family therapy, legal liabilities affecting psychologists, and legal obligations of psychotherapists. Ethical standards for individual practitioners will be examined in detail. Participants will be involved in case research, group discussions, group reports, and individual presentations of ethical and legal issues in the field of counseling, school counseling, and psychotherapy. Formerly GUCO 580. Students may receive credit for only one of the following courses: PSYC 580 or PSYC 780.

PSYC 806 Advanced Internship (3)
Prerequisites: GUCO 837 or PSYC 858 and permission of the program director. This course builds on the experiences gained from the prerequisites courses and has a similar structure. Formerly PSYC 606. Students may receive credit for only one of the following courses: PSYC 606 or PSYC 806.
PSYC 836 Practicum in Counseling Psychology I (3)
Prerequisites: PSYC 502, PSYC 734, PSYC 780, GUCO 610, GUCO 731, GUCO 732; attendance at a practicum orientation; and permission of the program director. This course places emphasis on practical counseling with supervised experience in community and/or agency programs. The role of the administrator of community counseling services is considered. Problems and issues in consultation and in counseling are examined. Formerly PSYC 536. This course is conducted over two terms. Students may receive credit for only one of the following courses: PSYC 536, PSYC 836, GUCO 536, GUCO 836, or EDCP 619.

PSYC 858 Internship in Counseling Psychology (3)
Prerequisite: PSYC 836. This course continues to develop skills and places in-depth emphasis on practical counseling with supervised experience in community and/or agency programs. The role of the administrator of community counseling services is considered. Problems and issues in consultation and in counseling are examined. Formerly PSYC 558. This course is conducted over two terms. Students may receive credit for only one of the following courses: PSYC 558, PSYC 858, GUCO 537, GUCO 837, or EDCP 888.

PSYC 861 Seminar in Counseling Psychology (3)
Prerequisite: EDUC 706 and successful completion of the comprehensive examination. This course is designed to give the student guidance and practice in the preparation and writing of a professional paper in the area of counseling psychology. The course will focus attention on a review of relevant literature on current trends, issues and problems with presentations and class discussions. Formerly PSYC 561. This course is graded Pass (P) or Fail (F). Students may receive credit for only one of the following courses: PSYC 561, PSYC 861, GUCO 561, GUCO 861, or EDCP 778.

SPED 511 Special Education Perspective (3)
Students examine the historical development, philosophies, research, legislation, and current difficulties that have emerged relative to the education of exceptional children. The characteristics of children with disabilities and the principles of effective instruction, management, and intervention are addressed as they apply to special education. Family empowerment concepts are explored relative to the diversity of our schools and communities. Professional, community, and parent organizations and local, state, and federal agencies dealing with exceptional children are also identified.
BOWIE STATE UNIVERSITY COURSES

INSS 625 Individual and Group Dynamics (3)
Prerequisite: Either INSS 510, INSS 520, INSS 620, or permission of the program director. Many information systems fail due to organizational and behavioral issues. This course examines the dynamics of individuals and groups as they relate to the design, development, and implementation of information systems within organizations. Information systems are discussed within the context of an overall socio-technical framework. Organizational culture and the politics of change within groups are discussed. The role of the system analyst as a change agent is examined. Formerly INSS 525. Students may receive credit for only one of the following courses: INSS 525 prior to August 2006 or INSS 625 August 2006 or later.

INSS 630 Information Systems in Organizations (3)
Prerequisites: Undergraduate principles of management and economics, or permission of the program director. Introduces basic management information systems concepts and examines the fundamental types of information systems. Personal, work group, and enterprise information systems are discussed. The use of information to gain competitive advantage are also examined. Other topics to be discussed include the economics of information, use of value-added concepts to evaluate information system effectiveness, and the application of system theory to information system architecture. Formerly INSS 530. Students may receive credit for only one of the following courses: INSS 530 or INSS 630.

INSS 638 Data Communication Systems Network (3)
Prerequisite: Either INSS 510, INSS 520, INSS 620, or permission of the program director. Provides analysis of data communication technology and its application within the public and private sector enterprise. Gives an in-depth view of the communication environment, data communication and telecommunication equipment, and local and wide area networks. The student is involved in case studies of communication systems design in educational, industrial, governmental, and military environments. Formerly INSS 538. Students may receive credit for only one of the following courses: INSS 538, INSS 638, MSIT 640, or TLMN 623.

INSS 640 Information Systems Analysis and Design (3)
Prerequisites: Undergraduate statistics and quantitative methods, and either INSS 510, INSS 520, INSS 530, INSS 620, INSS 630, or permission of the program director. Provides an in-depth look at all phases of information systems development. Requirements acquisition methodologies are reviewed and evaluated with respect to different application areas. Logical design is reviewed and implementation issues are addressed. Data-centered as well as process-centered approaches to system design are reviewed. Particular design methodologies including structured design and object-oriented design are discussed. Life-cycle as well as heuristic approaches to system development are examined and discussed. Organizational and behavioral issues with respect to information system development are examined. An analysis and design project will be required. Formerly INSS 540. Students may receive credit for only one of the following courses: INSS 540 or INSS 640, ITEC 630, or MSIT 650.

INSS 650 Database Management/Decision Systems (3)
Prerequisite: Either INSS 510, INSS 520, INSS 530, INSS 620, INSS 630, or permission of the program director. Examines database concepts and practices as they relate to business environments. Various database structures including relational and object-oriented are discussed. Concepts of distributed database architecture are explored. Design, development, and implementation of databases are examined. Organizational issues concerning the implementation of databases and the role of data in the decision-making process are examined. Decision support system architecture is reviewed with emphasis on the database component. Issues of intelligent databases are discussed. A database project is required. Formerly INSS 550. Students may receive credit for only one of the following courses: INSS 550 or INSS 650.
INSS 655 Human Information Processing (3)  
**Prerequisite:** Either INSS 510, INSS 520, INSS 620, or permission of the program director. Examines human information processing capabilities and limitations as they relate to the design, development, and implementation of information systems. Artificial intelligence methodologies for the emulation and enhancement of human information processing are examined. Expert system, neural net, and natural language processing are discussed. Formerly INSS 555. **Students may receive credit for only one of the following courses:** INSS 555 or INSS 655.

INSS 720 Information Systems Policy (3)  
**Prerequisites:** All undergraduate program prerequisites, INSS 510, INSS 630 (formerly INSS 530), and INSS 640 (formerly INSS 540), or permission of the program director. Examines the issue of linking business performance with information systems technology. Alternative structures for matching the information system organization with the overall organization are discussed and evaluated. Planning mechanisms and strategies are examined. Behavior and legal issues that relate to information systems management are addressed. Case studies are used to expose students to information systems policy issues. Formerly INSS 620. **Students may receive credit for only one of the following courses:** INSS 620 prior to August 2006 or INSS 720. **Students in the public administration program are not eligible for INSS 720 without permission of the MPA program director.**

INSS 735 Information Systems Security (3)  
**Prerequisite:** Either INSS 510, INSS 520, INSS 530, INSS 620, INSS 630, or permission of the program director. Examines security policies, models, and mechanisms for secrecy, integrity, and availability. Topics include operating systems models and mechanisms for mandatory and discretionary controls; data models, concepts, and mechanisms for database security; basic cryptography and its applications; security in computer networks and distributed systems; and control and prevention of viruses and other malicious programs. Formerly INSS 635. **Students may receive credit for only one of the following courses:** CSMN 655, INFA 615, INSS 635 or INSS 735.

INSS 745 Systems Processing Solving Methods (3)  
**Prerequisite:** Either INSS 510, INSS 520, INSS 530, INSS 620, INSS 630, or permission of the program director. This course covers a broad range of the information management issues, concerns, and approaches for identifying, measuring, and controlling the process of solving complex systems problems. It explores general and specific methods for efficient solution to a variety of information systems problems encountered in the private and public sectors. The course will give students a thorough understanding of the universality of systems thinking and the dynamic nature of system problems. Students will be exposed to a life cycle approach to selecting, developing, and testing alternative solutions. Students will also be introduced to both quantitative and qualitative techniques for preparing and presenting managerial reports. Formerly INSS 645. **Students may receive credit for only one of the following courses:** INSS 645 or INSS 745.

INSS 775 Information Systems Project Management (3)  
**Prerequisite:** Either INSS 530, INSS 540, INSS 630, INSS 640, or permission of the program director. Provides an overview of the project management process as it relates to information systems. Project management techniques and methodologies for information systems development are examined. Important issues addressed include scheduling, resource allocation, risk assessment, contingency planning, management and user reporting, and automated project management systems. A survey of automated project planning tools is included. Formerly INSS 675. **Students may receive credit for only one of the following courses:** INSS 675 or INSS 775.

INSS 825 Issues in Information Systems Management (3)  
**Prerequisite:** Either INSS 540, INSS 620, INSS 640, INSS 720, or permission of the program director. In this course, current issues in information systems management that relate to the integration and implementation of new information systems technology into the organization are discussed. Possible topics include managing end-user computing, integrating artificial intelligence capabilities into information systems, and using intelligent databases. The focus of this course is on the management issues raised by the adoption of new information systems technology. Formerly INSS 625. **Students may receive credit for only one of the following courses:** INSS 625 prior to August 2006 or INSS 825.
INSS 880 Information Systems Practicum (3)
Prerequisites: INSS 640 (formerly INSS 540), INSS 650 (formerly INSS 550), INSS 720 (formerly INSS 620), and advancement to candidacy in the MIS program. Provides the student with practical experience in analyzing, designing, implementing, and evaluating an information system in educational, industrial, governmental, or military environments. The student completes a systems development project in which all of the systems development cycles can be experienced. Students can be placed in practicum sites independently or in a team to acquire practical experience. This course is graded Pass (P) or Fail (F) and is normally conducted over two terms. Formerly INSS 680. Students may receive credit for only one of the following courses: INSS 680 or INSS 880.

INSS 885 Special Topics (3)
Addresses current topics in the management information systems field. Course topics will vary. Recent special topics include issues in e-government, e-commerce, and global positioning systems. Check with the program director for details. Formerly INSS 685.

INSS 890 Professional Seminar (3)
Prerequisite: Successful completion of the comprehensive examination. A capstone course designed to expose the student to the various areas of information systems in the organization where concepts from other core courses can be utilized. The focus is on information science research and on policy formation and issues. Students produce a professional paper within their chosen area of interest. This course is graded Pass (P) or Fail (F) and is normally conducted over two terms. Formerly INSS 690. Students may receive credit for only one of the following courses: INSS 690 or INSS 890.
PUBLIC ADMINISTRATION

ECON 522 Public Finance (3)
Prerequisites: Undergraduate macroeconomics and microeconomics or equivalent and undergraduate American political science or American government, or permission of the program director. An analysis of the elements, structure, functions, and processes of public finance. This course covers theory and practice of the allocation, distribution, and stabilization roles of the government at national, state, and local levels.

MGMT 511 Organizational Behavior (3)
Prerequisite: Undergraduate principles of management or permission of the program director. Presents basic concepts of formal organizations. Students become acquainted with the major conceptual models which purport to explain organizational behavior, acquire an understanding of the methods used to study organizations, and analyze research which has been produced. While the emphasis is placed on critical analysis of literature which deals with “what is,” attention is given to views about “what should be” in order for people to derive maximum satisfaction and other benefits from organizational activity.

MGMT 571 Human Resource Management (3)
Prerequisite: Undergraduate principles of management or permission of the program director. Provides students with an understanding of the problems, issues, and opportunities in managing the procurement, development, utilization, and maintenance of an effective, productive, and satisfied work force.

MGMT 572 Conflict Management (3)
This course is designed to acquaint the student with the nature of and the problems associated with human conflicts in the context of domestic and international organizations. It explains conflict situations, explores the competitive and cooperative conflict styles, and identifies and describes conflict resolution techniques. This course also discusses the elements of effective negotiations and explains the advantages of added-value negotiating.

MGMT 584 Management Statistics (3)
Prerequisite: College algebra or permission of the program director. Provides the knowledge necessary to interpret published research results and to permit elementary research in business and public administration. Content includes descriptive statistics, probability, estimation, hypothesis testing, ANOVA, sampling, correlation, linear regression, and multiple regression.

MGMT 585 Quantitative Methods for Decision-Making (3)
Prerequisite: College algebra and principles of management, or permission of the program director. Acquaints students with the quantitative techniques commonly used in the decision-making process. Sample topics include concepts of decision-making and decision analysis, linear programming, sensitivity analysis, transportation and assignments, problems forecasting and time-series analysis, inventory concepts, PERT, and mathematical simulation.

MGMT 601 Managing Public and Private Organizations (3)
The focus of the course is on management responsibilities, functions, and requirements common to all complex organizations. In addition, students will study the legal, political, and economic environments that contribute to similarities and differences between public and private sector endeavors, the problems with which they are concerned, and the values that influence their decision-making. Formerly MGMT 501. This course satisfies the undergraduate principles of management prerequisite for the MPA and MS in MIS program. It does not satisfy MPA graduate degree requirements unless used as an elective in the management track.

MGMT 640 Strategic Management (3)
Prerequisites: MGMT 511, MGMT 571, PUAD 501, and PUAD 524, or permission of the program director. Strategic Planning: analyses of operational systems, policy issues, development and implementation of solutions to managerial problems. Students in the MIS program are not eligible for MGMT 640. Students may receive credit for only one of the following courses: MGMT 503 or MGMT 640.

MGMT 649 Seminar in Management (3)
This course will focus on the analysis of current issues facing top management in mid-sized and large firms. Emphasis is placed on such issues as the globalization of goods, services, capital, technology, domestic and global competition, market opportunities and threats, business strategies, and innovation. Recent developments and trends concerning reengineering as well as organizational and managerial functions also will be reviewed.
MGMT 691 Specialized Individual Study (3)
Prerequisite: Permission of the program director. Specialized individual study requires students to complete a major study that applies and integrates prior learning. Students may design a study from their own work area or from another as approved by the faculty member.

