At University of Maryland University College (UMUC), a high-quality education is always within reach. UMUC is dedicated to offering on-site and online courses and resources to adult students in Maryland and around the world. Under contract to the U.S. Department of Defense, UMUC is one of the largest providers of education to the U.S. military worldwide and serves 55,000 active-duty military servicemembers, reservists, veterans, and their families. With more than 100 worldwide locations and nearly 100 undergraduate and graduate degree and certificate programs offered entirely online, UMUC makes it possible to earn a widely respected degree from just about anywhere.

UMUC's commitment to students around the globe extends far beyond providing access to excellent degree programs. An online academic and administrative services portal, MyUMUC, makes it simple for students to register for courses, pay tuition, and order textbooks when it’s convenient for them. Students can also access academic and career advising, financial aid counseling, library services, and much more online via the university’s Web site or by phone or e-mail. All over the world, UMUC gives its students what they need to succeed, putting goals within their reach.

**CONTACT US**

UMUC Europe is ready to assist current and prospective students with their questions and inquiries.

**Civilian (Germany)** 06221-378313 or 06221-3780

**International** +49-6221-378313 or +49-6221-3780

**Fax** +49-(0)6221-378384

**E-mail** graduateprograms-europe@umuc.edu

**Web** [www.europe.umuc.edu/graduate](http://www.europe.umuc.edu/graduate)
Welcome to UMUC Europe Graduate Programs, the most diverse group of graduate programs offered in the European theater. UMUC brings together faculty and graduate students from around the world into wide-ranging degree programs suited to numerous career interests and professional pursuits. Whether you are interested in a master’s degree, professional graduate certificate, or if you simply want 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.

UMUC Europe is proud to be celebrating more than 64 years of providing quality education to extraordinary people like you. What started off as a noble experiment in 1949, with seven professors in six cities in Germany, has turned into a globally-recognized, award-winning institution that includes 60 sites in 16 countries throughout Europe, Africa, and the Middle East.

This year, we are excited to offer several new graduate programs, including the Master of Business Administration (MBA), Master of Cybersecurity, and Master of Science in Management. UMUC will also offer a Master of Social Work through our partnership with fellow University System of Maryland institution, Salisbury University. Additionally, we will continue to offer the Master of Science in Information Technology.

Leading this effort are first-class faculty and a dedicated staff who are committed to ensuring the fulfillment of your educational goals. They have the knowledge and experience to guide you along your academic path that will undoubtedly lead to personal growth and professional opportunities. Each of us stands ready to assist you in building an educational partnership.

On behalf of the faculty and staff of this great institution, I extend to you my very best wishes as you embark on your pursuit of a graduate education.

Allan J. Berg, PhD, JD
Senior Vice President, Overseas Operations
WELCOME TO UMUC

A UNIQUE INSTITUTION

University of Maryland University College (UMUC) is unique among institutions of higher education. From its founding in 1947, UMUC was designed to meet the educational needs of adult students—students who must balance study with the demands of work and family life.

Today, UMUC has grown to be the largest public university in the nation, serving students throughout the state, the nation, and the world. Yet its focus on providing open access to high-quality educational programs and services—eliminating the barriers that can keep students from achieving their educational goals—remains unchanged.

UMUC’s graduate courses and programs available overseas enable students stationed in Europe or deployed downrange to pursue an advanced degree to expand their knowledge, enhance their skills, and develop their professional competencies while serving their country.

MILITARY PARTNERSHIPS

For over 64 years, UMUC has proudly served the U.S. military through its educational partnership at more than 150 locations throughout Europe, Stateside, and Asia, as well as in Africa and the Middle East. More than a million servicemembers have taken UMUC courses.

This long relationship has made UMUC particularly sensitive to the needs of military students and prepared to handle details specific to military life, such as veterans benefits and the transfer of credit earned in military specialty schools. In July 2013, UMUC was awarded a contract to continue offering programs at its military sites across Europe.

By proving that traditional standards of academic excellence can be maintained in non-traditional settings, UMUC has won the respect of the military community and established itself as an integral part of military life. Today, UMUC provides courses at more than 100 military installations overseas.

STUDENTS FIRST

Student success is of paramount importance at UMUC. The university seeks not only to help graduate students fulfill their current education goals, but also to create an educational partnership that will last throughout their lives.

As a global university, UMUC makes it possible for students to take classes any time, any place, by offering a large selection of online programs in addition to classes at sites throughout Maryland, the Washington, D.C., metropolitan area, and at military sites all over the world. Student services can be accessed on military bases throughout Europe and the Middle East, as well as by phone or online.

Convenience and flexibility are not the only concerns, however. UMUC seeks to create a learning environment that students will find respectful of their diverse backgrounds, inclusive, responsive, and relevant. Recognizing that financial concerns are often the biggest obstacle to higher education, UMUC strives to keep tuition costs low and provide numerous financial aid opportunities, including scholarships and awards for military students and their families.
UMUC is dedicated to providing the highest quality programs and services to its students and ensuring excellence in its graduate online and on-site courses. Working closely with faculty and pertinent businesses and organizations, the university continuously develops and maintains the relevance of its curricula. This way, academic programs uphold the same level of quality and courses have the same structure, requirements, and outcomes, whether they are offered in Maryland, on base in Germany, in a tent in Afghanistan, or online.

The success of UMUC’s efforts is evident. Year after year, UMUC continues to garner awards from such notable organizations as the University Continuing Education Association, the Sloan Consortium, and the Maryland Distance Learning Association.

As one of the 11 degree-granting institutions within the University System of Maryland, UMUC is accredited by the Commission on Higher Education of the Middle States Association of Colleges and Schools (3624 Market Street, Philadelphia, PA 19104; tel. +1-267-284-5000).

UMUC has always looked for new and better ways to serve students. Today, students access both courses and services online, using the university’s learning management system, and MyUMUC, its online gateway to services and information. In providing these programs, UMUC relies on a renowned faculty of scholar-practitioners who bring real-world experience and the use of the latest technologies to courses. These faculty strive to find new ways to best use these technologies to assist their students’ learning.

For students in Europe, the Middle East, and Africa, UMUC offers more than 40 undergraduate programs leading to certificates and to associate’s and bachelor’s degrees. Some of the most popular programs include:

- Cybersecurity
- Business and management
- History
- Psychology
- Human resource management
- Computer and information science

For program details and student assistance, visit www.europe.umuc.edu.
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ADMISSION REQUIREMENTS

Applicants for graduate certificate and master’s degree programs must submit an official transcript from a regionally accredited degree-granting institution indicating successful completion of a bachelor’s degree. UMUC Europe does not require the Graduate Record Examination (GRE) or the Graduate Management Aptitude Test (GMAT) for admission.

An introductory course for the Master of Business Administration program, AMBA 600 MBA Fundamentals, may be waived for students who already have a graduate degree or present GMAT scores in the 70th percentile or higher.

ELIGIBILITY

Members of the U.S. Armed Forces, American employees of the U.S. government, and their family members may enroll in courses through the University of Maryland University College Europe. In accordance with the terms of the Department of Defense contract, the university may only enroll “those academically qualified individuals who have a valid Identification Privilege Card issued by the military services” and who are located in one of the specified contract countries in Europe, Central Asia, the Middle East, and Africa.

ORIENTATION AND GETTING STARTED

UMUC field representatives and academic advisors stand ready in military communities to provide face-to-face assistance with registration, financial aid, advising appointments, and more. Contact information for field representatives is available at www.europe.umuc.edu/locations.
APPLICATION PROCEDURES

Students must complete the following steps:

1. Complete an online application for admission via MyUMUC at my.umuc.edu.
2. Pay the application fee ($40).
3. Request an official transcript from 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. 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. The section on international applicants follows. UMUC Europe reserves the right to request additional transcripts.

Transcripts are required to be sent directly from the academic institution the student attended to UMUC at:

University of Maryland University College  
Attn: Graduate Admissions  
3501 University Boulevard East  
Adelphi, MD 20783-8085

Students may take a maximum of 3 credits prior to official notification of admission status. Therefore it is essential for students to complete the admission process as quickly as possible.

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.

GoArmyEd

GoArmyEd students must submit a Common Application in the GoArmyEd portal (www.goarmyed.com) in place of the UMUC online application.

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 Graduate School. UMUC accepts credit evaluations from any National Association of Credential Evaluation Services (NACES)–approved organization, including World Education Services (WES), and the American Association of Collegiate Registrars and Admissions Officers (AACRAO).

A list of NACES-approved agencies is available at www.naces.org/members.htm. Applicants may access AACRAO request forms online at www.aacrao.org/international or may contact the organization by phone at +1-202-296-3359 or by e-mail at oies@aacrao.org.

- Proof of English language proficiency.

Applicants who have not received a bachelor's degree from an English-speaking country must demonstrate English language proficiency to be eligible for admission. (A complete list of countries recognized as English-speaking is available online at www.umuc.edu/internationalstudents.) The following are accepted as proof of English proficiency:

- A minimum TOEFL (Test of English as a Foreign Language) score of 550 on the paper-based version, 213 on the computer version, or 79 on the Internet version and a minimum Test of Written English (TWE) score of 4 (unless the Internet-based TOEFL is submitted—then no TWE is required);
- A minimum score of 6.5 on the IELTS (International English Language Testing System), including the academic writing and academic reading modules.
- A passing grade of Pre-1 on the Eiken Test in Practical English Proficiency
- A transcript indicating completion of at least 12 credits of graduate coursework at a regionally accredited U.S. degree-granting institution. Credits must have been earned in the past two years with a grade of B or higher. All credit is subject to review before being accepted as evidence of English proficiency.

Applicants must arrange to have official score reports sent directly from the testing agency to the Graduate School. The TOEFL score recovery code for UMUC is 5804. Test scores must be less than two years old.
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 graduate or undergraduate status, but may not hold both classifications simultaneously. 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 or completion has been presented for the first program. Students admitted to any other graduate program in the University System of Maryland must notify UMUC. Students retain active status for two years (six consecutive terms) even without being registered in the program. However, after two years without a completed graduate course students must submit a new online application.

TRANSFER CREDIT

Up to 6 credits of graduate coursework may be considered for transfer to most graduate degree programs at UMUC if earned at an approved institution and if applicable to the student’s program of study. The Graduate School may accept up to 3 graduate transfer credits for a certificate program.

The MBA and MS in cybersecurity do not accept transfer credit. Students should contact their advisors for details.