MGMT 741 Organizational Development (3)
Prerequisites: MGMT 511 and MGMT 571. This course is designed to provide an understanding of the underlying theory of organization change and intervention; to explore how various change strategies can be applied to problems involving people in intact systems; and to analyze successful approaches and techniques in organizational development, to include materials, techniques, designs, current issues, and practices in organizational development. Other topics covered in the course include the organization as a system, organization assessment, team building and inter-group work as OD intervention, entry strategies, internal/external change agents, and third-party consultation. Formerly MGMT 641.

MGMT 772 Human Resources Management Seminar (3)
Prerequisites: MGMT 511 and MGMT 571. Problems in industrial relations and manpower involving the public interest; the work force and management; labor relations, compensation, and wage administration; job analysis development and evaluation; and work force development and appraisal.

PUAD 501 Concepts of Public Administration (3)
Prerequisite: Undergraduate American political science or American government. A survey of the fundamentals of public administration, management strategies, and management techniques at the national, state, and local levels.

PUAD 502 Qualitative Research Methods (3)
Prerequisite: Undergraduate American political science or American government. The study and application of research methodology for organizations for use as a tool in decision-making. Emphasis is on applied research theories and designs for methodological approaches that apply non-experimental and quasi-experimental research designs as part of the research strategy.

PUAD 524 Public Budgeting (3)
Prerequisites: Undergraduate macroeconomics, microeconomics, and American political science or American government, and PUAD 501, or permission of the program director. Covers concepts, principles, and practices, and their specific application to the development of resources in support of programs and the allocation of these resources against the demands at national, state, and local levels. The student evaluates performance budgeting, PPBS, and zero-base budgeting.

PUAD 630 Public Policy (3)
Prerequisites: Undergraduate macroeconomics, microeconomics, and American political science or American government, and PUAD 501 or PUAD 502, or permission of the program director. Focuses on the analysis of costs and benefits in the selection of public policy choices. Students analyze public policy alternatives, factors, and processes involved in policy development, including the rulemaking that occurs after legislative enactment of public programs. Formerly PUAD 530.

PUAD 704 Evaluation Research (3)
Prerequisite: Successful completion of the comprehensive examination. This course will explore the methods and models for policy analysis and program evaluation; methods of collecting and analyzing evaluation data; and processes for linking evaluation to policy formulation and program management. Emphasis is on how to conduct formative evaluations of government programs. Students are also able to make the appropriate distinctions between the administrative systems that make government programs work as well as how the impact of these programs on the quality of life in society is measured. Students produce a professional paper within their chosen area of interest. Formerly PUAD 604. This course is graded Pass (P) or Fail (F).

PUAD 710 Intergovernmental Relations Seminar (3)
Prerequisites: Undergraduate American political science or American government and PUAD 501, or permission of the program director. Focuses on the complexities and inadequacies of the federal-state-local system with conflicts and cooperation between the three levels; with changing roles of government; with the development of structures, processes, and management to strengthen the intergovernmental system and improve performance; and with increasing student problem-solving and managerial capabilities. Formerly PUAD 610.
GENERAL ADMISSION REQUIREMENTS

UMUC Europe does not require the Graduate Record Examination (GRE) or the Graduate Management Aptitude Test (GMAT) for admission. Applicants for graduate certificate and master's degree programs must submit, from a regionally accredited, bachelor's-degree-granting institution, official transcripts indicating successful completion of an undergraduate degree with a cumulative grade point average (GPA) of at least 3.0 on a 4.0 scale. The completed Application for Graduate Admission must be accompanied by a Personal Statement and the $40 application fee.

Due to the importance of strong writing skills for success in a graduate program, particularly in online courses, all applicants are encouraged to assess their writing ability at the time of application. Students who have been out of academia for a period of time or who do not write often in their profession are encouraged to enroll in COMM 600 in their first semester of enrollment. COMM 600 is a 3-credit graduate-level writing course specially designed to reinforce and strengthen the writing skills necessary for success in UMUC Europe's graduate MSIT program.

APPLICATION PROCEDURES

Prior to enrolling in any graduate course with UMUC Europe, the student must complete and submit an application packet which is available from a UMUC Europe field representative or online at www.ed.umuc.edu/graduate.
As students applying for admission to the UMUC Europe MSIT program are limited to a maximum of 6 credits before receiving official notification of admission status, it is essential for students to complete the admission process as quickly as possible. Students who fail to submit the appropriate materials in a timely manner may be denied permission to enroll in subsequent MSIT courses. For admission into MSIT courses, students must complete the following steps:

1. Complete an Application for Graduate Admission.
2. Complete a Transcript Request for the bachelor's-degree-granting institution, even if the student attended another institution in the University System of Maryland. However, if the bachelor's degree was awarded by University of Maryland University College (Stateside, Asia, or Europe), the student does not need to request a UMUC transcript, but must list dates of attendance at UMUC on the application form. If the student received a bachelor's degree from an institution outside of the United States, the transcript must be evaluated by an independent agency. See the section on Non-U.S. Degrees following. UMUC Europe reserves the right to request additional transcripts. The Transcript Request and a check for the transcript fee should be placed in a stamped envelope and mailed to the academic institution. Addresses for most U.S. institutions of higher education may be obtained through reference materials generally available at education centers, libraries, or on the Web through sites such as dir.yahoo.com/education/index.html.
3. Complete a Personal Statement indicating work experience, current employment, and goals and aspirations that may be enhanced by participation in the MSIT program. The statement forms an important element of the admission process. This form not only provides the admission committee with a basic understanding of reasons for undertaking graduate study, it also provides a sample of the student’s ability to organize thoughts and express him/herself. Students are advised to complete this form thoroughly, professionally, and in a timely manner. Applications without a Personal Statement will not be considered for admission.
4. Pay the application fee ($40).
5. Complete the top portion of the Application Transmittal Form.

After making personal copies, all forms should be brought to the UMUC field representative who will forward the materials to the Office of Graduate Programs in Heidelberg.

International Applicants

To be considered for admission, international students must present

- Official documents indicating successful completion of the equivalent of a regionally accredited U.S. bachelor's degree.

Applicants educated in countries other than the United States must have their official transcripts evaluated by an independent evaluation service. The evaluation organization will send a copy of the evaluation both to the applicant and to the Office of Graduate Programs. For a transcript evaluation, students should contact directly the following independent organization, not affiliated with UMUC:

American Association of Collegiate Registrars and Admissions Officers (AACRAO)

Office of International Education Services
One Dupont Circle, N.W., Suite 520
Washington, DC 20036-1135, USA
Phone: 202-293-9161; Fax: 202-872-8857
E-mail: goungd@aacrao.nche.edu or oies@aacrao.nche.edu

- Proof of English language proficiency.

Applicants who have not received a bachelor's degree from the United States, United Kingdom, Australia, New Zealand, Commonwealth Caribbean, or English-speaking Canada must demonstrate English proficiency by submitting a Test of English as a Foreign Language (TOEFL) score of at least 575 on the written format, 233 on the computerized format, or 90 on the Internet-based exam (TOEFL iBT) and a Test of Written English (TWE) score of 4 or more to be eligible for admission. Applicants must arrange to have official score reports sent directly from the testing agency to the Office of Graduate Programs, UMUC Europe. Test scores must be less than two years old. The TOEFL code for UMUC Europe is 0715.

International applicants may register for only one course while awaiting the Official Transcript Evaluation and delivery of official TOEFL and TWE scores.

Merely providing these documents does not ensure admission; an interview may also be required. An official transcript evaluation from AACRAO must also be submitted and evaluated before admission may be considered.
Restrictions

Students may be admitted to only one institution in the University System of Maryland at any one time. Students may be admitted as either graduates or undergraduates, but may not hold both classifications simultaneously. A student’s most recent application for admission invalidates any previous admission.

Students may be admitted to only one graduate program at any time. Application for admission to a second graduate program is not permitted until notification of resignation has been presented to the first program. Students admitted to any other graduate program in the University System of Maryland must notify UMUC Europe. Students retain active status for two years even without being registered in the program. However, after two years without a completed graduate course, students must submit a new application along with another application fee.

Note: Graduate students may take both graduate and undergraduate courses concurrently.

TRANSFER CREDIT

The MSIT program director can help students determine whether any previous or potential future graduate coursework from another institution is eligible to be accepted as transfer credit, especially those from the BSU MIS program offered in Europe. Up to 6 credit hours of graduate credit may be considered for transfer if earned at a regionally accredited institution and if applicable to the student’s Program of Study (POS). Up to 3 graduate transfer credits will be accepted for a certificate program.

All graduate credits offered for transfer credit must meet the following criteria:

1. The credits must have been earned as graduate credit.
2. The credits must not have been used to meet the requirements for any degree the student previously earned or is expected to earn.
3. The credits must have been awarded within the time limit for the degree or certificate.
4. The student must have earned a grade of B or better in the courses considered for transfer. (However, these grades are not included in the calculation of the student’s grade point average.)
5. The program director must have determined that the transfer courses are relevant to the student’s Program of Study.
6. The credits must have been earned at a regionally accredited institution and be equivalent to graduate-level coursework or recommended for graduate-level credit by the American Council on Education (ACE). A student requesting transfer credit must provide a course description, a course syllabus, and an official transcript.

Graduate students at UMUC Europe must complete a minimum of 12 credit hours at the graduate level with a minimum GPA of 3.0 before transfer credits will be released or posted to their permanent records.

ACADEMIC STANDARDS

Academic Levels of Progress

An assessment of academic standing is made for each student at the end of each term. Each student’s GPA is computed for all UMUC graduate-level graded coursework to make a determination of academic standing as described below.

Good Academic Standing

A student with a cumulative GPA or higher is in good academic standing. Students must be in good academic standing to be considered for graduation.

Academic Probation

A student with a cumulative graduate GPA below 3.0 is placed on academic probation. Academic probation is a temporary status. Students placed on academic probation must restore their GPA to 3.0 or higher by the end of the next term of enrollment. Students on academic probation should seek guidance and advice from the MSIT program director. Any course in which a grade of F is earned must be repeated in the next term of enrollment. Failure to restore the GPA to 3.0 or higher will result in academic dismissal. A student who successfully restores the GPA to 3.0 or higher will be in good academic standing.

Dismissal

A student on academic probation who fails to raise the GPA to 3.0 or higher by the end of the next term of enrollment is dismissed. A student who is dismissed is ineligible for readmission to any UMUC graduate program.
PROGRAM COMPLETION REQUIREMENTS

Students are responsible for applying for graduation (for degrees and/or certificates) by completing and submitting the appropriate diploma application forms and fees by the published deadlines available on the UMUC Europe Graduate Programs Web site. The award of the degrees and certificates is conditional upon satisfactory completion of all program requirements and compliance with all UMUC policies. Graduation clearance will not be granted for a student with an outstanding debt to UMUC Europe or any outstanding misconduct charges or unsatisfied sanction terms. Regardless of GPA, no grade of F can remain on the graduate record at the time a student applies for graduation.

Time Limit for Degrees

All requirements established for the completion of the MSIT graduate degree must be fulfilled within seven consecutive years. The regulation includes courses transferred from other institutions. Any transfer of credit must be completed within the seven-year time frame applied toward the degree.

Time Limit for Certificates

Certificate programs must be completed within three years.

Degree Requirements

In general, the UMUC degree and certificate requirements that apply to a student are those that were in effect when the student began continuous enrollment in the program. If a student has not been continuously enrolled, the requirements that apply are those in effect at UMUC when the student resumes continuous enrollment. To be considered continuously enrolled, students must be or have been enrolled at UMUC and had no more than two years of nonenrollment. When a continuously enrolled student chooses to change his or her program, the student may be subject to the requirements in effect at the time of the change.

SPECIALIZATIONS

The Master of Science in Information Technology program offers eight specializations, each covering subject areas relevant to today’s career fields. Each specialization prepares students for one of several possible career paths, depending on the student’s background and employer criteria.

Information Assurance

The information assurance specialization provides a thorough knowledge base for managers and technology professionals concerned with the design, development, implementation, operation, and management of secure information systems and with the protection of an organization’s information assets. The specialization provides students with a practical understanding of the principles of data protection, network security, and computer forensics. The specialization also introduces students to the ethical, legal, and policy issues associated with information security. Laboratory exercises are included in some courses to enhance the learning experience.

Career Paths

✧ Chief Security Officer
✧ Network Administrator
✧ Network Professional
✧ Security Administrator
✧ Security Architect
✧ Security Manager
✧ Security Officer
✧ Security Professional
✧ System Administrator
✧ System Professional
Homeland Security Management

The homeland security management specialization provides managers and practitioners with the background to prepare for and deal with a wide range of man-made and natural threats and vulnerabilities at the community and organizational level. The curriculum prepares students to perform security risk assessments and to develop strategies to mitigate threats to people, physical facilities, and information-dependent critical infrastructure as well to plan for and manage operational recovery. Courses also explore the evolving roles within various first responder communities regarding pre-event planning and post-event response.

Career Paths

✦ Chief Operation Officer
✦ Facility or Plant Manager
✦ Facility Security Officer
✦ Military Planner
✦ Federal, State, or Local Government Emergency Planner or Policy Maker
✦ Law Enforcement, Emergency, or Medical Policy Maker, Practitioner, or Administrator

Telecommunications Management

The telecommunications management specialization is designed to provide the technical knowledge and management skills needed to plan, acquire, operate, and evaluate telecommunication systems. This specialization emphasizes critical management concepts, such as the structure and environment of the telecommunications industry, strategic planning, financial management, and quality improvement.

Career Paths

✦ Telecommunication System Development and Deployment Specialist
✦ Network Security Manager
✦ Network Manager and Designer for Local and Wide Area, Wired, and Wireless Systems
✦ Information Systems Development and Deployment Specialist
✦ Telecommunication System Business Manager
✦ Federal, State, and Local Government Telecommunication Manager or Contractor

Informatics

The informatics specialization has a decidedly technical thrust and is oriented towards the student seeking a generalist’s view of IT. It offers a broadly based and strongly quantitative grounding in the various facets of information theory and best practices for developing a variety of systems and program products. Students receive an introduction to the major categories of IT endeavor, including networking, security, software development, databases, Web design, and IT acquisitions in order to be well prepared for the challenges of the workplace in the second millennium. The specialization also serves as a logical extension of coursework begun in programs offered at UMUC military sites.