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

1. The credits must have been completed at the graduate level or recommended for graduate-level credit by the American Council on Education (ACE).
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 transfer courses must be determined as relevant to the student’s program of study.
6. The credits must have been earned at a U.S. approved institution. Approved institutions include those approved by the following regional associations:
   - Middle States Association of Colleges and Schools, Commission on Higher Education
   - Northwest Commission of Colleges and Universities
   - North Central Association of Colleges and Schools, The Higher Learning Commission
   - New England Association of Schools and Colleges, Commission on Institutions of Higher Education
   - New England Association of Schools and Colleges, Inc., Commission on Technical and Career Institutions
   - Southern Association of Colleges and Schools, Commission on Colleges
   - Western Association of Schools and Colleges, Accrediting Commission for Senior Colleges and Universities
   - Western Association of Schools and Colleges, Accrediting Commission for Community and Junior Colleges

Other institutions may be approved based on agreements and/or joint programs with UMUC.

A student requesting transfer credit must provide a course description, a course syllabus, and an official transcript. Please contact the Office of Graduate Programs for further details.

ACADEMIC ADVISEMENT

Upon application, each student’s academic background is evaluated to determine eligibility for enrollment in a graduate program and whether previously taken graduate courses are applicable as transfer credit. The Graduate Programs staff assist students to identify the best program of study and to chart their course for academic success.

ACADEMIC ADVISEMENT REPORT

Upon official admission, degree-seeking students will be able to view their academic advisement report through MyUMUC which lists all course requirements for graduation including:

- UMUC courses required for degree completion.
- Approved transfer courses, if applicable.

Students must successfully complete all coursework stipulated on the academic advisement report to be eligible for graduation.
ACADEMIC STANDARDS

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 of 3.0 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 or with a grade of F 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 their next term of enrollment. Any course in which a grade of F is earned, or one in which a grade of C puts the student below a 3.0 GPA, must be repeated in the student’s next term of enrollment. Failure to restore the GPA to 3.0 or higher in the next term of enrollment will result in academic dismissal. A student who successfully restores his or her GPA to 3.0 or higher will be in good academic standing. Students on academic probation should seek guidance and advice from an academic advisor.

Dismissal
A student on academic probation who fails to raise the GPA to 3.0 or higher by the end of his or her next term of enrollment is dismissed. A student who is dismissed is ineligible to enroll in UMUC graduate courses and may be readmitted to the Graduate School only under the conditions listed below.

Reinstatement After Dismissal
A student who was academically dismissed from UMUC and who has not attended the university for a period of at least seven consecutive years may request a one-time reinstatement. Grades and credits previously earned will not apply toward the new program of a reinstated student.

GRADUATION

Students are responsible for applying for graduation (for degrees and/or certificates) by completing the online diploma application by the published deadlines. (See Diploma, Graduation, and Commencement section.) The award of 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 or any outstanding misconduct charges or unsatisfied sanction terms. No grade of F can remain on the graduate record at the time a student applies for graduation.

TIME LIMITATION

All requirements established for the completion of the 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.

Certificate programs must be completed within three years.
Fees charged to UMUC Europe students are listed in the following section. Payment may be made by credit card (Discover, MasterCard, or Visa) or e-check directly through the MyUMUC portal. Check or money order payments can also be mailed directly to the UMUC Europe Business Office. Checks and money orders should be made payable to University of Maryland University College.

Application for Graduate Admission  $40

UMUC Europe charges a non-refundable fee for establishing the student’s permanent record, the official university document from which transcripts are issued. Payment should be made through the MyUMUC portal when the UMUC Europe online application is submitted.

GoArmyEd students, who complete a Common Application in the GoArmyEd portal, will be sent an e-mail message instructing them to pay the $40 application fee through the MyUMUC portal.

Graduate Tuition

Tuition is payable at the time of registration and may be paid through the MyUMUC portal by credit card (Discover, MasterCard, or Visa) or e-check. Payment made by money order should be mailed to the UMUC Europe Business Office. The student ID should be indicated on the payment.

A member of the U.S. Armed Forces may be entitled to tuition assistance (TA) from the U.S. government. Students other than GoArmyEd and active duty Air Force students must give the field representative at their education center a copy of the TA form or mail it directly to the UMUC Europe Business Office.

Students may also qualify for Veterans Affairs (VA) education benefits and other forms of financial assistance. Information on financial assistance (loans and grants) and VA benefits is presented later in this Catalog.

Students will receive invoices for charges incurred to their student account. Charges become past due 10 days from the date the charge is incurred. Once a charge is considered delinquent, students will begin receiving dunning (collection) notices. Timely payments should be made to avoid student debt being sent to collections.

To pay for tuition, students have the option of a convenient payment plan with 0 percent interest administered by Educational Computer Systems Inc. (ECSI). The plan allows students to spread their tuition payments over several months. It is not a loan, so no interest is accrued. A small non-refundable application fee will be charged to use this payment plan.

Payments may be made online at the ECSI Web site by credit card, e-check, or by setting up an automatic withdrawal plan from a personal checking or savings account. Current enrollment and payment deadlines can be found at www.europe.umuc.edu/paymentplan. Students may enroll with ECSI at www.ecsi.net/umuc.
Returned Check $30
Students will incur a charge for any check returned unpaid by a bank. A student who stops payment on a check for tuition is neither disenrolled nor relieved of responsibility for paying tuition and fees.

Transcript $10
The fee for ordering each academic transcript issued by UMUC Europe is $10, except those sent to another Maryland public two- or four-year institution.

Rush Transcript $25
A special handling fee is charged for a transcript processed within 24 hours.

Diploma (Graduation) $50
For each diploma application filed, students are assessed an application fee.

Certificate $50
For each certificate application filed, students are assessed an application fee.

UMUC Stateside and UMUC Asia Campus Fees and Activity
Charges incurred from UMUC Stateside or UMUC Asia campuses will be reflected on the student’s financial account along with any UMUC Europe charges. The student may direct all financial account inquiries to the UMUC Europe Business Office.

REFUNDS
The refund policy applies to tuition only. Other fees are not refundable. A student who withdraws from a course during the official drop period will receive a full refund. A student who withdraws after the drop period may be refunded a portion of the tuition as determined by the date of withdrawal. Information about withdrawal refunds is found at www.europe.umuc.edu/refund.

All withdrawals will be initiated through the MyUMUC portal. Students may visit the UMUC field representative at the education center for assistance.

Students using tuition assistance must contact their education services officer prior to submitting the withdrawal through MyUMUC or initiating their withdrawal with a UMUC field representative.

Students using financial aid and VA benefits are strongly encouraged to contact the Financial Aid Office or VA Office before withdrawing to fully understand the impact on their current and future financial aid.

GoArmyEd
GoArmyEd students must initiate withdrawals through the GoArmyEd portal. The last date to withdraw and receive a full refund along with a refund schedule is listed in the GoArmyEd portal on the class details page of the course schedule for each class.

All refunds will be computed from the date the withdrawal is formally initiated, not from the date of the last class attended.
MILITARY OR EMPLOYER PROVIDED TUITION ASSISTANCE (TA)

Students financing their education with military or civilian tuition assistance (TA), also known as a third party payment, must present authorized TA forms to the UMUC Europe field representative or the Business Office. If TA is pending, students should contact the Business Office to explain the circumstances.

Tuition assistance documents are typically written forms issued by a third party agency that guarantees payment. Military and civilian TA forms should be completed and signed by the appropriate authorizing official. Students may submit forms and inquiries to the Business Office by e-mail, at tpmilitary@umuc.edu or thirdparty@umuc.edu.

Active duty Army students who have registered through the GoArmyEd portal do not need to submit TA forms, as GoArmyEd automates the third party payment process.

Active duty Air Force students do not need to submit TA forms; however, Air Force students must verify that their TA is digitally signed and approved within the AI portal for UMUC Europe to retrieve electronically.

TEXTBOOK FEES

Students may purchase textbooks online through webText Europe or at the local field site. If textbook payments are not made by credit card via webText Europe, the charges will be posted to the student’s financial account. If third party funds cover the cost of a textbook and an authorized tuition assistance form is submitted, UMUC Europe will invoice the paying organization. As with tuition charges, textbook charges are the responsibility of the student if financial assistance is denied by the organization or payment is not received by UMUC Europe in a reasonable period of time.

INDEBTEDNESS TO THE UNIVERSITY

Students who incur debts to UMUC during a particular session must clear all unpaid balances to be permitted to register for the next session. Requests for services including transcripts and diplomas will be denied until all debts have been paid. Outstanding debts are collected against any refunds due the student. However, due to the timing of certain transactions, it is important for students to verify their account balance even when a refund is issued.

UMUC Europe students inquiring about a debt or wanting to make payment may contact the Business Office at:

CIV: +49-(0)6221-378258/210
Fax: +49-(0)6221-315871
E-mail: studentaccounts@umuc.edu (general) or tpmilitary@umuc.edu (TA)

UMUC Europe
Attn: Business Office
Unit 29216
APO AE 09004
(from the U.S. and overseas commands)

UMUC Europe *
Attn: Business Office
Im Bosseldorn 30
69126 Heidelberg
Germany
(for non-U.S. post)

Note: Mail should be addressed to the attention of Student Accounts or TA Billing, as appropriate.

When a balance is unpaid and 120 days past due, the debt is forwarded to the State Central Collection Unit (SCCU) of the State Attorney General’s Office (of the State of Maryland), which may report the debt to major credit reporting entities. A 17 percent fee will be assessed by the State of Maryland for all debts submitted to SCCU. Once a debt is sent to SCCU, payment must be made directly to SCCU.

Students can contact SCCU at +1-800-705-3493, or +1-410-767-1220, or https://www.paybill.com/payccu.

* The UMUC Europe headquarters office will be moving to the Kaiserslautern military community in the area of Sembach, Germany, within this academic year. Please check our Web site for updated contact information.
SCHOLARSHIPS

UMUC scholarship programs, which includes the UMUC President’s Scholarship, offer a number of institutional scholarships as well as scholarships from corporate donors and foundations. Requirements vary according to the individual scholarship program, but typical awards for most programs range from $200 to $1,500 per term. To be considered for most UMUC scholarships, you must first complete the FAFSA and you will be pre-screened for scholarship eligibility. Students who meet UMUC’s established scholarship criteria will be notified of their eligibility via their “To Do List” in the MyUMUC student portal (my.umuc.edu).

Scholarships are awarded for the academic year on a first-come, first-served basis, so it is essential to submit a scholarship application as early as possible. Students may receive only one UMUC scholarship/grant per academic year. More information is available online at www.europe.umuc.edu/scholarship.

Employees of UMUC and their dependents, as well as persons who receive remission of fees from other institutions, are not eligible to receive UMUC scholarships or grants.

FINANCIAL AID

Two federal financial aid programs are available to graduate students: the William D. Ford Federal Direct Unsubsidized Stafford Loan and Graduate Plus Loans. 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. As of 1 July 2012, federal subsidized loans are no longer available to graduate students.
APPLYING FOR FINANCIAL AID

The 2013-2014 Free Application for Federal Student Aid (FAFSA) and FAFSA on the Web Worksheet are available online at www.europe.umuc.edu/financialaid or through the student portal. Students may complete the online FAFSA form and submit it electronically at www.fafsa.ed.gov.

It may take several weeks to process an application for any type of financial aid, so students should take note of the priority processing deadlines and other important dates listed on the UMUC Europe Web site.

Financial aid is awarded by academic year, and students must reapply each year. Students may apply until 30 June 2014 for the 2013-2014 academic year. Financial aid may be used concurrently with scholarships, military tuition assistance, and military spouse tuition assistance. It is the student’s responsibility to inform the Financial Aid Office when outside resources such as these will be used. Student loans are processed and approved for current or upcoming enrollments during the academic year. All student loan recipients must be enrolled at least half-time each semester during the loan period to remain eligible for their loan.

The results of the Free Application for Federal Student Aid (FAFSA) are contained in the Student Aid Report (SAR) or Institutional Student Information Report (ISIR), which will be secured electronically from the federal processors in Illinois by the Financial Aid Office for all students who submit a FAFSA application with the UMUC school code of 011644.

The Financial Aid Office must review and approve the completed file before the student enrolls as a financial aid recipient. All graduate financial aid recipients must be fully admitted to their degree program, before any funds may be disbursed. An initial financial aid award will be made based on anticipated half-time (6 credit hours) enrollment in classes offered during the semester. 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 Financial Aid Office.

Students receiving financial aid must make satisfactory academic progress. They must maintain a cumulative grade point average (GPA) that meets the academic standards as set forth in this Catalog and must maintain a cumulative completion rate of at least 67 percent of the credits attempted. Students who fail to meet the minimum requirements are not eligible to receive financial aid unless a satisfactory academic progress appeal has been submitted and approved by the Financial Aid Office.

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.

<table>
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<tr>
<th>Term</th>
<th>Priority Deadline</th>
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<tr>
<td>Fall</td>
<td>1 June</td>
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<tr>
<td>Spring</td>
<td>1 November</td>
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<tr>
<td>Summer</td>
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Federal Direct Student Loan Programs

William D. Ford Federal Direct Unsubsidized Stafford Loan Program
This federally unsubsidized 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 $20,500 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 student borrower assumes responsibility for payment of the accrued interest while in school and during the loan period. The current interest rate for this loan is 6.8 percent and is annually variable. Students must remain enrolled on at least a half-time basis during the loan period. (See Graduate Enrollment Levels.)

Federal Perkins Loan Program
The Federal Perkins Loan program provides long-term federal loans for graduate students with the greatest financial need. Students may borrow up to $6,000 per academic year at a 5 percent annual interest rate with UMUC acting as the lender. Students wishing to apply for a Federal Perkins Loan must complete the Free Application for Federal Student Aid (FAFSA). Because of federal budgetary constraints, funding for the Federal Perkins Loan program is very limited. Repayment of the loan begins nine months after the student ceases to be enrolled on at least a half-time basis. Perkins recipients must also complete entrance and exit counseling.

For further information, students should visit www.umuc.edu/students/aid/loans/perkins.cfm.

UMUC President’s Grant
This grant program offers grants to students who demonstrate financial need. Typical awards will range up to $600 per term, based on need and availability of funds.

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 Unsubsidized Stafford Loan Program. Graduate and professional students are eligible to borrow up to the cost of attendance minus other estimated financial assistance.

Students interested in a Graduate PLUS loan should first complete a FAFSA then apply for a PLUS loan directly at www.studentloans.gov. Additional information regarding PLUS loans is available at www.umuc.edu/students/aid/loans/grad_plus.cfm. Students who are offered and accept the Graduate PLUS loan as part of their financial aid award package will have their information submitted to the Department of Education for the federally required credit approval.

Repayment of the Graduate PLUS Loan begins on the date of the last disbursement of the loan, with a fixed interest rate of 8.5 percent. There is a 4.0 percent origination fee that is subject to reduction by the Department of Education.

Federal Return of Funds Policy
Federal student financial aid, including grants and loans, is awarded to students under the assumption that they will be enrolled for a specified period of time, such as a semester. When students receiving these funds do not enroll as expected, the Financial Aid Office is required to determine if they have been enrolled long enough to keep all of the financial aid received. Therefore, the UMUC Financial Aid Office must calculate Return of Title IV Funds each time a student stops enrollment (withdraws, drops, or stops participating in classes) before the end of the semester and does not certify his or her intent to return in another session before the end of the semester. Students who stop enrollment before completing 60 percent of their registered class(es) will be required to repay a portion of any federal financial aid received.

For further information, students should visit www.umuc.edu/students/aid/fapolicies/.
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.

- **Fall/Spring/Summer**
  - Full-time: 9 credits
  - Half-time: 6 credits

DISBURSEMENT OF FUNDS

The UMUC Europe Business Office disburses (applies) funds to the student’s account based on federal and UMUC guidelines. Financial aid may be released to the student account up to 10 days prior to the course start date. If a student is enrolled in courses with multiple start dates, the disbursement is released when the student is actively enrolled in 6 credits.

Awards applied to the student’s account in excess of tuition and fee charges are refunded to the student within UMUC Europe and federally mandated time frames. The Business Office prepares refund checks and mails them directly to the student. In general, this refund process requires 7 to 14 days from the date the credit balance is created on the student’s account at UMUC Europe. Students may also choose the direct deposit option by enrolling in direct deposit through their student center in MyUMUC.

UMUC FINANCIAL AID STANDARDS FOR SATISFACTORY ACADEMIC PROGRESS

Federal regulations require students receiving financial aid to maintain satisfactory academic progress toward their degree or certificate. Students who fail to meet the minimum academic standard are denied aid following the period of review and financial aid is not disbursed. For details on the appeal process and the complete Satisfactory Academic Progress (SAP) policy, graduate students should refer to the Web site at www.umuc.edu/students/aid/fapolicies/.

CONTACT THE UMUC EUROPE FINANCIAL AID OFFICE

For details concerning financial aid, refer to the UMUC Europe Web site or contact:

University of Maryland University College Europe
Attn: Financial Aid Office
Unit 29216
APO AE 09004

University of Maryland University College Europe *
Attn: Financial Aid Office
Im Bosselford 30
69126 Heidelberg, Germany

CIV: +49-(0)6221-378324
Fax: +49-(0)6221-378398
E-mail: financialaid-europe@umuc.edu
Web: www.europe.umuc.edu/financialaid

* The UMUC Europe headquarters office will be moving to the Kaiserslautern military community in the area of Sembach, Germany, within this academic year. Please check our Web site for updated contact information.
University of Maryland University College acts 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 at [www.gibill.va.gov](http://www.gibill.va.gov). Students are encouraged to complete all forms through the Veterans On-Line Application (VONAPP) at [www.gibill.va.gov/apply-for-benefits](http://www.gibill.va.gov/apply-for-benefits).

**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
- 6 credits (12 weeks) = full time
APPLYING FOR VA BENEFITS

A student who is applying for benefits for the first time should:
- Complete VA form 22-1990 through the Veterans Online Application (VONAPP) [www.gibill.va.gov/apply-for-benefits](http://www.gibill.va.gov/apply-for-benefits).
- Submit a photocopy of his or her DD214 with the application (if the student is a veteran).

A student who has already used VA benefits either at another university or at UMUC must:
- Complete form 22-1995 (Request for Change of Program or Place of Training).

All new VONAPP users must first create an account at [www.ebenefits.va.gov](http://www.ebenefits.va.gov).

Requesting Certification of Enrollment

All students requesting VA benefits must submit their request for certification each period of enrollment through MyUMUC (my.umuc.edu).
- **Applying for VA Benefits**
  The first time you request benefits each term (fall, spring, summer) the “Request for Certification” form must be completed in your MyUMUC Student Center.
  - Student Center > MyAcademics > Request for Certification
- **Adjusting VA Benefits**
  If you enroll in additional courses within the same term you will need to adjust your veterans benefits in your MyUMUC Student Center.
  - Student Center > MyAcademics > Adjust My Certification.
- **Viewing Certification Status**
  Students may view the status of their certification requests through their Student Center under Academics then click on MyAcademics > View My Certification Status. The status may be: a) **pending**, the UMUC VA Office has not yet received the request; b) **received**, the UMUC VA Office is reviewing the request; c) **submitted**, the certification was submitted to the DVA Regional Office on the date indicated; and d) **denied**, the course has been denied and will not be submitted for certification.

VA Students from Other Institutions

Students who are not pursuing UMUC degrees but who wish to receive VA benefits for UMUC Europe courses must request written permission (a parent school letter) for each course from their degree-granting school before enrolling. The parent school letter must be submitted to the UMUC VA Office with the appropriate VA application and any necessary documentation.

CERTIFICATION PROCESS

Notification that a student wishes to use VA benefits is a student’s responsibility and must be submitted through MyUMUC (my.umuc.edu) each period of enrollment the student is requesting benefits. UMUC acts as a certifying agent for the DVA. The UMUC VA Office confirms the course(s) are part of the student’s degree program and submits DVA form 22-1999, certification of enrollment, to the DVA Regional Office in Buffalo, NY. Students may view the status of the processing of their certification through MyUMUC by selecting “View My Certification Status.” The primary responsibility of the university is to verify active enrollment of VA students; it is not to make decisions on individual claims.

Please note: UMUC Europe students are not eligible for the VA Advanced Payment program or the Yellow Ribbon program.

PAYMENTS

VA payments are made by the Department of Veterans Affairs and are calculated in accordance with federal regulations. Education benefits are paid according to how the Department of Veterans Affairs views both the nature of the courses and the course load a student is taking. For students needing information on training times, please see the training time chart found on [www.europe.umuc.edu/vabenefits](http://www.europe.umuc.edu/vabenefits).

Students receiving education benefits under the GI Bill (Chapter 30) should be able to verify their monthly enrollments for payment online via the Web Automated Verification of Enrollment (WAVE) at [www.gibill.va.gov](http://www.gibill.va.gov) within 6-8 weeks of certification.