Career Paths

✦ Customer Service Training/Support
✦ Hardware Acquisition and Integration
✦ Interface Design
✦ Internet Site Design, Development, and Management
✦ Network Design and Fabrication
✦ Programming and Applications Software Development and Acquisitions
✦ Publications and Systems Documentation
✦ Software Testing
✦ Software Quality Assurance

Database Systems Technology

Database technology is pervasive in our society and is considered a core component of most businesses. The database systems technology specialization focuses on the design, development, and management of database technology. The primary focus is on relational databases. In addition to basic courses, there is opportunity to study distributed databases, data warehousing, data mining, database administration, and database security. Laboratory experiences are included in most courses.

Career Paths

✦ Database Administrator
✦ Manager of Data Management Systems
✦ Technical Leader
Software Engineering

The software engineering specialization provides a foundation in technical concepts and design techniques, as well as management and teamwork approaches, for building software systems. The emphasis of this specialization is on implementing software engineering projects within cost and schedule by applying proven and innovative practices that overcome the shortcomings of an undisciplined approach.

Career Paths
- Leader of a Software Development Team
- Head of a Development Department
- Chief Technical Officer

Project Management

The project management specialization provides a strong theoretical and practical foundation in project management. This specialization is designed to serve managers and other professionals who wish to acquire, enhance, and certify their knowledge and skills to successfully design, integrate, develop, and manage projects. Students gain hands-on experience using various project management tools and techniques to successfully manage real-world projects of varying sizes and degrees of complexity. Additionally, students apply emerging principles and methods in the project management field.

Career Paths
Depending on their backgrounds, graduates can find positions in many areas, such as
- Aerospace
- Construction
- Information Technology
- Government Contracting
- Project-based Organizations

E-Business

The e-business specialization provides courses on how managers can design and operate Web sites and generally conduct e-commerce and e-business effectively. The specialization is structured to accommodate the needs of students who are specialists in information technology as well as those with little or no experience with computers. In addition to receiving a solid technology foundation, students are exposed to the relevant business aspects such as strategic planning, marketing planning, security planning, financial and economic aspects of e-business, and social, legal, and regulatory issues.

Career Paths
- E-Government Specialist
- E-Marketing Specialist
- E-Security Expert
- Web Site Designer
- Web Site Operator
## PROGRAM: MASTER OF SCIENCE IN INFORMATION TECHNOLOGY

### Initial Requirements
- UCSP 611 Introduction to Graduate Library Research Skills (0)

### Recommendations
Students who wish to improve their graduate writing skills may take COMM 600 Academic Writing for Graduate Students (3) during their first two terms.

### CORE

#### Required Courses
- ITEC 610 Information Technology Foundations (3)
- ITEC 620 Information Technology Infrastructure (3)
- ITEC 630 Information Systems Analysis, Modeling, and Design (3)
- ITEC 640 Information Technology Project Management (3)
- TMAN 625 Economics and Financial Analysis for Technology Managers (3)

#### Core Rules
1. ITEC 620 must be taken before taking first specialization course.
2. Must complete 3 credits of core courses before taking first specialization course.

### SOFTWARE ENGINEERING

#### Required Courses
- SWEN 603 Systems Engineering (3)
- SWEN 640 Software Project Management (3)
- SWEN 645 System and Software Standards and Requirements (3)
- SWEN 646 Software Design and Implementation (3)
- SWEN 647 Software Verification and Validation (3)
- SWEN 648 Software Maintenance (3)

#### Capstone Course
- SWEN 670 Software Engineering Project (3)

#### Specialization Rules
Courses must be taken in the order listed above.

### INFORMATICS

#### Required Courses
- SWEN 603 Systems Engineering (3)
- DBST 651 Relational Database Systems (3)
- SWEN 645 System and Software Standards and Requirements (3)
- INFA 610 Computer Security, Software Assurance, Hardware Assurance, and Security Management (3)
- IMAT 639 Internet Multimedia Applications (3)
- IMAT 637 IT Acquisitions Management (3)

#### Capstone Course
- IMAT 670 Contemporary Topics in Informatics (3)

#### Specialization Rules
Must complete 6 credits of core courses before taking first specialization course.

### INFORMATION ASSURANCE

#### Required Courses
- INFA 610 Computer Security, Software Assurance, Hardware Assurance, and Security Management (3)
- INFA 620 Network and Internet Security (3)
- INFA 630 Intrusion Detection and Intrusion Prevention (3)
- INFA 640 Cryptology and Data Protection (3)
- INFA 650 Computer Forensics (3)
- INFA 660 Security Policy, Ethics, and the Legal Environment (3)

#### Capstone Course
- INFA 670 Information Assurance Capstone (3)

#### Specialization Rules
Courses must be taken in the order listed above.
# E-BUSINESS

<table>
<thead>
<tr>
<th>Required Courses</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>EBUS 610</td>
<td>Introduction to E-Business (3)</td>
</tr>
<tr>
<td>EBUS 620</td>
<td>E-Marketing (3)</td>
</tr>
<tr>
<td>EBUS 630</td>
<td>Social, Legal, Ethical, and Regulatory Issues (3)</td>
</tr>
<tr>
<td>EBUS 640</td>
<td>E-Technology (3)</td>
</tr>
<tr>
<td>EBUS 650</td>
<td>E-Development and Management (3)</td>
</tr>
<tr>
<td>EBUS 660</td>
<td>E-Business Economics (3)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Capstone Course</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>EBUS 670</td>
<td>E-Business Capstone (3)</td>
</tr>
</tbody>
</table>

Specialization Rules: Courses must be taken in the order listed above.

# HOMELAND SECURITY MANAGEMENT

<table>
<thead>
<tr>
<th>Required Courses</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>HSMN 610</td>
<td>Concepts in Homeland Security (3)</td>
</tr>
<tr>
<td>HSMN 620</td>
<td>Physical Security (3)</td>
</tr>
<tr>
<td>HSMN 630</td>
<td>Business Continuity: Disaster Recovery, Planning, and Response (3)</td>
</tr>
<tr>
<td>INFA 660</td>
<td>Security Policy, Ethics, and the Legal Environment (3)</td>
</tr>
<tr>
<td>BSBD 641</td>
<td>Biosecurity and Bioterrorism (3)</td>
</tr>
<tr>
<td>ENER 603</td>
<td>Energy Infrastructure Management (3)</td>
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</tbody>
</table>

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<tr>
<th>Capstone Course</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td>HSMN 670</td>
<td>Seminar in Homeland Security (3)</td>
</tr>
</tbody>
</table>

Specialization Rules: HSMN 610 must be taken as one of the first two specialization courses.

# PROJECT MANAGEMENT

<table>
<thead>
<tr>
<th>Required Courses</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>PMAN 634</td>
<td>Foundations of Project Management (3)</td>
</tr>
<tr>
<td>PMAN 637</td>
<td>Risk Management: Tools and Techniques (3)</td>
</tr>
<tr>
<td>PMAN 638</td>
<td>Communication, Negotiation, and Conflict Resolution (3)</td>
</tr>
<tr>
<td>PMAN 639</td>
<td>Project Quality Management (3)</td>
</tr>
<tr>
<td>PCMS 627</td>
<td>Legal Aspects of Contracting (3)</td>
</tr>
<tr>
<td>PMAN 650</td>
<td>Financial Management of Projects (3)</td>
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<thead>
<tr>
<th>Capstone Course</th>
<th>Description</th>
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<tbody>
<tr>
<td>PMAN 670</td>
<td>Advanced Project Methods (3)</td>
</tr>
</tbody>
</table>

Specialization Rules: PMAN 634 or PMAN 600 must be taken as the first course.

# TELECOMMUNICATIONS MANAGEMENT

<table>
<thead>
<tr>
<th>Required Courses</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>TLMN 602</td>
<td>Telecommunications Industry: Structure and Environment (3)</td>
</tr>
<tr>
<td>TLMN 623</td>
<td>Telecommunications Networks (3)</td>
</tr>
<tr>
<td>TLMN 630</td>
<td>Satellite Communication Systems (3)</td>
</tr>
<tr>
<td>TLMN 641</td>
<td>Network Management and Design (3)</td>
</tr>
<tr>
<td>TLMN 645</td>
<td>Wireless Telecommunications Systems (3)</td>
</tr>
<tr>
<td>INFA 620</td>
<td>Network and Internet Security (3)</td>
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</tbody>
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<table>
<thead>
<tr>
<th>Capstone Course</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td>TLMN 670</td>
<td>Capstone Course in Telecommunications (3)</td>
</tr>
</tbody>
</table>

Specialization Rules: 1. ITEC 620 is prerequisite to TLMN 623, TLMN 630, TLMN 645, and INFA 620. 2. TLMN 670 requires completion of 27 credit hours.

# DATABASE SYSTEMS TECHNOLOGY

<table>
<thead>
<tr>
<th>Required Courses</th>
<th>Description</th>
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<tbody>
<tr>
<td>DBST 651</td>
<td>Relational Database Systems (3)</td>
</tr>
<tr>
<td>DBST 652</td>
<td>Advanced Relational/Object-Relational Database Systems (3)</td>
</tr>
<tr>
<td>DBST 663</td>
<td>Distributed Database Management Systems (3)</td>
</tr>
<tr>
<td>DBST 665</td>
<td>Data Warehouse Technologies (3)</td>
</tr>
<tr>
<td>DBST 667</td>
<td>Data Mining (3)</td>
</tr>
<tr>
<td>DBST 668</td>
<td>Database Security (3)</td>
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</table>

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<tr>
<th>Capstone Course</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td>DBST 670</td>
<td>Database Systems Administration (3)</td>
</tr>
</tbody>
</table>

Specialization Rules: DBST 651 and DBST 652 must be taken in order, followed by any three other DBST courses before capstone can be taken.
A graduate certificate is a professional credential that represents the successful completion of graduate-level study in a specific area. UMUC Europe offers the Certificate in Foundations of Information Technology, the Certificate in Homeland Security Management, the Certificate in Information Assurance, and the Certificate in Telecommunications Management.

The certificates are designed specifically for individuals who are updating current knowledge and skills, enhancing existing credentials, or working towards a master's degree. Each five- to six-course certificate can typically be completed in one year. Students able to devote only a short time period for an advanced credential particularly benefit from this option.

**CERTIFICATE IN FOUNDATIONS OF INFORMATION TECHNOLOGY**

**Program Description**

The Certificate in Foundations of Information Technology provides a general technical understanding of current and emerging technologies in the IT field; familiarity with project and systems engineering concepts, technological basis of the Internet; and a solid foundation in IT economics.

**Program Objectives**

At the completion of this program, students will be able to:
- Comprehend the fundamentals of IT.
- Understand the IT infrastructure including data communication systems and technologies, telecommunication networks standards, network architecture, future trends in data communication concepts, equipment, applications, and services.
- Understand the systems development life cycle as it applies to large hardware and software systems.
- Gain a solid understanding of essential concepts, processes, and techniques that are used in the management of projects and project investment economics in order to successfully manage IT projects in each phase of the project life cycle.
- Utilize proven project management tools to complete IT projects on time and within budget.

**Program Overview**

The Certificate in Foundations of Information Technology requires the completion of 15 credits of specified coursework. All courses required for this certificate may be applied to the Master of Science (MS) in Information Technology.

**Student Profile**

This certificate should serve all those students who are pursuing a better understanding of information technology from a foundational perspective. It is an ideal certificate for those who are in a different field, but need an exposure to information technology. Also it is advantageous for those who desire to gain a better understanding of the IT field.

**Career Paths**

Depending on a student's background and employer criteria, the Certificate in Foundations of Information Technology serves a number of careers at entry-, mid-, or high-level positions for those who are:
- In related fields, and want to extend their area of expertise into the IT environment.
- Already in the IT field and need to expand their theoretical knowledge.
- In the quest for a career change and would like to add a foundational knowledge of IT to their professional profile.

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**CERTIFICATE IN FOUNDATIONS OF INFORMATION TECHNOLOGY**

<table>
<thead>
<tr>
<th>Initial Requirements</th>
<th>UCSP 611</th>
<th>Introduction to Graduate Library Research Skills (0)</th>
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<tbody>
<tr>
<td>Required Courses</td>
<td>ITEC 610</td>
<td>Information Technology Foundations (3)</td>
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<td>ITEC 620</td>
<td>Information Technology Infrastructure (3)</td>
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<td>ITEC 630</td>
<td>Information Systems Analysis, Modeling, and Design (3)</td>
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<td>ITEC 640</td>
<td>Information Technology Project Management (3)</td>
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<tr>
<td></td>
<td>TMAN 625</td>
<td>Economics and Financial Analysis for Technology Managers (3)</td>
</tr>
</tbody>
</table>
CERTIFICATE IN HOMELAND SECURITY MANAGEMENT

Program Description
The Certificate in Homeland Security Management provides managers and practitioners with the background to prepare for and deal with a wide range of man-made and natural threats and vulnerabilities at the community and organizational level. The curriculum prepares students to perform security risk assessments and to develop strategies to mitigate threats to personnel, physical facilities, and information-dependent critical infrastructure, as well to plan for and manage operational recovery. Courses also explore the evolving roles within various first responder communities regarding pre-event planning and post-event response.

Program Objectives
At the completion of this program, students will be able to:
✧ Recognize and apply domestic and international security concepts from an historical and current perspective in both a social and organizational context.
✧ Have skills in evaluating and formulating proactive and reactive strategies for community and enterprise survival.

Program Overview
The Certificate in Homeland Security Management requires the completion of 15 credits of specified coursework. All courses required for this certificate may be applied to the MS in Information Technology (Homeland Security Management Specialization).

Student Profile
Students entering this program are not required to have backgrounds in a particular educational or professional field.