VA students who withdraw from courses are subject to having the amount of their award recalculated by the VA and may be required to repay any unauthorized amounts received.
STUDENT RESPONSIBILITIES

Students receiving VA benefits are expected to follow all regulations and procedures of the Department of Veterans Affairs while attending UMUC Europe. At UMUC, all regulations of the U.S. Department of Veterans Affairs are enforced. Students should be aware of the following requirements:

- VA students are required to process a request for certification each time they register
- Post 9/11 Chapter 33 VA recipients are required to provide UMUC a copy of their certificate of eligibility from DVA
- VA students are expected to make satisfactory progress toward a degree or certificate; everyone must comply with the academic standards of UMUC
- VA students must report all changes in enrollment, including drops, adds, withdrawals, and changes to audit. Such actions may affect payments to the student or lead to a requirement that she/he repay the VA monies already received
- All VA students must submit through VONAPP the online form 22-1995 (Request for Change of Program or Place of Training) when
  - changing schools
  - reentering a program after leaving due to unsatisfactory attendance, progress, or conduct
  - requesting to adjust VA education benefits to reflect current military status (e.g., veteran to active duty)
- Registering for a course and then not attending, or ceasing to attend without officially withdrawing, is a misuse of federal funds that is punishable by law
- Payment of benefits will be disallowed for repeating a course for which transfer credit has been accepted or for which a grade that meets minimum requirements for the degree has been earned
- Payment of benefits will be disallowed for any course that is not a requirement in a student’s degree or certificate program or for which a grade of FN is assigned
- Each student must have an academic advisement report completed during the first session. Students who do not comply may find future benefits delayed. Department of Veterans Affairs requires previous training to be evaluated so the student receives correct transfer credit. Information about training types which qualify is available online at www.gibill.va.gov
- Students should contact their academic advisor each session to confirm their course selections meet degree requirements

TUTORIAL ASSISTANCE

Veterans, active duty military personnel, and reservists receiving funding assistance from the U.S. Department of Veterans Affairs may qualify for tutorial assistance. Students enrolled at least half time may qualify. Payments are allowed when students demonstrate deficiency in courses that are required for their degree programs.

WORK-STUDY ALLOWANCE

Students who are registered at least three-quarters time (9 credits) and who need money to attend school may participate in work-study. Recipients of benefits under the provisions of Chapters 30, 31, 32, 33, 35, and 106 may be eligible. Students may work up to 400 hours during a session and receive either the federal minimum wage or the state minimum wage, whichever is greater.

POINTS OF CONTACT

The VA Office advises students to complete and submit the correct paperwork as early as possible to ensure timely processing.

University of Maryland University College *
Attn: VA Office
Unit 29216
APO AE 09004
E-mail: va-europe@umuc.edu
CIV: +49-(0)6221-378271/256
Fax: +49-(0)6221-378398
Web: www.europe.umuc.edu/vabenefits

For questions regarding WAVE or payment inquiries, students should contact the DVA Regional Office in Buffalo, New York.

DVA Regional Office
PO. Box 4616
Buffalo, NY 14240-4616
CIV: 716-857-3196/3197
Fax: 716-857-3192
E-mail: buffrpo@vba.va.gov

* The UMUC Europe headquarters office will be moving to the Kaiserslautern military community in the area of Sembach, Germany, within this academic year. Please check our Web site for updated contact information.
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.

GRADING METHODS

There are four grading methods at UMUC. The most commonly used is the standard method. The pass/fail alternative is available only under limited conditions. The satisfactory/incomplete/fail method is restricted to certain specified courses. Any course may be audited. Regulations for each are given in the following paragraphs.

<table>
<thead>
<tr>
<th>Grade or Mark</th>
<th>Interpretation</th>
<th>Quality Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Excellent</td>
<td>4</td>
</tr>
<tr>
<td>B</td>
<td>Good</td>
<td>3</td>
</tr>
<tr>
<td>C</td>
<td>Below standards</td>
<td>2</td>
</tr>
<tr>
<td>F</td>
<td>Failure</td>
<td>0</td>
</tr>
<tr>
<td>FN</td>
<td>Failure for nonattendance</td>
<td>0</td>
</tr>
<tr>
<td>G</td>
<td>Grade pending</td>
<td>0</td>
</tr>
<tr>
<td>P</td>
<td>Passing</td>
<td>0</td>
</tr>
<tr>
<td>S</td>
<td>Satisfactory</td>
<td>0</td>
</tr>
<tr>
<td>I</td>
<td>Incomplete</td>
<td>0</td>
</tr>
<tr>
<td>AU</td>
<td>Audit</td>
<td>0</td>
</tr>
<tr>
<td>U</td>
<td>Unsatisfactory</td>
<td>0</td>
</tr>
<tr>
<td>W</td>
<td>Withdrawal</td>
<td>0</td>
</tr>
</tbody>
</table>

Standard

Unless students choose the audit option at the time of registration, they will be given a letter grade according to the standard method. Under the standard grading method, students are given a grade of A, B, C, or F on the basis of their performance in meeting the requirements of each course.

Pass/Fail

Noncredit courses, such as the required graduate library skills course, are graded on a pass/fail basis. Students may not choose to take other graduate courses on a pass/fail basis.

Satisfactory/Incomplete/Fail

This grading method is available only on a limited basis. Although a grade of satisfactory (S) earns credit toward graduation, it is not included in calculating grade point averages. The mark of incomplete (I) earns no credit and is not included in computing grade point averages, but is included in computing the course completion rate. While a failing grade (F) earns no credit, it is included in computing grade point averages.

Audit

Students who do not wish to receive credit may register for courses as auditors after they have been admitted. Students must indicate this intention when they register. Students may request a change from credit to audit status anytime before the end of the second week of classes.

Audited courses are listed on the permanent record, with the notation AU. No letter grade is given for audited courses, nor are credits earned. Students receiving financial aid should check with a financial aid advisor before selecting audit as a grading option as this may affect financial aid.

GRADES AND MARKS

The Grade of A: Excellent

Only students who demonstrate exceptional comprehension and application of the course subject matter merit an A.

The Grade of B: Good

The grade of B represents the benchmark for the Graduate School. It indicates that the student has demonstrated competency in the subject matter of the course. For example, the student has fulfilled all course requirements on time, has a clear grasp of the full range of course materials and concepts, and is able to present and apply these materials and concepts in clear, reasoned, well-organized, and grammatically correct responses, whether written or oral.

The Grade of C: Below Standards

The grade of C indicates that the student has passed the course. However, the grade of C is not considered to meet overall standards for graduate work. Students should refer to Academic Standards for further information on the implications of a grade of C.

The Grade of F: Failure

The grade of F means a failure to satisfy the minimum requirements of a course. Although it carries no credit, it is included in calculating the grade point average. If applicable, a student assigned the grade of F must register again for the course, pay the applicable fees, repeat the course, and earn a passing grade in order to receive credit for that course.
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 will not increase the total credits earned toward a degree. The higher grade will count for credit.

COMPUTATION OF ACADEMIC AVERAGE (GPA)

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 grades/marks of W and I are not. When the requirements of an incomplete 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.

GPAs are computed separately for each degree after the first bachelor’s degree. Only courses applied toward a second bachelor's degree are computed in the GPA for that degree, even if the student earned a first degree at UMUC; only courses applied toward a master's degree are computed in the GPA for that degree, even if the student is a graduate of the Undergraduate School at UMUC.

WITHDRAWAL

Students who must withdraw (drop) from a course are responsible for completing the withdrawal through MyUMUC or by visiting the UMUC Europe field office. The date a student withdraws in MyUMUC will determine the withdrawal date for refunds. The following actions do not constitute formally withdrawing from (dropping) a course and may result in a failing grade and forfeit of any refund:

- Stopping payment on checks for registration fees
- Non-payment of tuition charges
- Never attending or ceasing to attend class(es)
- Verbally requesting to withdraw from class(es)

None of the above actions relieve the student of his or her financial obligation to UMUC.

In addition, students using tuition assistance must contact the education counselor at the education center that issued the tuition assistance to discuss the reason(s) for withdrawing from the class and possible repayment of funds.
Students receiving financial aid are strongly encouraged to contact the Financial Aid Office before withdrawing to fully understand the impact on their current and future financial aid. Students are responsible for withdrawing themselves.

Each campus has its own withdrawal policy and dates and deadlines vary from campus to campus. Students who take a course from UMUC Stateside are responsible to determine the appropriate withdrawal deadlines. Withdrawal dates may differ from the refund schedule.

GoArmyEd students must follow the procedures and withdraw through the GoArmyEd portal.

Students who officially withdraw from a course will receive a mark of W. In Europe,

- Students who register for on-site classes or weekend seminars must officially withdraw no later than the day before the final class.
- Students who register for online and hybrid courses must officially withdraw no later than the Friday before the final week of the course.

Note: Students may not withdraw after the final meeting day of a weekend seminar, even if they did not take the final exam.

Additional information for students receiving Veterans Affairs education benefits and financial aid can be found in the VA and Financial Aid sections of this Catalog.

CHANGE OF ADDRESS OR NAME

Students who move during the term should not only leave a forwarding address with the postal authorities but should change their address and submit a divisional transfer request through the MyUMUC student portal.

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

- Copy of a court order
- Copy of a marriage certificate
- Statement from a legal officer certifying the name change

The request, which can be made by letter or by a completed Notification of Student Name Change form (UMRS-046) which is available from the local field representative or online at www.europe.umuc.edu/record, should be mailed with a copy of the appropriate document to Student Services. The request can also be made through the MyUMUC student portal but must be followed by mailing in the requested documents. 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 forwarded and processed.

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 from current students should be submitted through MyUMUC. Students may also request transcripts using the form available from the UMUC Europe Web site. Rush transcripts are available for $25.

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: Senior Associate Registrar
Unit 29216
APO AE 09004

For another person to initiate services for a student, a power of attorney indicating the person's ability to act on the student's behalf is required. 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 within three weeks of the first enrollment of each school year.

To prevent automatic disclosure of directory information, this notice must be provided annually with the registrar within the time allotted above. Students may select which information they wish to release without consent through MyUMUC.

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

See Appendix E of the 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 UMUC Europe Undergraduate Catalog and is also available at www.umuc.edu/policy.
COURSE LOAD

Generally, graduate students are considered full-time if they are registered for at least 9 credits per term. Graduate students who are enrolled in 6 credits per term are considered half-time.

MBA students are considered full-time when they register for at least 6 credits per term in their degree program, half-time if they register for 3 credits per term.

UMUC’s policy 215.00 on Student Academic Load and Enrollment Status is provided at www.umuc.edu/policies/academicpolicies/aa215.00.cfm.

Students are advised to limit their academic loads to conform with the demands of their employment and the time they have to prepare for class. The academic load for students who work more than 20 hours a week is limited to 6 credits per term. Students who work no more than 20 hours a week may take 9 credits per term.

Students who have a compelling need to take a course overload may submit to Graduate Advising a written request to take one additional course. Requests for exceptions to the standard course load must be made at least one month before the beginning of a session.

To be considered for a course overload, a student must:
- Be a degree- or certificate-seeking student.
- Have no previous grades of C or F.
- Have no current marks of I.
- Have never been on academic probation.

Students pursuing the MBA or MS in cybersecurity cannot take course overloads.

ACCESSIBILITY SERVICES

Reasonable accommodations are available for students who have disabilities and are enrolled in any program offered at UMUC. Requests for accommodations should be made to the director, Student Services as early as possible to allow sufficient time to review requests and documentation and make proper arrangements. Students must request accommodations each time they register.

Students with disabilities who wish to receive accommodations must officially register with Accessibility Services. To do so, students must first submit documentation of their disability. Depending on the disability, documentation may include secondary school records; medical, psychiatric, or psychological reports and diagnoses; or a psychoeducational evaluation. The documentation must provide clear and specific evidence of a disability and recommended accommodations from a qualified licensed professional.

Once documentation is received, Accessibility Services will notify the student of the status of his or her file and schedule an intake appointment, which may be held by phone, e-mail, or in person. During the appointment, an intake form is completed and services and procedures are discussed. Note: All UMUC students are required to comply with university policies and procedures and meet the academic requirements of all undergraduate certificate and degree programs.

Students with disabilities should review the requirements listed in this catalog. Students should not apply to a UMUC certificate or degree program with the expectation that any academic requirement will be waived or that substitutions will be allowed.

For more information, students should contact the director, Student Services or e-mail studentaffairs-europe@umuc.edu.
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” is defined in UMUC Policy 130.80 as:

- A final course grade assigned on some basis other than performance in the course; or
- A final course grade assigned by resorting to unreasonable standards different from those that were applied to other students in that course; or
- A final course grade assigned by a substantial, unreasonable, or unannounced departure from the faculty member’s previously articulated grading standards.

The established performance standards for a course grade are communicated in the syllabus and other course materials. A student who believes his or her final grade has not been based on such standards may pursue the appeal process. The student should first confer promptly with the faculty member of the course. There is a time limit on appealing a grade; 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 must consult with the director, Graduate Programs. If the student, the faculty member, and the director are unable to reach a mutually agreeable solution, the student may file a formal grade appeal to the director.

For a formal grade appeal, the student must submit a written statement, explaining in detail the allegation that the grade was the result of arbitrary and capricious grading and presenting relevant evidence.

ENROLLMENT VERIFICATION

UMUC participates in the National Student Clearinghouse which, in turn, supplies verification of enrollment to lending agencies. UMUC reports enrollment data on students to the clearinghouse two times each month. Enrollment data is provided for all students who are enrolled in classes, whether they are attending full-time, half-time, or less than half-time, as well as for students who are considered to have withdrawn from the university. UMUC also reports degree information, including graduation date, for students who have completed an academic program.

Current students may request enrollment verification through MyUMUC for free. Students who are no longer enrolled at UMUC may request a transcript of their academic record to verify past enrollment. Letters certifying official enrollment are also available upon request from Student Services. Enrollment can be certified only for the current term and for previous terms. If requesting a letter for a future session, the letter will be mailed out and a hold will be placed on the student’s record.

EXCEPTION TO POLICY

Requests for an exception to policy must be submitted in writing to the director, Graduate Programs. The student is responsible for presenting a strong case for the request for exception to policy. Requests are carefully reviewed before approval can be granted.

GRADE APPEAL PROCESS

College and university students inevitably encounter faculty members who vary widely in teaching philosophy and demeanor and who use 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.

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 must consult with the director, Graduate Programs. If the student, the faculty member, and the director are unable to reach a mutually agreeable solution, the student may file a formal grade appeal to the director.

For a formal grade appeal, the student must submit a written statement, explaining in detail the allegation that the grade was the result of arbitrary and capricious grading and presenting relevant evidence.

Procedures for appealing a grade are detailed in UMUC Policy 130.80, “Procedures for Review of Alleged Arbitrary and Capricious Grading.” This can be found in Appendix F of the UMUC Europe Undergraduate Catalog and at www.umuc.edu/policy.
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, this can be accomplished through MyUMUC.

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 09004. For the complete statement on nondiscrimination, see Appendix C of the 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.

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 summer, fall, and spring 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 who expect to complete requirements for a master’s degree or certificate must submit an online graduation application and the $50 graduation (diploma) fee in accordance with the following schedule:

<table>
<thead>
<tr>
<th>Graduation Term</th>
<th>Application Deadline</th>
<th>Graduation Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall</td>
<td>1 October</td>
<td>30 December</td>
</tr>
<tr>
<td>Spring</td>
<td>15 February</td>
<td>30 May</td>
</tr>
<tr>
<td>Summer</td>
<td>15 June</td>
<td>30 August</td>
</tr>
</tbody>
</table>

Once the application deadline has passed, students may only apply for the next scheduled graduation. Students may view their graduation application status in the MyUMUC student portal.

For students in the MBA program, applications for diploma may be submitted at the time of the final term’s registration or up to the following deadlines:

<table>
<thead>
<tr>
<th>Graduation Term</th>
<th>Application Deadline</th>
</tr>
</thead>
<tbody>
<tr>
<td>December graduation</td>
<td>15 October</td>
</tr>
<tr>
<td>March graduation</td>
<td>15 February</td>
</tr>
<tr>
<td>June graduation</td>
<td>1 April</td>
</tr>
<tr>
<td>September graduation</td>
<td>15 July</td>
</tr>
</tbody>
</table>

Noncompletion of Degree Requirements

Students whose applications for a diploma are received after the deadlines will be considered for receiving degrees at the next graduation. Students who do not complete degree requirements in the session in which they first applied for graduation must complete a new application for the diploma and pay another $50 graduation fee for the session in which they will graduate. Students will be informed of remaining degree requirements.
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 UMUC no later than the first day of the month in which the degree is to be awarded. Documentation should be sent to:

File Management
Attn: Incoming Transcripts
University of Maryland University College
3501 University Boulevard East
Adelphi, MD 20783-8070

COMMENCEMENT

Master’s candidates who have earned their degrees in any of the three degree periods (summer, fall, or spring of that academic year) are eligible to march at the May commencement ceremonies. All candidates will receive commencement information from the senior associate registrar in late February. To be eligible to march, spring master’s candidates must be able to demonstrate that they will complete all degree requirements by the degree conferral date (30 May) and pay the required fees.

ISSUANCE OF DIPLOMAS

All graduates can expect to receive their diplomas by mail within three months after the graduation date if all financial obligations with UMUC Europe have been satisfied. Advisors are available to answer any questions about requirements for graduation and the application for diplomas or certificates at +1-800-888-UMUC, ext. 2-2100, or e-mail gradinfo@umuc.edu. If students need special verification of meeting master’s degree requirements prior to receiving the diploma, they may request a Letter of Completion from the Office of Graduate Programs.
MASTER OF BUSINESS ADMINISTRATION

PROGRAM DESCRIPTION

Management responsibilities in today’s complex multinational business organizations transcend a single functional specialty and require a broad array of specialized knowledge. The Master of Business Administration (MBA) is designed for midcareer professionals whose careers and management responsibilities extend beyond a single functional specialty and require a broad array of specialized knowledge and skills. The emphasis of this interdisciplinary, integrated, and applied degree program is on the significant organizational and management processes that take place in the context of large public or private institutions doing business on a global scale. The goal is to prepare students for upper management and executive-level positions by developing key managerial competencies—including critical thinking, systems thinking, team building, decision making, and ethical leadership—that can be applied in any type of business enterprise.

PROGRAM OBJECTIVES

Graduates of this program will be able to:

- Make effective management decisions that exhibit high ethical standards in a global and culturally diverse environment.
- Use oral and written communication skills to express ideas effectively and persuasively with all organizational stakeholders using a variety of tools, including synchronous and asynchronous technologies.
- Develop comprehensive solutions to business problems by synthesizing and evaluating information using qualitative and quantitative analytical reasoning.
- Manage the effective use of technology in an organization to achieve superior performance and operational effectiveness.
- Apply proven management theories and practices to resolve a wide range of organizational issues.
PROGRAM OVERVIEW

The MBA degree program requires 42 credits of coursework, including 24 credits of common core courses and 18 credits in either standard or global focus core courses. Courses must be taken sequentially and are offered in four 10-week terms. An introductory course (AMBA 600) is prerequisite to the program but may be waived for students who already have a graduate degree or who present GMAT scores in the 70th percentile or higher.

PROGRAM RECOGNITION/ACCREDITATION

In 2011, the UMUC MBA program won the Best Practices Award (Silver) in Distance Learning Programming—Higher Education from the U.S. Distance Learning Association.

The MBA program has also received specialized accreditation through the International Assembly for Collegiate Business Education (IACBE).

Career Paths

- Mid- to upper-level manager in corporate, government, or nonprofit organizations
- Business/organizational consultant
- Corporate planner
- Business owner/entrepreneur

REQUARED COURSES: MASTER OF BUSINESS ADMINISTRATION

| Initial Requirements to be taken within the first 6 credits of study | UCSP 615A | Orientation to Graduate Studies at UMUC (0) |
| AMBA 600 | MBA Fundamentals (3) |
| Course Sequencing | All courses must be taken in the order listed. |
| Required Common Courses* | AMBA 610 | The Manager in Organizations and Society (6) |
| AMBA 620 | Managing People and Groups in the Global Workplace (6) |
| AMBA 630 | The Economics of Management Decisions (6) |
| AMBA 640 | Managing Projects, Operations, and Information Systems (6) |

STANDARD FOCUS

| Required Standard Focus Courses* | AMBA 650 | Marketing Management and Innovation (6) |
| AMBA 660 | Managing Global Business (6) |
| AMBA 670 | Managing Strategy in the Global Marketplace (6) |

* MBA courses are 6 credit hours each and 10 weeks in length.
Society has become increasingly reliant on information and communications technologies—and increasingly vulnerable to cyberspace threats. The Master of Science (MS) in cybersecurity is designed for midcareer professionals who wish to help meet the challenges posed by increasing cyber threats. The program uses a multidisciplinary approach—drawing from fields such as management, law, ethics, science, technology, business, psychology, and sociology—to help students gain a broad analytical framework for evaluating and solving cybersecurity problems. The goal of the program is to provide students with the knowledge and skills to combat cyber threats at enterprise, national, and global levels.

This program is designed to help students to:

- Analyze cybersecurity issues from different perspectives.
- Identify the root causes of cybersecurity problems.
- Propose effective countermeasures and preventative methods in cybersecurity.
- Lead teams of cybersecurity professionals.
- Work in concert with leaders in related fields.
- Make strategic decisions to protect entities from cyber threats.

The degree program requires 36 credits of coursework including a 6-credit capstone course. Courses must be taken sequentially and are offered in three 12-week terms.
TECHNOLOGY REQUIREMENTS
The cybersecurity curriculum makes extensive use of online multi-media learning objects and interactive exercises.
A minimum Internet connection speed of 512 KB per second is recommended.

Career Paths
- Chief security officer
- Cybersecurity manager or administrator
- Cybersecurity architect
- Cybersecurity operations analyst
- Cybersecurity or secure software assurance engineer
- Cyber operations planner

ACADEMIC RELATIONSHIP
An articulation agreement between the Graduate School and UMUC’s Undergraduate School allows students who completed their undergraduate degree at UMUC with a major in cybersecurity to reduce their total coursework for the graduate degree by up to 18 credits (three courses).