Career Paths
In combination with other advanced degrees and experience, students may be able to use this certificate to add to their credentials and may qualify for the following positions:
✧ Chief Operation Officer
✧ Facility and Plant Manager
✧ Facility Security Officer
✧ Military Planner
✧ Federal, State, or Local Government Emergency Planner or Policy Maker
✧ Law Enforcement, Emergency, or Medical Policy Maker, Practitioner, or Administrator

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<tr>
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<tbody>
<tr>
<td>Initial Requirements</td>
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<td>Required Courses</td>
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<tr>
<td>Capstone Course</td>
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<tr>
<td>Program Rules</td>
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</tbody>
</table>
CERTIFICATE IN INFORMATION ASSURANCE

Program Description
The Certificate in Information Assurance provides a thorough knowledge base for managers and technology professionals concerned with the design, development, implementation, operation, and management of secure information systems and with the protection of an organization’s information assets. It provides students with a practical understanding of the principles of data protection, network security, and computer forensics, and also introduces students to the ethical, legal, and policy issues associated with information security.

Program Objectives
At the completion of this program, students will be able to:
✧ Understand the principles in information assurance.
✧ Identify the key issues and trends in information assurance.
✧ Design, develop, implement, manage, and evaluate secure information systems with an emphasis on confidentiality, integrity, and availability.

Program Overview
The Certificate in Information Assurance requires the completion of 15 credits of specified coursework.

Student Profile
This certificate will serve students pursuing information assurance from theoretical, technical, and practical perspectives. It is an ideal certificate for those starting in the field, and for those professionals who are already in the field, but desire to gain a better understanding of the information assurance field.

### Career Paths
Depending on a student’s background and employer criteria, the Certificate in Information Assurance prepares recipients for a number of positions, such as:
✧ Chief Security Officer
✧ Network Administrator
✧ Network Professional
✧ Security Administrator
✧ Security Architect
✧ Security Manager
✧ Security Officer
✧ Security Professional
✧ System Administrator
✧ System Professional

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<th>CERTIFICATE IN INFORMATION ASSURANCE</th>
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<tr>
<td><strong>Initial Requirements</strong></td>
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<td><strong>Required Courses</strong></td>
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CERTIFICATE IN TELECOMMUNICATIONS MANAGEMENT

Program Description

The Certificate in Telecommunications Management is designed for students who wish to learn the latest in the telecommunications field without obtaining a degree. It is designed to provide the technical knowledge and management skills needed to plan, acquire, operate, and evaluate telecommunication systems. This certificate emphasizes critical management concepts, such as the structure and environment of the telecommunications industry, strategic planning, financial management, and quality improvement.

Program Objectives

At the completion of this program, students will be able to:

- Develop an understanding of the emerging technologies in telecommunications including wireless, security, and IP networking

Program Overview

The Certificate in Telecommunications Management requires the completion of 15 credits of specified coursework.

Student Profile

Students should be in the information technology field either in operations or management. Students require an understanding of higher algebra and simple statistics.

Career Paths

Students who wish to develop an understanding of the telecommunications field including regulatory, network management, and technologies including wireless, IP, and security.

<table>
<thead>
<tr>
<th>CERTIFICATE IN TELECOMMUNICATIONS MANAGEMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Initial Requirements</td>
</tr>
<tr>
<td>Required Courses</td>
</tr>
<tr>
<td>ITEC 620</td>
</tr>
<tr>
<td>TLMN 602</td>
</tr>
<tr>
<td>TLMN 641</td>
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<tr>
<td>TLMN 645</td>
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<td>TLMN 623</td>
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www.ed.umuc.edu/grad
COMM 600 Academic Writing for Graduate Students (3)
A writing seminar designed to help graduate students acquire and strengthen the writing and critical thinking skills needed for effective academic writing. Emphasis is on developing well-organized, well-supported, and clear arguments; demonstrating the appropriate use of sources; and refining grammar and mechanics. The writing process presented begins with planning, continues through drafting and revision, and culminates in completion of a final project that demonstrates advanced writing and critical thinking skills.

HSMN 610 Concepts in Homeland Security (3)
An overview of the basic concepts of homeland security, including infrastructure protection, jurisdiction, and issues in technical areas such as interconnectivity and interoperability. The nation’s telecommunications and information technology networks are both vulnerable assets and critical solutions.
Formerly ITSM 620.

HSMN 620 Physical Security (3)
A comprehensive study of the many interdependent elements involved in protecting man-made structures from direct or indirect physical and cyber attacks. Examination covers various factors impacting physical security, including construction materials, architectural design, location, function, occupancy, and life cycle management. Accessibility, access control, traffic patterns, and internal and external communications are analyzed. Methods for protecting critical infrastructure support systems, such as electric power, water supply, airflow, and information systems, are reviewed. Typical security policies and procedures for various categories of physical facilities – for example, those involved in power generation, finance, and telecommunications – are also evaluated.
Formerly ITSM 624.

HSMN 630 Business Continuity: Disaster Recovery, Planning, and Response (3)
An in-depth examination of managerial and technical strategies for maintaining enterprise resiliency in the face of man-made or natural disruptions to business operations. Study emphasizes the importance of advanced planning and explores techniques for performing business risk assessment and potential incident impact analysis. Alternative models for supporting contingency operations, including the use of Service Level Agreements, are discussed. Key activities and processes involved in post-event business resumption, including the recovery of key information assets, are reviewed. Various formal Business Continuity standards such as ISO 17799 are also introduced. Actual and hypothetical cases are analyzed to reinforce key concepts. Formerly ITSM 626.

IMAT 670 Contemporary Topics in Informatics (3)
A capstone study of emerging and current technologies and some eternal verities in information technology (IT) management that integrates and augments concepts previously studied. Topics vary and may include aligning IT with the strategic goals of the enterprise, leadership in IT, software psychology in the design of user interfaces, geographical information systems, building and managing Internet communities, using technology to ameliorate the digital divide, managing an enterprise’s IT portfolio, and the social impact of information policy decisions.

INFA 610 Computer Security, Software Assurance, Hardware Assurance, and Security Management (3)
Prerequisite: CSMN 611, CSMN 616, CSMN 636, ITEC 620, MSIT 620, MSIT 640, or TLMN 620. An overview of information security management. Topics include security architecture, security models, access control systems and methodology, applications and systems security, operation security, database security, cryptography, physical security, network and Internet security, business continuity planning, and law and ethics in information assurance. A brief review of the building blocks of information systems (such as computer organization and architecture, operating systems, data structure and algorithms, principles of programming languages, database, and software engineering) is provided to show the scope of security management.
Formerly CSMN 655.
INFA 620 Network and Internet Security (3)
Prerequisite: CSMN 611, CSMN 616, CSMN 636, ITEC 620, MSIT 620, MSIT 640, or TLMN 620. An introduction to the security concepts needed for the design, use, and implementation of secure voice and data communications networks, including the Internet. A brief review of networking technology and standards (including an introduction to Internet communication protocols) is provided. Specific security subjects addressed include defense models, security policy development, authentication and authorization controls, virtual private networks (VPNs), and wireless network security. Formerly TLMN 672.

INFA 630 Intrusion Detection and Intrusion Prevention (3)
Prerequisite: CSMN 611, CSMN 616, CSMN 636, ITEC 620, MSIT 620, MSIT 640, or TLMN 620. An exploration of the theory and implementation of intrusion detection and intrusion prevention. Topics include network-based, host-based, and hybrid intrusion detection, intrusion prevention, attack pattern identification, deployment, response, surveillance, damage assessment, data forensics, data mining, attack tracing, system recovery, and continuity of operation. Formerly CSMN 683.

INFA 640 Cryptology and Data Protection (3)
Prerequisite: CSMN 611, CSMN 616, CSMN 636, ITEC 620, MSIT 620, MSIT 640, or TLMN 620. An overview of the theory of encryption using symmetric and asymmetric keys, current protocols for exchanging secure data (including the Data Encryption Standard and the Advanced Encryption Standard), and secure communication techniques. A review of the historical development of cryptographic methods and cryptanalysis tools is provided. Public Key Infrastructure and the use of digital signatures and certificates for protecting and validating data are examined. Strategies for the physical protection of information assets are explored. Formerly CSMN 681.

INFA 650 Computer Forensics (3)
Prerequisite: CSMN 611, CSMN 616, CSMN 636, ITEC 620, MSIT 620, MSIT 640, or TLMN 620. An introduction to the fundamental concepts behind the collection and analysis of the digital evidence left behind in a digital crime scene. Topics include the identification, preservation, collection, examination, analysis, and presentation of evidence for prosecution purposes. Discussion also covers the laws and ethics related to computer forensics and challenges in computer forensics. Network forensics is briefly explored.

ITEC 610 Information Technology Foundations (3)
A fundamental study of technology and its applications, as well as the economic and social issues they have raised. Topics include computers, peripherals, databases, and networks; operations (of business, government, and other enterprises), decision-support systems, and acquisition of information technology resources; and information security, productivity, equitable access by users, intellectual property rights, and global reach. Discussion also covers current and future developments in the field and their implications.

ITEC 620 Information Technology Infrastructure (3)
An introduction to the broad variety in information technology infrastructure from the perspectives of systems architecture, data communications, and networks. Topics include enterprise information infrastructure, multinational enterprise, servers and Web services, layered network architecture, convergence and Internet protocols, global WAN services, enterprise network design, wireless technologies, network security, network management, server architectures, storage management and networks, and content management networks.
ITEC 630 Information Systems Analysis, Modeling, and Design (3)

A study of systems analysis and design, using selected engineering and management science techniques and practices. Topics include requirements determination, modeling, decision making, and proposal development. The system development life cycle model, including system implementation and post-implementation activities, is examined. Emphasis is on the specification of the information system's logical and physical analysis and design from a management perspective. Research and project assignments related to information systems analysis, design, implementation, and/or project planning and control require individual and group work. Formerly CSMN 635.

ITEC 640 Information Technology Project Management (3)

An examination of the fundamental principles and practice of managing programs and projects in an information processing and high-tech environment. The dynamic nature of information technology (IT) and the effect of life cycles are explored. The fundamental building blocks of high-tech management styles (including project planning, organizational structure, team building, and effective control mechanisms) are addressed. Discussion covers the effect of product and project life cycles in delivering a successful IT project, considering the obsolescence factors in procurement/stakeholder contracts. The goal is to gain a solid foundation to successfully manage each phase of the project life cycle, work within organizational and cost constraints, set goals linked directly to stakeholder needs, and utilize proven management tools to execute a dynamic project on time and within budget. Emphasis is on how to apply the essential concepts, processes, and techniques in the management of large-scale governmental or commercial programs. Topics also include the need for global vision, strong planning techniques, appropriate training before introducing any IT product into the market, and discipline in executing tasks.

SWEN 645 System and Software Standards and Requirements (3)

An examination of major models of software requirements and specifications (sequential and concurrent systems), existing software standards and practices, and formal methods of software development. A comparative survey of various languages and methods serves to emphasize similarities and significant differences. Additional topics covered include writing system and software requirements, formal specification analysis, formal description reasoning, models of “standard” paradigms, and translations of such models into formal notations. Formerly MSWE 645.
UCSP 611 Introduction to Graduate Library Research Skills (0)

(Required for all new graduate students and all inactive students who reapply for admission. It must be completed within the first six credits of graduate study.) An overview of online library and information resources material that is critical for 21st-century managers. The significant changes in how information is delivered make information retrieval and research an exciting challenge. An in-depth introduction to the library research process and the tools necessary to be effective in the Graduate School of Management and Technology are provided. Emphasis is on the efficient and effective use of a variety of electronic retrieval systems, including the online catalog of the University System of Maryland and the Affiliated Institutions (USMAI), UMUC’s subscription databases, and the Web. This online faculty-mediated course is taken concurrently with an introductory course in the student’s discipline (recommended), but may also be taken alone. Discipline-specific research is conducted in order to gain experience in formulating viable research questions, selecting the most appropriate investigative methods and resources for research, locating relevant research materials, evaluating the scholarly value of sources, and effectively citing sources.

UCSP 621 Economics (0)

(Recommended for students who need to satisfy the economics program prerequisites in the Bowie State University Management Information Systems and Public Administration graduate programs.) An overview of both the microeconomic issues of supply and demand for individual companies and products and macroeconomic issues concerning inflation, unemployment, and recession for the economy as a whole. Basic economic concepts such as opportunities cost, comparative advantage, economic efficiency, and the time value of money are explored in the context of business, government, and personal situations.
Students may take courses in a variety of formats. Courses are offered on-site in a classroom setting at various bases in Europe, and online via distance education.

**ON-SITE COURSES**

Graduate courses offered in Europe normally carry 3 graduate credit hours. Courses are scheduled in a variety of formats, including four alternating weekends. Forty-eight contact hours (50 minutes/hour) are required for each 3-credit-hour classroom course. For detailed course information, students should refer to current syllabi, available online. Additionally, the current course schedule, as well as the projected schedule, is available online at [www.ed.umuc.edu/schedule](http://www.ed.umuc.edu/schedule).

**DISTANCE EDUCATION (DE)**

Students at remote locations and those with work or personal obligations that conflict with on-site class schedules may want to consider classes offered online via distance education. The DE Web site at [www.ed.umuc.edu/de](http://www.ed.umuc.edu/de) provides current graduate schedules and other information about the programs.

Online distance education courses should not be confused with independent study. In an online course, students interact asynchronously (not in real time) with a cohort group of classmates and the faculty member. Students access a secure classroom site online where they can discuss issues, work together in study groups, and collaborate on writing assignments. Students are expected to participate frequently by reading and responding three or more times per week to topics posted in the class conferences.

To participate in an online course, students must have their own computer hardware and communications software, a graphical browser, and reliable access to the Internet. Online courses begin five times a year.

To enroll in a graduate DE course, a student must have completed an Application for Graduate Admission and apply online for a reservation in the course at [www.ed.umuc.edu/de](http://www.ed.umuc.edu/de). Program directors will review each DE course application to ensure that prerequisites have been met.

**CONFERENCE COURSES**

Conference courses are offered to provide an alternative for students who cannot otherwise complete their degrees. The program director must approve conference courses.

In a conference course, a faculty member works individually with a student to cover all material normally contained in the course and to meet all course requirements. Students use the same textbooks, write the same papers, and take the same kinds of examinations as students taking the course in any other format.