The Graduate School will accept the following courses toward the completion of the MS in cybersecurity for a maximum of 18 credits:
- Both CSIA 413 Security Policy Implementation and CSIA 485 Practical Applications in Cybersecurity Management in lieu of CSEC 610 Cyberspace and Cybersecurity
- CSIA 530 Prevention and Protection Strategies in Cybersecurity in lieu of CSEC 630 Prevention and Protection Strategies in Cybersecurity

The substitutions listed above are the only ones possible. Credits eligible for sharing must have been completed no earlier than four years before the beginning of graduate studies. A minimum grade of B must have been earned in the undergraduate class for the credits to be accepted at the graduate level. Admission requirements apply to all applicants.

REQUIRED COURSES: MASTER OF SCIENCE IN CYBERSECURITY

<table>
<thead>
<tr>
<th>Initial Requirement</th>
<th>UCSP 615</th>
<th>Orientation to Graduate Studies at UMUC (0)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Course Sequencing</td>
<td>All courses must be taken in the order listed.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>CSEC 610 must be taken as the first course.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Students must complete all other program coursework before taking CSEC 670</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Courses may not be taken concurrently.</td>
<td></td>
</tr>
<tr>
<td>Required Main Courses*</td>
<td>CSEC 610</td>
<td>Cyberspace and Cybersecurity (6)</td>
</tr>
<tr>
<td></td>
<td>CSEC 620</td>
<td>Human Aspects in Cybersecurity: Ethics, Legal Issues, and Psychology (6)</td>
</tr>
<tr>
<td></td>
<td>CSEC 630</td>
<td>Prevention and Protection Strategies in Cybersecurity (6)</td>
</tr>
<tr>
<td></td>
<td>CSEC 640</td>
<td>Monitoring, Auditing, Intrusion Detection, Intrusion Prevention, and Penetration Testing (6)</td>
</tr>
<tr>
<td></td>
<td>CSEC 650</td>
<td>Cyber Crime Investigation and Digital Forensics (6)</td>
</tr>
<tr>
<td>Required Capstone Course*</td>
<td>CSEC 670</td>
<td>Cybersecurity Capstone (6)</td>
</tr>
</tbody>
</table>

* Master of Science in cybersecurity courses are 6 credit hours each and 12 weeks in length.
Information technology (IT) is a broad term for a career field that includes Web site designers, network administrators, telecommunications managers, and dozens of other occupations related to the development, implementation, and management of information systems.

The Master of Science (MS) in information technology is designed for students with a variety of educational backgrounds and work experiences who want to pursue careers in IT development, find themselves taking on IT-related roles in their current job, would like to serve as IT liaisons, or would like to better understand how their organization’s IT systems function and are utilized in the business realm. Depending on the specialization, the curriculum can include the study of concepts in systems engineering, e-business and economics, relational database systems, software maintenance, satellite communication systems, network and Internet security, and more. The goal of the program is to give students a broad technical understanding of current and evolving technologies in the IT field with an emphasis on moving technology from the laboratory into business development.

Graduates of this program will be able to:
- Apply the principles and theories underlying applied information technology.
- Demonstrate an understanding of the technical and regulatory issues surrounding the Internet.
- Apply IT best practices to productivity and competitive advantage.
- Display an awareness of developments in the convergence of computer and telecommunications technologies.
- Discuss the role of information awareness and literacy in organizational decision making.
- Grasp the central role of software and hardware life cycles.

The degree program requires 36 credits of coursework including 15 credits of core coursework and 21 credits of specialization coursework.
SPECIALIZATIONS

The MS in information technology degree 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.

**MS IN INFORMATION TECHNOLOGY SPECIALIZATIONS**

- Database Systems Technology
- Homeland Security Management
- Informatics
- Information Assurance
- Project Management
- Software Engineering
- Systems Engineering
- Telecommunications Management

**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. The curriculum also covers distributed databases, data warehousing, data mining, database administration, and database security. Laboratory experiences are included in most courses.

**Career Paths**

- Technical leader
- Systems manager
- Database administrator

**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 human-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 as 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 practitioner or administrator

**Informatics**

The informatics specialization has a decidedly technical slant and is oriented toward 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 endeavors, 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 21st century. The specialization also serves as a logical extension of coursework begun in programs offered at military institutions with which UMUC has partnership agreements.

**Career Paths**

- Programming and applications software developer
- Software tester
- Network designer
- Customer service trainer
- Hardware acquisitions manager
- Interface designer
- Document support specialist
- Software quality assurance specialist
- Web site developer
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
- Program manager
- Project/product manager
- Government contractor

Recognition/Professional Certification

UMUC master's degree programs with project management specializations are accredited by the Global Accreditation Center (GAC) of the Project Management Institute (PMI). Graduates of these programs receive 1,500 hours of project management experience toward earning the PMI Project Management Professional credential.

UMUC is also a PMI-registered educational provider. Successful completion of each 3-credit PMAN course qualifies for 45 professional development units (PDUs). The 6-credit course PMAN 600 earns 90 PDUs. Students may claim their PDUs at www.pmi.org.

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.

Career Paths
- Leader of a software development team
- Head of a development department
- Chief technical officer
Systems Engineering
The systems engineering specialization helps provide students with the ability to apply traditional and modern life cycle models, techniques, and tools to the specification, design, development, and deployment of complex systems. This specialization is designed for students with an academic or professional background in a technical discipline who wish to enhance their knowledge and skills in systems engineering theory and practice. A variety of cases across different application domains are used to illustrate the wide scope of systems concepts.

Career Paths
- Lead project engineer
- Process designer
- Engineering manager

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, or local government telecommunication manager or contractor
### REQUIRED COURSES: MASTER OF SCIENCE IN INFORMATION TECHNOLOGY

**Initial Requirement** to be taken within the first 6 credits of study

<table>
<thead>
<tr>
<th>Course Sequencing</th>
<th>UCSP 615</th>
<th>Orientation to Graduate Studies at UMUC (0)</th>
</tr>
</thead>
</table>

**Core Courses**

<table>
<thead>
<tr>
<th>Course Sequencing</th>
<th>ITEC 610</th>
<th>Information Technology Foundations (3)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>ITEC 620</td>
<td>Information Technology Infrastructure (3)</td>
</tr>
<tr>
<td></td>
<td>ITEC 630</td>
<td>Information Systems Analysis, Modeling, and Design (3)</td>
</tr>
<tr>
<td></td>
<td>ITEC 640</td>
<td>Information Technology Project Management (3)</td>
</tr>
<tr>
<td></td>
<td>TMAN 625</td>
<td>Economics and Financial Analysis for Technology Managers (3)</td>
</tr>
</tbody>
</table>

**DATABASE SYSTEMS TECHNOLOGY**

**Course Sequencing**

- Students must complete 6 credits of core coursework before beginning specialization coursework.
- DBST 651 is prerequisite for all other specialization coursework and may not be taken concurrently with other specialization coursework.
- All other specialization coursework must be completed before taking DBST 670.

<table>
<thead>
<tr>
<th>Specialization Courses</th>
<th>DBST 651</th>
<th>Relational Database Systems (3)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>DBST 652</td>
<td>Advanced Relational/Object-Relational Database Systems (3)</td>
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<tr>
<td></td>
<td>DBST 663</td>
<td>Distributed Database Management Systems (3)</td>
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<td></td>
<td>DBST 665</td>
<td>Data Warehouse Technologies (3)</td>
</tr>
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<td></td>
<td>DBST 667</td>
<td>Data Mining (3)</td>
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<tr>
<td></td>
<td>DBST 668</td>
<td>Database Security (3)</td>
</tr>
<tr>
<td></td>
<td>DBST 670</td>
<td>Database Systems Administration (3)</td>
</tr>
</tbody>
</table>

**HOMELAND SECURITY MANAGEMENT**

**Course Sequencing**

- HSMN 610 must be taken as one of the first two specialization courses.
- HSMN 670 must be taken after all other specialization courses.

<table>
<thead>
<tr>
<th>Specialization Courses</th>
<th>HSMN 610</th>
<th>Concepts in Homeland Security (3)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>HSMN 625</td>
<td>Critical Infrastructures (3)</td>
</tr>
<tr>
<td></td>
<td>HSMN 630</td>
<td>Resilience Planning and Preparedness for Disaster Response and Recovery (3)</td>
</tr>
<tr>
<td></td>
<td>INFA 660</td>
<td>Security Policy, Ethics, and the Legal Environment (3)</td>
</tr>
<tr>
<td></td>
<td>BSBD 641</td>
<td>Biosecurity and Bioterrorism (3)</td>
</tr>
<tr>
<td></td>
<td>HSMN 640</td>
<td>Energy Infrastructure Management and Security (3)</td>
</tr>
<tr>
<td></td>
<td>HSMN 670</td>
<td>Seminar in Homeland Security (3)</td>
</tr>
</tbody>
</table>

**INFORMATICS**

**Course Sequencing**

Students must complete 6 credits of core coursework before taking the first specialization course.

<table>
<thead>
<tr>
<th>Specialization Courses</th>
<th>SWEN 603</th>
<th>Systems Engineering (3)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>DBST 651</td>
<td>Relational Database Systems (3)</td>
</tr>
<tr>
<td></td>
<td>SWEN 645</td>
<td>System and Software Standards and Requirements (3)</td>
</tr>
<tr>
<td></td>
<td>INFA 610</td>
<td>Foundations of Information Security and Assurance (3)</td>
</tr>
<tr>
<td></td>
<td>IMAT 637</td>
<td>IT Acquisitions Management (3)</td>
</tr>
<tr>
<td></td>
<td>IMAT 639</td>
<td>Internet Multimedia Applications (3)</td>
</tr>
<tr>
<td></td>
<td>IMAT 670</td>
<td>Contemporary Topics in Informatics (3)</td>
</tr>
</tbody>
</table>
### INFORMATION ASSURANCE

**Course Sequencing**
- INFA 610 must be taken as the first specialization course.
- Students must complete all other specialization coursework before taking INFA 670.

**Specialization Courses**
- INFA 610 Foundations of Information Security and Assurance (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)
- INFA 670 Information Assurance Capstone (3)

### PROJECT MANAGEMENT

**Course Sequencing**
- PMAN 634 (or PMAN 600) must be taken as the first course.

**Specialization Courses**
- PMAN 634 Foundations of Project Management (3)
- PMAN 635 Advanced Project Methods (3)
- PMAN 637 Project Risk Management (3)
- PMAN 638 Project Communication Management (3)
- PMAN 639 Project Quality Management (3) *Prerequisite: approved statistics course*
- PMAN 641 Project Procurement Management (3)
- PMAN 650 Financial Management of Projects (3)

**Alternate Course**
- PMAN 600 Project Management: Foundations and Advanced Methods (6)
  - May be taken instead of PMAN 634 and 635.