A graduate student may apply for permission to take a conference course with UMUC Europe if the student has:

1. Been granted full admission.
2. Achieved advancement to candidacy or Degree Status.
3. Successfully passed the comprehensive examination. (BSU only.)
4. Earned a cumulative GPA of at least 3.0.
5. Completed at least 27 credit hours toward the master’s degree.
6. Determined that the course requested, or a suitable alternative, is not available within a reasonable commute during the current term or in any term prior to the student's projected PCS/degree completion date.
7. Satisfied all outstanding Incompletes.

To apply to take a conference course, a student must request the course from the program director for the degree program in which the student is enrolled. The student should demonstrate that all of the above criteria have been met. The program director will then determine whether the request can be approved.

**COURSE FORMATS FOR DEPLOYED STUDENTS**

Students who are or will be deployed should contact their program director to determine the course format that best meets the student’s learning environment. In most cases, students will be able to take online courses via distance education and continue their degree progression without interruption.
TUITION AND FEES

Fees charged to students are listed below. Payment may be made by check, money order, or credit card (Discover, MasterCard, or Visa). Checks should be made payable to University of Maryland University College.

Graduate Application $40
Students wishing to take a graduate course with UMUC Europe pay this nonrefundable fee prior to their first course. The application fee must accompany the BSU or UMUC Europe Application for Graduate Admission. This fee is waived for students who have already paid the graduate application fee with the UMUC Europe Seniors’ Application for Graduate Admission (BSU programs only).

UMUC Europe Seniors’ Application $40
UMUC Europe undergraduate students who have reached senior-level status and wish to take a graduate course with BSU pay this nonrefundable fee prior to their first course. The application fee must accompany the UMUC Europe Seniors’ Application for Graduate Admission. (Applies to BSU programs only.)

Graduate Tuition
Payable at the time of registration. A member of the Armed Forces may be entitled to tuition assistance from the United States Government. Students may also qualify for Veterans Affairs education benefits and other forms of financial assistance. Further information follows in the Financial Aid section of this Catalog.

Late Registration $30
Charged to students who do not register and make full payment of fees prior to the start of the term.

Change of Registration $15
Charged to students who change registration from one course to another after the start of the term.

Returned Check $30
Charged when a check is returned unpaid by a bank. A student who stops payment on a check is thereby neither disenrolled nor relieved of responsibility for payment.

Declined Credit Card $30
This amount is the university’s processing fee for any credit card charge that is declined by the student’s bank. A student who initiates a charge back on a credit card payment is neither disenrolled nor relieved of responsibility for payment.

Transcript $5
Charged for each academic transcript issued.

Rush Transcript $20
Special handling. Transcript processed within 24 hours.

Diploma (Graduation) $50
Payable each time a diploma application is filed. Non-refundable.

Cap and Gown (Commencement) $50
Payable by graduates who participate in Commencement ceremonies.

Certificate $50
Payable when the certificate application is filed. Non-refundable.

Undergraduate Application $30
The undergraduate application fee is waived only for graduate students who have paid the graduate application fee and are taking undergraduate courses to meet prerequisites for their graduate program. If, however, graduate students take other undergraduate courses, this fee must be paid in addition to the graduate application fee.
REFUNDS

The refund policy applies to tuition only. The application fee is not refundable. A student who withdraws from a course before the first class will receive a full refund. A student who withdraws after classes begin may be refunded a portion of the tuition as determined by the date of withdrawal. All tuition refunds will be computed from the date the Application for Withdrawal is formally initiated at an education center (not from the date of the last class attended), according to the following schedule:

- If no more than one-eighth of the class meetings have been held at the time the withdrawal is initiated, the university will refund 75 percent of the tuition.
- If more than one-eighth, but not more than one-fourth, of the class meetings have been held at the time the withdrawal is initiated, the university will refund 25 percent of the tuition.
- If more than one-fourth of the class meetings have been held at the time the withdrawal is initiated, no tuition will be refunded.

For distance education courses, a full refund of tuition will be given if a cancellation is initiated prior to the starting date of the course. Seventy-five percent of tuition will be refunded if no more than one-eighth of the number of weeks for which the course is scheduled have elapsed when the withdrawal is initiated. If more than one-eighth, but not more than one-fourth, of the number of weeks for which the course is scheduled have elapsed when the withdrawal is initiated, 25 percent of the tuition will be refunded. If more than one-fourth of the weeks for which the DE course is scheduled have elapsed at the time the withdrawal is initiated, no tuition will be refunded.

Exceptions to the refund policy may apply during periods of heightened military activity. Requests for exceptions will require written documentation from an appropriate authority and should be submitted to the UMUC Europe registrar.

GOArmyEd

Students who withdraw for personal reasons will be required to repay TA received for the course. Repayment procedures will be initiated by GoArmyEd and will take place through automated links between GoArmyEd and the Defense Finance and Accounting Service (DFAS).

Students who withdraw for military reasons will be required to submit information from their unit commander verifying the reason for withdrawal. This request is subject to verification. If the request is approved, TA repayment will be waived.

All information and transactions occur online through the GoArmyEd portal (www.GoArmyEd.com).

INDEBTEDNESS TO THE UNIVERSITY

All students who incur debts to UMUC Europe during a particular term must clear them in order to register for the next term. Requests for transcripts, certificates, and diplomas will be held until all financial obligations have been cleared. Outstanding debts will be collected against any refunds due the student. After 120 days, uncollected debts will be forwarded to the State Central Collection Unit (SCCU) of the State of Maryland. SCCU debt is a serious matter; SCCU reports delinquent student accounts to major credit reporting entities. This report can impair credit ratings for up to seven years.
SCHOLARSHIPS

UMUC awards scholarships to eligible graduate students in Europe who have completed 9 credit hours of the program. There are scholarships available in a wide range of categories for which students can qualify, including military members, family members, civilians, VA students, and TA students.

Scholarships are awarded on the basis of student’s academic records and potential in accordance with the specific requirements for a given category. Each scholarship is in the form of a tuition and book credit which can be applied toward UMUC Europe courses and/or seminars during the academic year of the award, excluding the summer term. Scholarship information is located on the UMUC Europe Web site at www.ed.umuc.edu/fso or through the Financial Aid Office.

FINANCIAL AID

University of Maryland University College Europe acts on behalf of Bowie State University as a processing agent for financial aid. Two federal financial aid programs are available to graduate students: the William D. Ford Federal Direct Subsidized Stafford Loan Program and the William D. Ford Federal Direct Unsubsidized Stafford Loan. Student loans and Graduate Plus Loans, which are awarded by academic year, may be processed throughout the academic year. These loans may be used concurrently with VA educational benefits, military tuition assistance, and other types of financial assistance. Under current federal regulations, federal grants are not available to graduate students.

For additional information on financial aid, please contact:

University of Maryland University College
Financial Aid Office
Unit 29216
APO AE 09102

Telephone: DSN 370-6762 or
CIV +49-(0)6221-378324
E-mail: edfso@ed.umuc.edu
Web: www.ed.umuc.edu/fso
FINANCIAL AID APPLICATION PROCESS

All students must undergo a federal needs analysis to determine eligibility for any type of federal financial aid, including student loans. Students will use the 2007-2008 Free Application for Federal Student Aid (FAFSA), the 2007-2008 Untaxed Income Worksheet, and the 2007-2008 UMUC Europe Guide to Financial Aid to apply for financial aid. These materials are available at education centers or online at www.ed.umuc.edu/fsi. The Military Untaxed Worksheet is sent to the UMUC Europe Financial Aid Office in Heidelberg to initiate and establish the student’s 2007-2008 financial aid file. When dealing with the financial aid office, students should always identify themselves as graduate students to ensure appropriate advice and processing. The FAFSA should be completed and mailed to the federal processing center in Mt. Vernon, Illinois, or completed online at www.fafsa.ed.gov.

The UMUC Europe Guide to Financial Aid provides specific details and instructions on exactly which forms and documentation are required by federal regulations. Before a federal student loan may be processed, the 2007-2008 UMUC Europe financial aid file must be completed and the federally required review accomplished. The Financial Aid Office reviews and approves the completed financial aid file before a student loan request is processed. An award offer letter, based on half-time enrollment, will be sent to the student.

Students who wish to have their file reviewed due to special or unusual circumstances should still submit the FAFSA with the information requested, wait for the results of the FAFSA, and then contact the UMUC Europe Financial Aid Office.

Students select their own loan period within the 2007-2008 academic year. Student loan recipients must be enrolled at least half-time each semester during the loan period to remain eligible for their loan. Enrollment in both on-site and distance education classes can be combined for the purpose of the half-time enrollment necessary for a student loan. (See Graduate Enrollment Levels.) All financial aid recipients must be degree-seeking, admitted students.

Deadlines for a student loan require that the loan be initiated with the federal processor, via the UMUC Europe Financial Aid Office, no later than the last day of the eligible enrollment period. However, 1 June is the priority processing deadline for the following academic year beginning in Term 1. Please see the 2007-2008 UMUC Europe Guide to Financial Aid for additional application deadlines.

Priority Deadlines for Financial Aid

Students may apply for financial aid at any time and the application will be processed on a first-come, first-served basis. If the entire financial aid file is complete by the priority deadline, the application should be processed in time for funds to be available for registration. Students missing the deadline may still be eligible to receive financial aid, but they may have to pay for tuition and fees themselves. Once financial aid is approved, these students will be reimbursed.

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<tr>
<th>Term</th>
<th>Priority Deadline</th>
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<tr>
<td>Fall</td>
<td>1 June 2007</td>
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<tr>
<td>Spring</td>
<td>1 October 2007</td>
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<td>Summer</td>
<td>1 March 2008</td>
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FEDERAL DIRECT STUDENT LOAN PROGRAMS

William D. Ford Federal Direct Subsidized Stafford Loan Program

This federally subsidized loan program enables students to borrow directly from the Department of Education. Following federal guidelines, the Financial Aid Office determines eligibility for the William D. Ford Federal Direct Stafford Loan program. Eligible graduate students may borrow up to $8,500 per academic year of graduate study. Students requesting the Federal Direct Student Loan will be offered their maximum eligibility for their loan period. Students can accept all or part of the loan award.

The interest is annually variable but is fixed at 6.8 percent. There is also a 4 percent origination fee subject to reduction by the Department of Education. Interest does not accrue during the loan period as long as the student remains enrolled on at least a half-time basis. (See Graduate Enrollment Levels.)
William D. Ford Federal Direct Unsubsidized Stafford Loan Program

This student loan program has the same terms, conditions, deadlines, and interest rates as the subsidized Federal Stafford Loan, except that the student borrower assumes responsibility for payment of the accrued interest while in school and during the loan period. The William D. Ford Federal Direct Unsubsidized Stafford Loan Program is available to students who either do not qualify or who qualify only in part for a subsidized Federal Stafford Loan up to the federal loan limits or who have an additional financial need above the subsidized Federal Stafford Loan amounts allowed. Graduate students are eligible for amounts equal to the Federal Direct Stafford Loan limits plus additional amounts of up to $12,000 per academic year.

Federal Graduate PLUS Loans

This non-need-based federal loan program is available to graduate and professional students who have already applied for their maximum loan eligibility under the Federal Subsidized and Unsubsidized Stafford Loan Program. Graduate and professional students are eligible to borrow up to the cost of attendance minus other estimated financial assistance. Students must present a satisfactory credit history to be eligible for this program.

Repayment of the Graduate PLUS Loan begins on the date of the last disbursement of the loan, with a fixed interest rate of 7.9 percent.

Federal Return of Funds Policy

The student is responsible for following UMUC Europe’s withdrawal procedures as outlined in this Catalog. The 1998 Reauthorization of the Higher Education Act requires the university to calculate a return of Title IV funds (loans and grants) on all federal financial aid students who withdraw (officially or unofficially) from all classes for the semester on or before the 60 percent attendance point in the semester. If students withdraw from classes, they may not receive further financial aid disbursements, may lose some or all of the aid that has already been disbursed to their accounts, and may be personally responsible for payment of any charges for tuition and fees that are due. For a complete description of the Federal Return of Funds Policy, refer to the 2007-2008 UMUC Europe Guide to Financial Aid.

Graduate Enrollment Levels for Financial Aid

It is important that students pay attention to the minimum half-time level of enrollment required in order to be eligible for the Federal Direct Student Loan Programs. Graduate students may only receive aid from one school during a given enrollment period. Students must notify the Financial Aid Office if they have or will receive aid from an institution other than UMUC Europe. These enrollment levels may be different than that required for Veterans Assistance educational benefits.

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<td>Half time</td>
<td>6</td>
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DISBURSEMENT OF FUNDS

Each term, the UMUC Europe Business Office disburses (applies) funds to the student’s account based on federal and UMUC guidelines. In general, loans are authorized by the Financial Aid Office to the Business Office several weeks into the semester once confirmation of enrollment has taken place by the Financial Aid Office.

Awards applied to the account in excess of tuition and fees are refunded to the student within UMUC and federally mandated timeframes. The Business Office in Heidelberg prepares refund checks and mails them directly to the student. In general, this refund process requires 14 days from the date the credit balance was created on the student’s account at UMUC.
Financial Aid Treatment of Grades and Repeated Coursework

Course Withdrawals (W)
Course withdrawals after the drop/add period are not included in the GPA calculation but are considered a noncompletion of attempted coursework.

Incomplete (I)
Incomplete marks are not included in the GPA calculation and are considered a noncompletion of attempted coursework. When the Incomplete mark is replaced with a permanent grade, academic progress can be re-evaluated. If a BSU Incomplete is not completed after a year from the course completion date, the I becomes an F. A UMUC Incomplete becomes an F after four months.

Audit (AU)
An audit grade is not considered attempted coursework. It is not included in the GPA calculation or completion rate determinations.

Satisfactory (S) or Pass (P)
A satisfactory grade or a pass grade is treated as attempted credits which are earned but not included in the GPA calculation.

Failure (F)
F grades will be treated as attempted credits that were not earned and will be included both in the calculation of the GPA and the minimum completion rate.