### SOFTWARE ENGINEERING

**Course Sequencing**
- SWEN 670 must be taken in the last term of enrollment.

**Specialization Courses**
- SWEN 603 Systems Engineering (3)
- SWEN 645 System and Software Standards and Requirements (3)
- SWEN 651 Usability Engineering (3)
- SWEN 646 Software Design and Implementation (3)
- SWEN 647 Software Verification and Validation (3)
- SWEN 648 Software Maintenance (3)
- SWEN 670 Software Engineering Project (3)

### SYSTEMS ENGINEERING

**Course Sequencing**
- Specialization courses must be taken in the order listed.
- Students must take SYSE 670 in their final term.

**Specialization Courses**
- SYSE 610 Systems Engineering Overview (3)
- SYSE 620 Requirements Engineering (3)
- SYSE 630 Systems Design and Development (3)
- SYSE 640 Systems Integration and Test (3)
- SYSE 650 Design Considerations (3)
- SYSE 660 Systems Engineering Management (3)
- SYSE 670 Systems Engineering Capstone (3)

### TELECOMMUNICATIONS MANAGEMENT

**Course Sequencing**
- ITEC 620 should be taken before any specialization courses.
- Students must complete 27 credits of program coursework before taking TLMN 670; availability of the capstone course is provided online at www.umuc.edu/telecom.

**Specialization Courses**
- TLMN 602 Telecommunications Industry: Structure and Environment (3)
- TLMN 623 Telecommunications Networks (3)
- TLMN 630 Satellite Communication Systems (3)
- TLMN 641 Network Management and Design (3)
- TLMN 645 Wireless Telecommunications Systems (3)
- INFA 620 Network and Internet Security (3)
- TLMN 670 Capstone Course in Telecommunications Management (3)
A graduate certificate is a professional credential that represents the successful completion of graduate-level study in a specific area. UMUC Europe offers nine certificate programs.

The certificates are designed specifically for individuals who are updating current knowledge and skills, enhancing existing credentials, or working toward a master’s degree. Each five-course certificate can typically be completed in one year.

### CERTIFICATE PROGRAMS

<table>
<thead>
<tr>
<th>Initial Requirement</th>
<th>UCSP 615</th>
<th>Orientation to Graduate Studies at UMUC (0)</th>
</tr>
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</table>

#### DATABASE SYSTEMS TECHNOLOGY

<table>
<thead>
<tr>
<th>Required Courses</th>
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#### FOUNDATIONS OF INFORMATION TECHNOLOGY

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#### HOMELAND SECURITY MANAGEMENT

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<thead>
<tr>
<th>Course Sequencing</th>
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<tr>
<td>HSMN 610</td>
<td>Concepts in Homeland Security (3)</td>
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#### INFORMATICS

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<tr>
<td>HSMN 610</td>
<td>Information Technology Foundations (3)</td>
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<tr>
<td>HSMN 625</td>
<td>Information Technology Infrastructure (3)</td>
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<tr>
<td>HSMN 630</td>
<td>Information Systems Analysis, Modeling, and Design (3)</td>
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<tr>
<td>INFA 660</td>
<td>Information Technology Project Management (3)</td>
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<tr>
<td>HSMN 670</td>
<td>Seminar in Homeland Security (3)</td>
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#### INFORMATION ASSURANCE

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<tr>
<th>Required Courses</th>
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<tbody>
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<td>INFA 610</td>
<td>Information Technology Foundations (3)</td>
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<tr>
<td>INFA 620</td>
<td>Network and Internet Security (3)</td>
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<tr>
<td>INFA 630</td>
<td>Intrusion Detection and Intrusion Prevention (3)</td>
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<tr>
<td>INFA 640</td>
<td>Cryptology and Data Protection (3)</td>
</tr>
<tr>
<td>INFA 650</td>
<td>Computer Forensics (3)</td>
</tr>
</tbody>
</table>
## PROJECT MANAGEMENT

**Course Sequencing**
PMAN 634 (or PMAN 600) must be taken as the first course.

### Required Courses
- PMAN 634 Foundations of Project Management (3)
- PMAN 635 Advanced Project Methods (3)
- PMAN 637 Project Risk Management (3)
- PMAN 638 Project Communication Management (3)
- PMAN 639 Project Quality Management (3) *Prerequisite: approved statistics course*

### Alternate Course Choice
- PMAN 600 Project Management: Foundations and Advanced Methods (6)
  May be taken instead of PMAN 634 and 635.

## SOFTWARE ENGINEERING

### Required Courses
- SWEN 603 Systems Engineering (3)
- SWEN 645 System and Software Standards and Requirements (3)
- SWEN 651 Usability Engineering (3)
- SWEN 646 Software Design and Implementation (3)
- SWEN 647 Software Verification and Validation (3)

## SYSTEMS ENGINEERING

**Course Sequencing**
SYSE 610 must be taken as one of the first two courses

### Specialization Courses
- SYSE 610 Systems Engineering Overview (3)
- SYSE 620 Requirements Engineering (3)
- SYSE 630 Systems Design and Development (3)
- SYSE 640 Systems Integration and Test (3)
- SYSE 660 Systems Engineering Management (3)

## TELECOMMUNICATIONS MANAGEMENT

### Required Courses
- ITEC 620 Information Technology Infrastructure (3)
- TLMN 602 Telecommunications Industry: Structure and Environment (3)
- TLMN 641 Network Management and Design (3)
- TLMN 645 Wireless Telecommunications Systems (3)
- TLMN 623 Telecommunications Networks (3)
Program Description

The Master of Science (MS) in management is designed for professionals who are assuming or want to assume greater management responsibilities within their organizations or are planning to pursue management positions at new organizations. Throughout the curriculum, emphasis is on the effects rapid technological change has on organizations and administrative processes and the consequent ethical and moral responsibilities of managers to society at large. The goal of the program is to provide students with the skills and technical expertise that are the basis for success in modern organizations.

Program Objectives

Graduates of this program will be able to:
- Utilize methods of and conduct organizational assessments.
- Evaluate the organization/environment relationship.
- Direct strategic planning.
- Demonstrate organizational communication and leadership.
- Budget and allocate resources.
- Manage organizational decision making.

Program Overview

The degree program requires 36 credits of coursework including 9 credits in core courses, 21 credits in specialization courses, a 3-credit research methods core course, and a 3-credit capstone course.
SPECIALIZATIONS

The MS in management degree program offers two specializations, each covering subject areas relevant to today's career fields. Each specialization helps prepare students for one of several possible career paths, depending on the student's background and the employer's criteria.

MS IN MANAGEMENT

- Criminal Justice Management
- Homeland Security Management

Criminal Justice Management

The criminal justice management specialization helps provide the foundation necessary for graduates to assume roles of increasing responsibility within the criminal justice system in both private and public settings, as well as to continue studies at the doctoral or professional level. The curriculum covers the entire criminal justice system and the management of organizations within that system and emphasizes leadership, cross-agency collaboration, research, data analysis, policy development, and operational decision making. Coursework explores crime and criminal justice issues and examines topics such as law enforcement leadership, physical security, corrections, and legal and judicial perspectives.

Career Paths
- Police administrator
- Correctional administrator
- Security manager
- Intelligence analyst supervisor
- Federal, state, or local government manager
- Court/law-related practitioner or administrator
- Juvenile corrections manager
- Parole or probation supervisor
- Private corrections administrator
- Border patrol supervisor

Homeland Security Management

The homeland security management specialization is designed to provide managers and practitioners with the background to prepare for and deal with a wide range of human-made and natural threats and vulnerabilities at community and organizational levels. The curriculum helps prepare students to perform security risk assessments and develop strategies to mitigate threats to people, physical facilities, and information-dependent critical infrastructure, as well as 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
- Enterprise chief operation officer
- Facility and plant manager
- Facility security officer
- Military planner
- Federal, state, or local government emergency planner and policy maker
- Law enforcement, emergency, or medical practitioner or administrator
# REQUIRED COURSES: MASTER OF SCIENCE IN MANAGEMENT

<table>
<thead>
<tr>
<th>Requirement</th>
<th>Course Code</th>
<th>Course Title</th>
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</thead>
<tbody>
<tr>
<td><strong>Initial Requirement</strong></td>
<td>UCSP 615</td>
<td>Orientation to Graduate Studies at UMUC (0)</td>
</tr>
<tr>
<td><strong>Required Core Courses</strong></td>
<td>MGMT 610</td>
<td>Organizational Theory (3)</td>
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<td></td>
<td>MGMT 615</td>
<td>Intercultural Communication and Leadership (3)</td>
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<td>MGMT 640</td>
<td>Financial Decision Making for Managers (3)</td>
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<tr>
<td><strong>Required Research Methods Core Course</strong></td>
<td>MGMT 650</td>
<td>Statistics for Managerial Decision Making (3)</td>
</tr>
<tr>
<td><strong>Required Capstone Course</strong></td>
<td>MGMT 670</td>
<td>Strategic Management Capstone</td>
</tr>
<tr>
<td><strong>Alternate Course</strong></td>
<td>MGMT 630</td>
<td>Organizational Theory and Behavior in a Global Environment (6) may be taken instead of MGMT 610 and MGMT 615</td>
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## CRIMINAL JUSTICE MANAGEMENT

<table>
<thead>
<tr>
<th>Specialization Courses</th>
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<tbody>
<tr>
<td><strong>CJMS 600</strong></td>
<td>CJMS 610</td>
<td>Critical Analysis of the Criminal Justice System (3)</td>
</tr>
<tr>
<td><strong>CJMS 620</strong></td>
<td>CJMS 630</td>
<td>Perspectives in Law Enforcement Management (3)</td>
</tr>
<tr>
<td><strong>CJMS 640</strong></td>
<td>CJMS 640</td>
<td>Issues in Correctional Administration (3)</td>
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<td><strong>CJMS 650</strong></td>
<td>CJMS 650</td>
<td>Seminar in Security Management (3)</td>
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<tr>
<td><strong>CJMS 660</strong></td>
<td>CJMS 660</td>
<td>Criminal Justice Intelligence Systems and Approaches (3)</td>
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## HOMELAND SECURITY MANAGEMENT

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<tr>
<td><strong>BSBD 641</strong></td>
<td>BSBD 641</td>
<td>Security Policy, Ethics, and the Legal Environment (3)</td>
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<tr>
<td><strong>HSMN 640</strong></td>
<td>HSMN 640</td>
<td>Biosecurity and Bioterrorism (3)</td>
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<td><strong>HSMN 670</strong></td>
<td>HSMN 670</td>
<td>Energy Infrastructure Security (3)</td>
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<tr>
<td><strong>HSMN 680</strong></td>
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MASTER’S DEGREES

MASTER OF SOCIAL WORK (SALISBURY UNIVERSITY)

PROGRAM DESCRIPTION

The master’s in social work is designed to provide students with the education and experience necessary to help people function as best as they can in their environment. Social workers are people who care about the needs of others and want to make a difference.