No Grade
If no grade is assigned for any reason, it will be treated as a mark of Incomplete in determination of satisfactory academic progress.

Repeated Course (R)
Only the highest grade earned in a course that is repeated will count in the GPA computation, but every repeated attempt will be included in the completion rate determinations. Please note that no financial aid can be disbursed for a repeated attempt if the student already has achieved a passing grade for that course. UMUC Europe’s policy only allows students to receive aid for one repeat of a course.

Basic Standards for Graduate Students

UMUC’s institutional requirements for minimum satisfactory performance for financial aid recipients are defined as follows:

- **Minimum cumulative GPA.** The student must maintain a minimum cumulative GPA of 3.0.
- **Minimum completion rate.** The student must maintain a minimum cumulative completion rate of two-thirds of credits attempted (67 percent).
- **Federally mandated maximum timeframe to complete the program/degree.** The student must complete his or her educational program within a time frame no longer than 150 percent of the published length of the educational program (for example, complete his or her program after attempting a maximum of 54 credits for a 36-credit program).

Federal regulations require that the academic progress of financial aid recipients be tracked from the first date of enrollment at UMUC, whether or not financial aid was received.

Credits transferred from all other credit sources will be considered as attempted and completed credits in the evaluation of the completion rate standards.

Students whose attempted credits, including transfer credits, exceed the 150 percent timeframe for any reason will be placed on Financial Aid Denied status, not Financial Aid Probation. No financial aid will be disbursed for the student during subsequent terms unless the student has made an appeal of the Financial Aid Denied status and the appeal is granted.
Reinstatement of Aid after Financial Aid Denied Status

Reinstatement of financial aid after a student is placed on Financial Aid Denied status is achieved in one of the following ways:

- The student submits a written letter of appeal in accordance with the appeal process and the Financial Aid Appeals Committee grants the appeal. The student is placed on Financial Aid Probation for the term rather than on Financial Aid Denied status.

- The student attends UMUC, pays for tuition and fees without the help of student financial aid, and does well enough in the coursework to satisfy all the satisfactory academic progress standards. The student regains aid eligibility in a probationary status. Students who are on Financial Aid Denied status for failure to meet the 150 percent requirement cannot regain eligibility this way. Students whose attempted credits have exceeded 150 percent of their program cannot regain financial aid eligibility except on a term-by-term basis through the appeal process.

Appeal Process

The student must submit an appeal of Financial Aid Denied status in writing to the associate director of financial aid by the date specified in the Financial Aid Denied notification letter. The Financial Aid Appeals Committee will review the appeal and notify the student in writing of their decision within 14 working days after the Appeals Committee meets and makes its determination. All decisions made by the Financial Aid Appeals Committee are final.
Veterans Educational Benefits

University of Maryland University College acts on behalf of Bowie State University and itself as a certifying agent for the Department of Veterans Affairs (DVA) and certifies graduate students’ enrollments to the Regional Office in Buffalo, New York, on a term-by-term basis.

Graduate students applying for VA education benefits should seek assistance and VA counseling available at education centers. The counselors can assist in determining which VA application form the student should complete to start his or her education benefits in the graduate program. The VA application form and any required substantiating documents can be found on the GI Bill Web site (www.gibill.va.gov). The documents can be submitted to the UMUC Europe field representative at the time of registration or mailed to the VA Office at the UMUC Europe headquarters in Heidelberg.

Graduate students using VA benefits for the first time must submit VA Form 22-1990 and a certified, true copy of DD Form 214 for each period of prior service. Graduate students who have used VA benefits for their undergraduate degree must submit VA Form 22-1995.

VA regulations require that degree-seeking students from other institutions must first consult with their degree-granting school prior to taking a course with UMUC Europe. Students must request written permission for each course they wish to take. Students submit the written permission to the local UMUC Europe field representative with the appropriate VA application form and any other documents at the time of registration.

At the time of registration, students are responsible for notifying their field representatives of their eligibility for using VA benefits. The VA will not pay for audited enrollments or for courses not applicable to the degree program. Student enrollments are sent to the UMUC Europe VA Office, where enrollment certifications are then processed and are forwarded to the VA Regional Office in Buffalo, New York. The amount of assistance a student may receive is based on the student’s enrollment status/training time and the type of VA benefits for which the student is eligible.

Students are responsible for notifying the UMUC Europe VA Office of any changes affecting their training times. This includes all course additions, withdrawals, and change in degree objective. VA students who withdraw are subject to having the amount of their award recalculated by the VA and may be required to repay any unauthorized amounts received. Students are responsible for paying all tuition and fees whether or not the VA payments cover these costs. VA payments are made by the DVA in Buffalo, New York, after student monthly verifications. Students must verify their training times with the VA through the Web Automated Verification of Enrollment (WAVE).

VA payments are then disbursed within five to six days of verification for students with Direct Deposit. Payments may take longer for students receiving a check from the VA. WAVE can also be found on the GI Bill Web site at www.gibill.va.gov.

Graduate Training Timetable for VA Benefits

For calculating VA benefits for graduate courses, each student is classified according to the following criteria:

- 3 credits (8 weeks) = 3/4 time
- 6 credits (8 weeks) = full time
- 3 credits (10 weeks) = 1/2 time
- 6 credits (10 weeks) = full time

For additional information, please contact:

University of Maryland University College
VA Office
Unit 29216
APO AE 09102

DSN 370-6762
CIV 06221-378390 (in Germany)
CIV+49-6221-378390 (from outside Germany)

E-mail: edva@ed.umuc.edu
Web: www.ed.umuc.edu/stuasst/va
ACADEMIC CREDIT, RECORDS, AND GRADES

RESIDENT CREDIT

Study with the graduate programs available through UMUC Europe establishes resident credit with the degree-granting institution in whose program the student is enrolled, Bowie State University (BSU) or University of Maryland University College (UMUC).

UNIT OF CREDIT

The unit of credit is the credit hour, which represents 16 Carnegie hours of classroom work in addition to required outside preparation. Most graduate courses are 3 credit hours and require an additional 96 to 144 hours of preparation outside of the classroom.

GRADING SYSTEM

Thirty-six to 48 credit hours of coursework with a minimum average grade of B in courses approved for graduation are required. The grading system is as follows:

A Denotes superior academic performance with excellent mastery of the subject and outstanding scholarship. The grade of A will be assigned 4 quality points per credit hour.

B Denotes good academic performance with good mastery of the subject and good scholarship. The grade of B will be assigned 3 quality points per credit hour.

C Denotes the minimal acceptable academic performance and does not represent satisfactory progress toward a graduate degree. The grade of C will be assigned 2 quality points per credit hour.

F The grade of F may be given for academic failure or for non-attendance. A student who fails to pass the course receives an F (academic). A student who drops out of a course without officially withdrawing receives an FN (non-attendance). The grade of F will be assigned 0 quality points.

P Letter grades are not assigned to students in GUCO 861, INSS 880, INSS 890, PSYC 861, and PUAD 704. Students who successfully complete the work in these courses receive a mark of Pass. Students who do not successfully complete the requirements receive a grade of Fail. Pass indicates a minimum grade of B.
Mark of W (Withdrawal)
When a student officially withdraws, the mark of W is assigned. The W can be posted only when it is documented by an Application for Withdrawal. (See the Withdrawal section of this Catalog for filing instructions.)

Change of Grade
With the exception of the I (Incomplete), all grades and marks are final and cannot be changed. (See also Grade Appeal Process.)

Repeating a Course
If a student repeats a course in which a passing grade already has been earned, the subsequent attempt shall not increase the total hours earned toward a degree. The higher grade will count for credit. For the BSU programs, no courses may be repeated while a student is on conditional admission status.

View Online Grades
Students who have enrolled in courses since January 2002 can view their grades and student account by using the Student Portal online at www.ed.umuc.edu. Students can also register for courses using the Student Portal online service.

COMPUTATION OF ACADEMIC AVERAGE
The computation of academic averages is based upon the quality points assigned for each grade. The grade of F is included in any computation of scholastic average but the marks of P, W, and I are not. In the computation of the cumulative GPA, a course in which the mark of I has been assigned is not included as hours attempted. When the requirements of the course are completed and the I is changed to a final grade, an appropriate correction is made in the cumulative GPA. Only grades earned at the university awarding the degree are counted in the GPA. Credits accepted in transfer are not counted in the GPA.
WITHDRAWAL

Students who must withdraw from a course are responsible for completing the Application for Withdrawal, which may be obtained online at www.ed.umuc.edu/graduate/forms or from a field representative. Stopping payment on checks for registration fees or not paying at registration does not constitute an official withdrawal nor relieve the student of his or her financial obligation to UMUC Europe. Never attending or ceasing to attend class(es) does not constitute a withdrawal. UMUC Europe cannot accept withdrawals verbally over the telephone.

On the Application for Withdrawal, students must include reasons for the action, obtain all necessary signatures, and submit the form at the education center where they paid their tuition. Students who do not formally withdraw will automatically receive a failing grade and forfeit any refund.

An Application for Withdrawal cannot be initiated after the beginning of the final exam or the last class meeting, whichever comes first. Students in classes that span two terms cannot withdraw after the Friday before the final examination week for these classes. Additional information can be found in the Refund section of this Catalog.

GoArmyEd

To withdraw from a class, GoArmyEd students must follow the procedures explained in the GoArmyEd portal. The withdrawal request will be forwarded to UMUC Europe for processing.

NAME CHANGE

Requests for a name change on official records of the university must be accompanied by one of the following documents:

1. Copy of court order.
2. Copy of marriage certificate.
3. Statement from a legal officer certifying the name change.

The request, which can be made by letter or a completed Notification of Student Name Change form available from a UMUC field representative should be mailed with the appropriate document to the Office of the Registrar. To ensure accurate and complete student records, a student must continue to register under his or her former name until the request and documentation have been acknowledged.

For additional information, please contact:

University of Maryland University College
Office of the Registrar
Unit 29216
APO AE 09102
TRANSCRIPTS

In accordance with the provision of the Family Educational Rights and Privacy Act of 1974 (FERPA), a student's records are confidential. A transcript may be released only upon the signed request of the student.

Requests for transcripts should be accompanied by a check or money order for $5 for each transcript requested. Requests for transcripts should include the student’s full name, signature, Social Security number, date of birth, and first and last dates of attendance. Rush transcripts are available for $20.

Transcripts for BSU Students

Prior to graduation and until an official diploma is received from BSU, transcript requests should be sent to:

University of Maryland University College Europe
Office of the Registrar (Transcripts)
Unit 29216
APO AE 09102
Fax: +49-(0)6221-378384

Forms for requesting transcripts are available at education centers or online at www.ed.umuc.edu.

All transcript requests after receipt of the official BSU diploma must be sent directly to BSU at the following address:

Bowie State University
Office of the Registrar
Overseas Programs
14000 Jericho Park Road
Bowie, Maryland 20715-9465
Fax: +1-301-860-3438

Forms for requesting transcripts from BSU are available online at www.bowiestate.edu.

Transcripts for UMUC Students

( MSIT program)

Transcript requests should be sent to:

University of Maryland University College
Office of the Registrar (Transcripts)
Unit 29216
APO AE 09102
Fax: +49-(0)6221-378384

FAMILY EDUCATIONAL RIGHTS AND PRIVACY ACT

Under the provisions of the Family Educational Rights and Privacy Act of 1974 (FERPA), students have the right to inspect and seek correction to their educational records. Requests for such inspections and corrections of student records may be made to:

University of Maryland University College
Attn: Registrar
Unit 29216
APO AE 09102-9216

or

University of Maryland University College
Attn: Registrar
Im Bosseldorn 30
69126 Heidelberg
Germany

In addition, most institutional information concerning students may not be released to third parties without the prior consent of the students themselves. The only student information that may be released without prior consent is directory information: the student's name, major field of study, dates of attendance, degrees/awards received, the previous educational institution most recently attended, and birth date. This information is disclosed even in the absence of consent unless the student provides written notice by the end of the second week of the term in which the student begins each school year. To prevent automatic disclosure of directory information, this notice must be provided annually to the registrar within the time allotted above.

A record of all disclosures of a student's educational record, except for those made to the student or made at the written request of the student or directory information disclosures, is maintained.

See Appendix E of the 2007-2008 UMUC Europe Undergraduate Catalog for additional information about FERPA.
**ACADEMIC INTEGRITY**

Integrity in teaching and learning is a fundamental principle of a university. UMUC Europe believes that all members of the university community share the responsibility for academic integrity.

At UMUC Europe, faculty members are expected to establish classroom environments conducive to the maintenance of academic integrity by promptly giving students a complete syllabus describing the course and its requirements, grading submitted work promptly and adequately, and arranging appropriate testing conditions, including having faculty members monitor examinations given in class.

Students at UMUC Europe are expected to conduct themselves in a manner that will contribute to the maintenance of academic integrity. Failure to maintain academic integrity (academic dishonesty) may result in disciplinary action.

Academic dishonesty includes, but is not limited to, obtaining or giving aid on an examination, having unauthorized prior knowledge of an examination, doing work for another student, and plagiarism. Plagiarism is the presentation of another person’s idea or product as one’s own. Plagiarism includes, but is not limited to, copying verbatim all or part of another person’s work; using phrases, charts, figures, illustrations, computer programs, or mathematical or scientific solutions without citing the source; paraphrasing ideas, conclusions, or research without citing the source; and using all or part of a literary plot, poem, film, musical score, or other artistic product without attributing the work to its creator. Students can avoid unintentional plagiarism by carefully following accepted scholarly practices. Notes taken for papers and research projects should accurately record sources of material to be cited, quoted, paraphrased, or summarized, and papers should acknowledge those sources in footnotes.

The policy on Academic Dishonesty and Plagiarism can be found in Appendix H of the 2007-2008 UMUC Europe Undergraduate Catalog and is also available at www.umuc.edu/policy/aa15025.shtml.

**COURSE LOAD**

One course, or 3 credit hours, is considered a normal course load for a graduate student who is fully employed. This course load for an eight-week course will require at least six hours of class time per week and approximately 18 hours per week of additional out-of-class study time, averaging 20 to 25 hours per week. Under unusual circumstances, students who have demonstrated their ability with the university may wish to enroll in more than one course during a term. These students, however, must expect heavy academic work loads.

Students may enroll themselves in up to 6 credit hours per eight-week term. However, students wishing to take 9 credit hours or more must have a grade point average of 3.0 or better and must request special permission from the program director. Students enrolling for the first time may not take more than 6 credit hours in one term.

**EXCEPTION TO POLICY**

Requests for an exception to policy must be submitted in writing to the program director for the degree program in which the student is enrolled. The student bears the entire responsibility for adequately presenting a request for exception to policy, but should be aware that such requests are approved only in rare circumstances. Exceptions to policy are granted by the program director.
GRADE APPEAL PROCESS

College and university students inevitably encounter faculty members who vary widely in teaching philosophy and demeanor and who use many different teaching styles. Not only is teaching influenced by course content, there are also many ways of conveying the same material. It is only natural that students will like the style and personality of some faculty members more than others. Disagreement with a faculty member over demeanor and teaching style, however, is not grounds for a grade appeal. Students have the opportunity to express their opinions on these matters through the course evaluation forms they submit for every UMUC Europe course.

Regardless of teaching style, it may happen that a student believes a faculty member’s determination of a final course grade has been arbitrary and capricious. The phrase “arbitrary and capricious grading” means the assignment of a course grade:

✧ On some basis other than performance in the course,
✧ By resorting to unreasonable standards different from those applied to other students in the course, or
✧ By standards that are substantial, unreasonable, and unannounced departures from the faculty member’s previously articulated grading standards.

A student who believes his or her final grade to be the result of arbitrary and capricious grading should first confer promptly with the faculty member of the course. There is a time limit on appealing a grade. Therefore, students who want to appeal a grade must initiate the process within 30 days of the posting of the grade.

If the student has not been able to contact the faculty member after a reasonable effort, or if the student and faculty member cannot, after consultation, reach a satisfactory resolution, the student shall consult with the program director. If the student, the faculty member, and the program director are unable to reach a mutually agreeable solution, the student may file a formal grade appeal with the associate dean.

For a formal grade appeal, the student shall submit a written statement to the associate dean, explaining in detail the allegation that the grade was the result of arbitrary and capricious grading and presenting relevant evidence. The associate dean may dismiss the appeal if:

✧ The student did not first confer with the faculty member or program director,
✧ The allegations, even if true, would not constitute arbitrary and capricious grading,
✧ The appeal was not filed in a timely manner, or
✧ The student submitted the same, or substantially the same, complaint to any other formal grievance procedure.

If the appeal is not dismissed, a committee shall be formed and a copy of the student’s written statement forwarded to the faculty member with a request for a written reply within 30 days. If a mutually agreeable solution is not achieved, the committee shall hold an informal, nonadversarial fact-finding investigation. If a majority of the committee finds the allegations supported by clear and convincing evidence, the committee shall take appropriate action to resolve the matter.

The decision of the committee shall be final and shall be promptly reported in writing to the parties.

A copy of the detailed procedural steps for grade appeals can be obtained from the administrative director, Graduate Programs.

MAKE-UP EXAMINATIONS

Students are responsible for keeping informed concerning the dates of announced quizzes, tests, and examinations. A faculty member is not required to give make-up examinations unless students can present evidence that the absences were caused by illness or emergency circumstances over which the students had no control. Make-up examinations, when permitted, are given at the faculty member’s convenience and should not interfere with regularly scheduled classes. A student who must be absent from a course excessively should confer with the faculty member; if it is necessary to withdraw from the course, an Application for Withdrawal must be filed at the education center. (See the Withdrawal section earlier in this Catalog.)
NONDISCRIMINATION

The University System of Maryland, in all of its divisions, units, and offices, subscribes to a policy of equal educational and employment opportunity and does not discriminate against or harass any person because of race, religion, color, creed, gender, marital status, age, national origin, ancestry, political affiliation, mental or physical disability, sexual orientation, or veteran status. Any questions or complaints relating to the nondiscrimination policy within UMUC Europe should be addressed to: Director, Human Resources, University of Maryland University College Europe, Unit 29216, APO AE 09102-9216. For the complete statement on nondiscrimination, see Appendix C of the 2007-2008 UMUC Europe Undergraduate Catalog. UMUC’s revised Policy and Procedures on Affirmative Action, Equal Opportunity, and Sexual Harassment is also available online at www.umuc.edu/policy/admin04030.shtml.

STUDENTS WITH DISABILITIES

UMUC Europe is committed to assisting students with disabilities or medical conditions to the extent possible so that they are able to pursue their educational goals while overseas. UMUC Europe faculty are prepared to make reasonable accommodations for students with specific disabilities so that the students will have the opportunity to develop and demonstrate proficiency in the required subject matter and on the comprehensive examination. Students also share the responsibility for ensuring that appropriate accommodations can be made and are primarily responsible for identifying, documenting, and communicating their disabilities to the university. Any special arrangements should be agreed to in writing before the first class each term and with the application to the comprehensive examination.

Students who want more information or who wish to file a petition relating to their disability should contact the administrator, Graduate Programs.

CODE OF CIVILITY

To promote a positive, collegial atmosphere among students, faculty, and staff, UMUC Europe has developed the following Code of Civility:

Respect
Treat all students, faculty, and staff with respect and in a professional and courteous manner at all times and in all communications, whether in person or in written communication (including e-mail).

Kindness
Refrain from using profanities, insults, or other disparaging remarks.

Truth
Endeavor to cite only the truth and not knowingly misrepresent, mischaracterize, or misquote information received from others.

Responsibility
Take responsibility for one’s own actions instead of blaming others.

Cooperation
Work together with other students, faculty, and staff in a spirit of cooperation toward our common goals of seeking and providing quality education.

Privacy
Strive to uphold the right to privacy and not talk about others.

Nondiscrimination
Respect the differences in people and their ideas and opinions and reject bigotry.
Degrees earned in graduate programs available through UMUC Europe are awarded in August, December, and May of each academic year. Commencement ceremonies in May recognize master’s candidates who have earned their degrees in any of the three degree periods.

**APPLICATION DEADLINES**

Students expecting to complete requirements for a master’s degree must submit an Application for Graduation and the $50 graduation (diploma) fee to:

University of Maryland University College
Office of Graduate Programs
Unit 29216
APO AE 09102

Applications for graduation can be obtained from a UMUC field office, or online at [www.ed.umuc.edu/graduate/forms](http://www.ed.umuc.edu/graduate/forms).

The completed Application for Graduation must be received in the Office of Graduate Programs in Heidelberg in accordance with the following schedule:

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<th>Expected Graduation</th>
<th>Application Deadline</th>
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<tr>
<td>December</td>
<td>1 October</td>
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<tr>
<td>May</td>
<td>15 February</td>
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<td>August</td>
<td>15 May</td>
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A student whose Application for Graduation is received after these deadlines will be considered for the next scheduled graduation. Students should expect an acknowledgement of the receipt of this application within 30 days. If no acknowledgement is received, students should notify their program director.

**GRADUATION REVIEW**

Applicants will receive a graduation review to confirm remaining degree requirements. If the remaining requirements include incompletes to be removed, courses to be transferred from other institutions, credit by examination, or military credit, the student must ensure this work is completed and official documentation reaches the University of Maryland University College Europe, Office of Graduate Programs, Unit 29216, APO AE 09102-9216, no later than the first day of the month in which the degree is to be awarded.

**COMMENCEMENT**

Master’s candidates who have earned their degrees in any of the three degree periods (August, December, or May of that academic year) are eligible to march at the May commencement ceremonies. Candidates who plan to march at commencement must pay a $50 cap and gown fee, in addition to the diploma fee, and complete the commencement application. All candidates will receive commencement information from the registrar in late February. To be eligible to march, May master’s candidates must be able to demonstrate that they will complete all degree requirements by the time of the ceremony and pay the required fees.

**ISSUANCE OF DIPLOMAS**

All graduates completing degrees in August, December, or May can expect to receive their diplomas by mail approximately three months after the graduation date if all financial obligations with UMUC Europe have been satisfied. If students need special verification of meeting master’s degree requirements prior to receiving the diploma, they may request a Letter of Completion from their program director.

**NONCOMPLETION OF DEGREE REQUIREMENTS**

Students who do not complete degree requirements in time for the graduation date specified on their Application for Graduation must submit a new application and another $50 graduation fee. Students will be informed of remaining degree requirements.
**UMUC EUROPE**

Allan J. Berg, PhD, JD .................................................. Vice President and Director
Douglas A. Franklin, PhD ........................................... Associate Dean
Larry Arnoldy, MS ................................................... Interim Co-Director, Information Technology
Scott Culton, BA ...................................................... Interim Co-Director, Information Technology
Janice A. Keller, EdM ................................................ Director, Student Affairs
Sharon S. Kissick, MEd ............................................... Registrar
Edna D. Roy .......................................................... Associate Director, Financial Aid
Gina M. Schmidt-Phillips, EdM .................................. Director, Institutional Research
Jung W. Suh, MEd ..................................................... Director, Human Resources
Beverly Wehr, MBA, CPA ......................................... Comptroller

**Graduate Programs**

Carole Wellington, MEd ............................................. Graduate Programs Administrator
William M. King, EdD ............................................... Program Director, Counseling
Robert E. Mann, EdD ................................................ Program Director, Public Administration
John G. Meinke, EdM, MAT, MS ................................. Program Director, Management Information Systems and Information Technology

**Program Directors**

Allan J. Berg, PhD, JD ............................................. Service Program Director, Downrange Operations
Douglas A. Franklin, PhD ........................................ Service Program Director, Navy
Anand Krishna, PhD ............................................... Service Program Director, Army
Sandra K. Pate, PhD ................................................ Service Program Director, Air Force
Monika E. Denburg, MA ............................................ Director, Distance Education Programs

**Addresses**

University of Maryland University College
Office of Graduate Programs
Unit 29216
APO AE 09102-9216
*(from the U.S. and overseas commands)*

University of Maryland University College
Office of Graduate Programs
Im Bosseldorn 30
69126 Heidelberg
Germany
*(for non-U.S. post)*

**Telephone numbers**

Military: DSN 314-370-6762/7157
Civilian (Germany): 06221-378302/3780
International: +49-6221-378302/3780

**Fax**

Civilian: +49-(0)6221-315871

**E-mail**

UMUC Europe Graduate Programs
gndprog@ed.umuc.edu

Counseling
gndcouns@ed.umuc.edu

Management Information Systems/Information Technology
gndmis@ed.umuc.edu

Public Administration
gndpa@ed.umuc.edu

Graduate Distance Education
gndde@ed.umuc.edu

**Web**

www.ed.umuc.edu/graduate
**DIRECTORY**

**UMUC EUROPE LOCATIONS**

At these locations there may be one or more education centers sponsoring UMUC Europe and BSU classes.

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UMUC ASIA

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Guam
Andersen
COMNAVMAR

Marshall Islands
Kwajalein

Okinawa
Camp Courtney
Camp Foster
Camp Hansen
Camp Kinser

Camp Schwab
Camp Shields
Futenma
Kadena
Torii Station
White Beach

Singapore
U.S. Navy Region Singapore (NRS)

South Korea
Camp Carroll
Camp Casey
Camp Henry
Camp Hovey
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Camp Long
Camp Red Cloud
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Chinhai
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## UMUC LOCATIONS

Major administrative centers are indicated by an asterisk (*). Stateside locations outside Maryland and the metropolitan Washington, D.C., area provide services only.

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- Coronado Naval Base
- Point Loma Naval Base
- San Diego Naval Base
- Travis Air Force Base
- District of Columbia
- Bolling/Anacostia
- Walter Reed Army Medical Center

### Maryland
- Aberdeen Proving Ground
- Adelphi (UMUC headquarters)*
- Allegany College of Maryland
- Andrews Air Force Base
- Anne Arundel Community College
- Arundel Mills (Anne Arundel Community College Center)
- Baltimore City Community College
- Bethesda National Naval Medical Center
- Carroll Community College
- Cecil Community College
- Chesapeake College
- College of Southern Maryland (La Plata, Leonardtown, Prince Frederick)
- Community College of Baltimore County
- Dorsey Station*
- Fort Detrick
- Fort Meade
- Frederick Community College
- Garrett Community College
- Hagerstown (University System of Maryland)
- Hagerstown Community College
- Harford Community College
- Howard Community College
- Laurel College Center
- Montgomery College
- Patuxent River Naval Air Station
- Prince George's Community College
- Shady Grove*
- Southern Maryland Higher Education Center
- University of Maryland, College Park
- Waldorf Center for Higher Education*
- Wor-Wic Community College

### South Carolina
- Fort Jackson

### Texas
- Fort Hood
- Fort Sam Houston
- Lackland Air Force Base

### Virginia
- Fort Belvoir
- Fort Myer
- Henderson Hall, Navy Annex
- Langley Air Force Base
- Little Creek Naval Air Base
- Norfolk Naval Station
- Oceana Naval Air Station
- Pentagon
- Portsmouth Naval Medical Center
- Quantico (Marine Corps Base)

### Washington
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APPENDICES

For a complete listing of all appendices pertaining to UMUC programs in Europe, please refer to the University of Maryland University College Europe 2007-2008 Undergraduate Catalog. The 2007-2008 Undergraduate Catalog includes the following appendices:

APPENDIX A
Policies of the Maryland Higher Education Commission on General Education and Transfer from Public Institutions in Maryland (Code of Maryland Regulations Title 13B, Subtitle 06, Chapter 01)

APPENDIX B
Statement on Transferring Undergraduate College-Level Credits to UMUC

APPENDIX C
Policy on Nondiscrimination (UMUC Policy 40.3)

APPENDIX D
Policy on Religious Observances (UMUC Policy 51.00)

APPENDIX E
Policy on Disclosure of Student Records (UMUC Policy 210.14)

APPENDIX F
Procedures for Review of Alleged Arbitrary and Capricious Grading (UMUC Policy 130.80)

APPENDIX G
Code of Student Conduct (UMUC Policy 151.00)

APPENDIX H
Academic Dishonesty and Plagiarism (UMUC Policy 150.25)

APPENDIX I
Annual Information Report

APPENDIX J
Policy on Shared Governance
Academic Advisement 4
Average 52
Calendar 72
Credit 51
Dishonesty 55
Dismissal 4 (BSU), 26 (UMUC)
Grades 51-52
Hold 5
Integrity 55
Jeopardy (UMUC) 31
Preparation 6, 10, 13
Probation 4 (BSU), 28 (UMUC), 44
Progress
MSIT 28
Financial Aid 48-49
Records 53
Standards 4 (BSU), 28 (UMUC)
Accreditation i
Address 59
Administrative Staff 59-65
Admission Information (BSU)
Application 2
Categories 1
Requirements 1
UMUC Europe Seniors 2
Admission (UMUC)
Application 26
Requirements 26
Restrictions 28
Advancement to Candidacy 5, 7, 11, 15
Advisement, Academic 4
American Council on Education (ACE) 4
APA Writing Style 5
Appendix 68
Application (BSU)
Fee 43
Application 1
Comprehensive Exam 8, 11, 15
Commencement 58
Financial Aid 46
Graduation 58
Readmission 4
Procedures 2
Application Procedures (UMUC) 26-27
Audit 52
Average, Computation of 52
Board of Regents 65
Bowie State University (BSU) i-iii, 1-25, 62
Admission 1
Application Procedures 2
Courses 17-25
Degree Programs 6-16
Calendar 72
Candidacy, Advancement to 5, 7, 11, 15
Cap and Gown Fee 43, 58
Carnegie Hours 51
Certificates 34-37
Foundations of Information Technology 34
Homeland Security Management 35
Information Assurance 36
Telecommunications Management 37
Change of
Grade 52
Name 53
Registration Fee 43
Civility, Code of 57
Clinical Instruction 8
Commencement 58
Date 72
Comprehensive Examination 5, 8, 11, 15
Application Deadline 8, 11, 15
Examination Dates 8, 11, 15
Computation of Academic Average 52
Conditional Admission (BSU) 1
Conference Courses 42
Continuous Enrollment (BSU) 4
Counseling
Courses 17-19
Programs 6-9
Course Formats 42
Course Listings/Descriptions
BSU 17-25
UMUC (MSIT) 38-41
Course Load 47, 55
Course Requirements
(See Specific Programs)
Coursework Only (BSU) 1
Credit
Transfer 3
Non-U.S. 3
Credit Unit 51
DE (See Distance Education)
Deadlines
Application for Comprehensive Examination 8, 11, 15
Application for Commencement 58
Application for Graduation 58
Application for Financial Aid 46
Priority Deadlines for Financial Aid 46
Debt 44
Degree
Counseling Psychology 1, 7
Guidance and Counseling 1, 7
Information Technology 26
Management Information Systems 1, 10
Non-U.S. 3
Public Administration 1, 13
Time Limit 4 (BSU), 29 (UMUC)
Department of Veterans Affairs 50
Deployed Students, Course Format 42
Diploma
Fee 43, 58
Issuance of 58
Directory 59-65
Disabilities, Students with 57
Disbursement of Funds 47
Dishonesty 55
Dismissal 4, 55
Distance Education (DE) v, 42
INDEX

E
Economics
  Course 24
  Prerequisite 10 (MIS), 13 (MPA), 41
Education Center Locations 60-62
Educational Benefits, VA 50
Eligibility for Enrollment 1, 26
E-mail Inside Front Cover
English, Proof of Proficiency 3 (BSU),
27 (UMUC)
Enrollment Levels, Financial Aid 47
Entrance Requirements 1 (BSU),
26 (UMUC)
Exception to Policy 55

F
Faculty 66-67
Family Educational Rights and
Privacy Act (FERPA) 54
Fax number Inside Front Cover
Federal Financial Aid (see Financial Aid)
Fees 43-44, 58
FERPA 54
Financial Aid 45-50
  Academic Progress and
  Probation 48-49
  Application Process 46
  Deadlines 46
  Disbursement of Funds 47
  Graduate Enrollment Levels 47
  Loans 46
  Probation 49
  Return of Funds 47
Financial Services Office 45
Forms (see www.ed.umuc.edu/grad/forms)
Foundation courses 6
Free Application for Federal Student Aid 46
Full Admission (BSU) 1
Full-Time Enrollment 47, 50 (VA), 55

G
Grades
  Change of 52
  Appeal Process 56
  Treatment, Financial Aid 48
Grade point average 1, 4, 7, 11, 15, 48
  Computation of 52
Grading System 51
Graduate Comprehensive Exam
  5, 8, 11, 15
Graduate Programs Office 59
Graduation
  Application Deadline 58
  Fee 43, 58
  Issuance of Diplomas 58
  Review 58
Guidance and Counseling 1, 6-9
  Courses 17-20
  Programs 6-9
Guide to Writing and Research 5

H
Heidelberg Office 59
Higher Education in Maryland ii
Human Resource Policy (MPA) 14

I
Incomplete, Mark of 52
Indebtedness 44
Information and Library Services 5
Information Technology Certificates 34-37
Information Technology (MS) 26-33
  Admission Requirements 26
  Courses 38-41
  Program Completion Requirements 29
  Specialization 29-33
International Applicants 3 (BSU),
27 (UMUC)
Internship 8, 18, 19
Information Technology Policy (MPA) 14

L
Late Registration Fee 43
Library Services 5
Loan Programs 46-47
Locations in Europe 60
  Stateside Regional 64

M
Make-up Examinations 56
Management Track (MPA) 14
Management Information Systems
  Courses 20-23
  Program 10-12
Maryland Campuses ii
Master of Arts in Counseling Psychology (MA) v, 1, 6, 7
Master of Education in Guidance and Counseling (MEd) v, 1, 6, 7
Master of Public Administration (MPA) v, 1, 13
Master of Science in Information Technology v, 28
Master of Science in Management Information Systems (MS) v, 1, 10
Message from the Vice President viii
MIS (see Management Information Systems)
MPA (see Public Administration)
MSIT (see Information Technology)

N
Name Change 53
Network Communication Policy (MPA) 14
Non-Degree Admission (BSU) 1
Nondiscrimination Inside Back Cover, 57
Non-U.S. Degrees 3 (BSU), 27 (UMUC)

O
Office of Graduate Programs 2, 59
Office of the Registrar 54
Online Grades and Services 52
Overload 55

P
PA (see Public Administration)
Personal Statement 2 (BSU), 27 (UMUC)
Practicum (Counseling) 8, 18
Plagiarism 55
Policy Statements 55
Policy Track (MPA) 14
Prerequisites 6, 10, 13
Probation 4 (BSU), 28 (UMUC)
Professional Paper 5, 8, 11, 14
Professional Preparation 6, 10, 13
Program Completion Requirements
  (UMUC) 32
Program Milestones (BSU) 5
Program of Study (BSU) 4, 7, 11, 15
Program Sequence
  Counseling 9
  Management Information Systems 12
  Public Administration 16
<table>
<thead>
<tr>
<th>T</th>
<th>Telephone Numbers Inside Front Cover</th>
</tr>
</thead>
<tbody>
<tr>
<td>T</td>
<td>Term Dates 72</td>
</tr>
<tr>
<td>T</td>
<td>Time Limitation 4 (BSU), 32 (UMUC)</td>
</tr>
<tr>
<td>T</td>
<td>TOEFL 3 (BSU), 27 (UMUC)</td>
</tr>
<tr>
<td>T</td>
<td>TWE 30</td>
</tr>
<tr>
<td>T</td>
<td>Training Timetable, VA 50</td>
</tr>
<tr>
<td>T</td>
<td>Transcripts 54</td>
</tr>
<tr>
<td>T</td>
<td>Fee 43</td>
</tr>
<tr>
<td>T</td>
<td>Requests 54</td>
</tr>
<tr>
<td>T</td>
<td>Transfer Credit 3 (BSU), 28 (UMUC)</td>
</tr>
<tr>
<td>T</td>
<td>Transfer Procedures 3 (BSU), 28 (UMUC)</td>
</tr>
<tr>
<td>T</td>
<td>Tuition Assistance 44</td>
</tr>
<tr>
<td>T</td>
<td>Fees 43</td>
</tr>
<tr>
<td>T</td>
<td>Refund 44</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>U</th>
<th>UMUC Europe</th>
</tr>
</thead>
<tbody>
<tr>
<td>U</td>
<td>Seniors Taking Graduate Courses 2</td>
</tr>
<tr>
<td>U</td>
<td>IT Graduate Program (see Information Technology)</td>
</tr>
<tr>
<td>U</td>
<td>UMUC Graduate Courses Offered in Europe 38-41</td>
</tr>
<tr>
<td>U</td>
<td>Unit of Credit 51</td>
</tr>
<tr>
<td>U</td>
<td>University System of Maryland i-iv, 58</td>
</tr>
<tr>
<td>U</td>
<td>University, Bowie State (BSU) (See Bowie State University)</td>
</tr>
<tr>
<td>U</td>
<td>University of Maryland University College ii, iv, 53-58</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>S</th>
<th>Scholarships 45</th>
</tr>
</thead>
<tbody>
<tr>
<td>S</td>
<td>Seniors, Graduate Work 2</td>
</tr>
<tr>
<td>S</td>
<td>Servicemembers Opportunity Colleges (SOC) iv</td>
</tr>
<tr>
<td>S</td>
<td>Sexual Harassment 57</td>
</tr>
<tr>
<td>S</td>
<td>Social Service Policy (MPA) 14</td>
</tr>
<tr>
<td>S</td>
<td>Specializations (UMUC) 29-33</td>
</tr>
<tr>
<td>S</td>
<td>Stafford Loans 46-47</td>
</tr>
<tr>
<td>S</td>
<td>Stateside Regional Locations 62, 64</td>
</tr>
<tr>
<td>S</td>
<td>Student Indebtedness 44</td>
</tr>
<tr>
<td>S</td>
<td>Students with Disabilities 57</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>R</th>
<th>Readmission 4 (BSU), 26 (UMUC)</th>
</tr>
</thead>
<tbody>
<tr>
<td>R</td>
<td>Recommendation Letters 2</td>
</tr>
<tr>
<td>R</td>
<td>Refunds 44</td>
</tr>
<tr>
<td>R</td>
<td>Registration</td>
</tr>
<tr>
<td>R</td>
<td>Change Fee 43</td>
</tr>
<tr>
<td>R</td>
<td>Late Fee 43</td>
</tr>
<tr>
<td>R</td>
<td>Repeating a Course 28, 48</td>
</tr>
<tr>
<td>R</td>
<td>Research/Professional Paper 5, 8, 11, 14</td>
</tr>
<tr>
<td>R</td>
<td>Resident Credit 51</td>
</tr>
<tr>
<td>R</td>
<td>Returned Check Fee 43</td>
</tr>
<tr>
<td>R</td>
<td>Return of Funds Policy 47</td>
</tr>
</tbody>
</table>

| INDEX |

<table>
<thead>
<tr>
<th>V</th>
<th>Veterans Affairs, Department of 50</th>
</tr>
</thead>
<tbody>
<tr>
<td>V</td>
<td>Veterans Educational Benefits 50</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>W</th>
<th>Web Site Inside Front Cover</th>
</tr>
</thead>
<tbody>
<tr>
<td>W</td>
<td>Withdrawal 52, 53</td>
</tr>
<tr>
<td>W</td>
<td>Refund 44</td>
</tr>
<tr>
<td>W</td>
<td>Writing Requirement 1</td>
</tr>
<tr>
<td>W</td>
<td>Writing Resources 5</td>
</tr>
</tbody>
</table>

**Catalog Staff**

<table>
<thead>
<tr>
<th>Editors</th>
<th>Carole Wellington, Iris Close, J. Naomi Skinner</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cover Design</td>
<td>Xiomara Madjer</td>
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<tr>
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<td>Xiomara Madjer, J. Naomi Skinner</td>
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**Photo Credits**

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<th>Cover</th>
</tr>
</thead>
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<td>Crestock</td>
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<th>Defense Link</th>
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<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Regis Bossu</td>
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<tr>
<td>Shutterstock</td>
</tr>
<tr>
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</tr>
</tbody>
</table>
ACADEMIC CALENDAR 2007-2008

REGISTRATION TERM

Term 1 6 August - 17 August 2007 20 August - 13 October 2007
Term 2 15 October - 26 October 2007 29 October - 22 December 2007
Term 5 26 May - 6 June 2008 9 June - 19 July 2008

COMMENCEMENT 25 May 2008
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## ACADEMIC CALENDAR 2007-2008

### REGISTRATION

<table>
<thead>
<tr>
<th>REGISTRATION</th>
<th>TERM</th>
</tr>
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<tbody>
<tr>
<td>Term 1</td>
<td>6 August - 17 August 2007</td>
</tr>
<tr>
<td></td>
<td>20 August - 13 October 2007</td>
</tr>
<tr>
<td>Term 2</td>
<td>15 October - 26 October 2007</td>
</tr>
<tr>
<td></td>
<td>29 October - 22 December 2007</td>
</tr>
<tr>
<td>Term 3</td>
<td>7 January - 18 January 2008</td>
</tr>
<tr>
<td></td>
<td>21 January - 15 March 2008</td>
</tr>
<tr>
<td>Term 4</td>
<td>17 March - 28 March 2008</td>
</tr>
<tr>
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<td>31 March - 24 May 2008</td>
</tr>
<tr>
<td>Term 5</td>
<td>26 May - 6 June 2008</td>
</tr>
<tr>
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<td>9 June - 19 July 2008</td>
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### RESERVATION

<table>
<thead>
<tr>
<th>RESERVATION</th>
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<tr>
<td>Term 1</td>
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<td>3 September - 11 November 2007</td>
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<td>4 February - 13 April 2008</td>
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<tr>
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<td>11 February - 9 April 2008</td>
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<td>14 April - 22 June 2008</td>
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<td>21 April - 4 June 2008</td>
</tr>
<tr>
<td></td>
<td>9 June - 17 August 2008</td>
</tr>
</tbody>
</table>

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