Offered by our partner, Salisbury University, and administered by UMUC Europe, the Master of Social Work (MSW) helps prepare graduates for entry-level generalist social work practice and advanced graduate education. Accredited by the Council on Social Work Education, the curriculum utilizes both standard classroom study and practical field experience to prepare competent social work professionals for practice with individuals, families, and groups.

This program will be offered for the first time to U.S. military communities in Europe during the 2013-2014 academic year. For more information, students can visit www.europe.umuc.edu.

ABOUT OUR PARTNER INSTITUTION
SALISBURY UNIVERSITY

Salisbury University (SU) is a regionally accredited, four-year comprehensive university offering 57 distinct undergraduate and graduate degree programs in a friendly atmosphere that encourages close relationships between faculty and students.

Founded in 1925, SU has over 8,500 students enrolled and was ranked as a ‘Top Public Regional University in the North’ by U.S. News & World Report in 2013. The SU social work program includes the Bachelor of Arts in social work and Master of Social Work, each designed for the working professional.
ONLINE STUDY

The mission of UMUC’s Distance Education (DE) program is to provide opportunities for students to continue their studies without the time and place constraints of an on-site classroom. In online classes, students interact asynchronously with classmates and the faculty member. By accessing a secure classroom site, students can discuss issues, work together in study groups, and collaborate on writing assignments. Students are expected to participate frequently and to respond several times each week to topics posted in the class conferences and/or contribute to study group activities. Before enrolling in any graduate online classes, students must meet any course prerequisites. The Distance Education Web site at www.europe.umuc.edu/onlinelearning provides current schedules, course descriptions, and syllabi, as well as answers to frequently asked questions.

CLASSROOM-BASED STUDY

UMUC Europe students take face-to-face courses in classrooms at over 60 sites in Europe, the Middle East, and Africa. Courses are located on U.S. military bases for the convenience of servicemembers, their families, and civilians in those communities. Usually scheduled in 8-week sessions, courses are held on weekdays or weekends. The exceptions to this schedule are MBA courses offered in 10-week sessions and cybersecurity courses offered in 12-week sessions. Some communities also schedule on-site courses based on recommendations of the most convenient times for military units in the area.

HYBRID COURSES

Hybrid courses use an innovative learning format, combining face-to-face interaction and online learning. Students have the benefit of increased flexibility combined with in-person instruction time. Each course is designed to meet half of the time at an on-site location for classroom learning while the other half of the course takes place online. Course times vary, with on-site meetings taking place during the week or on weekends.
CONFERENCE COURSES

Conference courses are offered to provide an alternative for students who cannot otherwise complete their degrees. The director, Graduate Programs 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. Earned a GPA of at least 3.0.
3. Completed at least 27 credits toward the master's degree.
4. 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.
5. Satisfied all outstanding Incompletes.

To apply to take a conference course, a student must submit the request to the Office of Graduate Programs. The request will be reviewed to determine if all the above criteria have been met. The student will be notified of the decision.

KEY TO COURSE DESCRIPTIONS

The most frequently taught courses in UMUC Europe are listed in this Catalog. When scheduling on-site courses each term, the director, Graduate Programs coordinates with education center staff to select the most appropriate courses to offer at each site. This selection is based upon the size and assessed academic needs of the student population at the site (and at sites nearby) as well as upon availability of qualified faculty. Courses listed in other UMUC catalogs may also be offered by UMUC Europe when demand warrants and qualified faculty and academic facilities are available. Courses are arranged by academic subject.

Each course description includes very important information for students. The course description highlights each component by a numeric listing. To the right of the course description is a key that explains each of the components.

<table>
<thead>
<tr>
<th>Subject</th>
<th>Course Title</th>
<th>Number of Credits</th>
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<tbody>
<tr>
<td>CSEC 670</td>
<td>Cybersecurity Capstone (6)</td>
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Prerequisite: Completion of all other program coursework.¹

A study of and an exercise in developing, leading, and implementing effective enterprise- and national-level cybersecurity programs. Focus is on establishing programs that combine technological, policy, training, auditing, personnel, and physical elements. Challenges within specific industries (such as health, banking, finance, and manufacturing) are discussed. A project reflecting integration and application of learning of cybersecurity is included.²
# COURSE DESCRIPTIONS

## BUSINESS ADMINISTRATION

Note: Courses must be taken sequentially and are offered in four 10-week terms.

For current schedule information, students can visit [www.europe.umuc.edu](http://www.europe.umuc.edu).

**AMBA 600 MBA Fundamentals (3)**

An overview of fundamental management concepts across a broad spectrum of subject areas. Topics include the online environment and technologies used in the MBA program; academic requirements; research, writing, and analytical skills; plagiarism issues; and basic management concepts. Assignments focus on statistics and the theory of constraints. Exercises improve skills in the areas of research, writing, critical thinking, and teamwork.

**AMBA 610 The Manager in Organizations and Society (6)**

*Prerequisite: AMBA 600.* An exploration of the responsibilities and influence that 21st-century managers have within their organizations and the global society. Essential concepts and theories that provide a foundation for the study of business administration and management—including systems thinking, critical thinking, ethical decision making and leadership, legal concepts, corporate social responsibility, organizational theory and organizations, and holistic approaches to marketing management—are examined. *Formerly AMBA 601.*

**AMBA 620 Managing People and Groups in the Global Workplace (6)**

*Prerequisite: AMBA 610.* An analysis of the challenges and opportunities associated with managing people in today’s dynamic and complex global marketplace. Lessons from research and practice on recruiting, developing, and retaining the talent required to build a high-performing, diverse, and competitive global workforce are examined. Development of personal, group, and cultural skills and knowledge serve as central seminar goals. Leadership and ethical decision making are important seminar competencies. *Formerly AMBA 602.*

**AMBA 630 The Economics of Management Decisions (6)**

*Prerequisite: AMBA 620.* An examination of economic decision making in a wide variety of managerial situations. Topics include financial statement analysis; asset valuation; budgeting; cost management; and performance evaluation of organizations, organizational units, products, and managers. Critical thinking is applied to make connections among concepts from the disciplines of microeconomics, finance, managerial accounting, and financial accounting. Discussion covers the current legal and ethical issues surrounding financial accounting; the valuation of tangible, financial, and intangible assets in a domestic and global context; and activity-based costing. Performance measurement techniques covered include the balanced scorecard. *Formerly AMBA 605.*

**AMBA 640 Managing Projects, Operations, and Information Systems (6)**

*Prerequisite: AMBA 630.* A study of project management, operations management, and information technology management—three key areas of modern business functional management. A guide to the project management body of knowledge is provided. Topics include the dos and don’ts of managing a project, several world-class operations management techniques (such as Six Sigma), and industry best practices in operational efficiency and effectiveness. The mission, goals, and importance of information systems management are assessed, using one’s own work organization as a model. Assignments include the development of an international information systems management plan. *Formerly AMBA 604.*
AMBA 650 Marketing Management and Innovation (6)
Prerequisite: AMBA 640. An exploration of the essentials of marketing management: setting marketing goals for an organization with consideration of internal resources and marketing opportunities, planning and executing activities to meet these goals, and measuring progress toward their achievement. Focus is on the concept of innovation in business, including the introduction of new market offerings and the use of new technologies, strategies, and tactics for achieving marketing objectives. An integrative approach combines discussions on theory of marketing management with industry analysis and practical implications. Assignments include the design and marketing of innovative products, analysis of the application of modern marketing strategies and tactics using examples from participants’ organizations, and practicing a holistic approach to marketing management. Formerly AMBA 603.

AMBA 660 Managing Global Business (6)
Prerequisite: AMBA 650. A global overview of various types of business organizations and environments that shape organizational decisions. Emphasis is on the regulatory structures, legal systems, governance models, and policy making that define the internal and external functions of business at the confluence of local, state, national, and international affairs. Topics include critical thinking, international ethics, business sustainability, social responsibility, and the impact of economics and technology.

AMBA 670 Managing Strategy in the Global Marketplace (6)
Prerequisite: AMBA 660. An investigation of strategy, value creation, and value capture in different business contexts. Focus is on developing frameworks and models for understanding the structural characteristics of industries and how companies can achieve sustainable competitive advantage, taking appropriate action in these different, but concurrent, business contexts. An explicitly integrative approach is adopted, building on knowledge of the different functional areas of management gained through previous study. Formerly AMBA 607.

CRIMINAL JUSTICE MANAGEMENT

CJMS 600 Critical Analysis of the Criminal Justice System (3)
An analysis of the U.S. criminal justice system. Topics include the role of criminal justice agencies and personnel in the prevention and response to crime, as well as interagency cooperation and coalition building from a manager’s perspective.

CJMS 610 Perspectives in Law Enforcement Management (3)
A study of law enforcement philosophies and techniques to reduce crime commonly applied at the organizational level. Topics include the politics of policing, police/community relations, police research, professionalization of personnel, and emerging problems in policing from a domestic and international perspective.

CJMS 620 Issues in Correctional Administration (3)
An in-depth study of current challenges for managers in correctional environments. Topics include the privatization of corrections, intelligence sharing, re-entry and community corrections, security threat groups, assessment techniques and empirical evaluations of treatment methods, special populations, growth rates, the political environment, and interagency and community cooperation.

CJMS 630 Seminar in Security Management (3)
A study of the management of security operations within a private setting. Discussion covers vulnerability assessment; emergency planning; interagency cooperation; threat assessment; use of technology; and information gathering, sharing, and storing. Topics also include personnel management, budgeting, reporting requirements, and current trends.

CJMS 640 Criminal Justice Intelligence Systems and Approaches (3)
An in-depth examination of the principles that guide the gathering and sharing of intelligence in the United States. Emphasis is on the interoperability between crime-fighting agencies within the criminal justice system. Topics include analytic methodologies, interview and interrogation techniques, open-source and proprietary data sources, criminal organization analysis, criminal conspiracy, enterprise theory, trial testimony, and witness protection.
CJMS 650 Legal Aspects within the Criminal Justice System (3)

An introduction to the impact of constitutional and criminal law on managerial responsibilities within the criminal justice system. Topics include pivotal historic and current legal cases and their application to methods of prevention, as well as reaction to crime in the United States.

CJMS 660 Issues in Criminal Justice Leadership (3)

Prerequisite: 30 credits of coursework, including all core and criminal justice management specialization courses except MGMT 670. A discussion of case studies involving successful leaders in the criminal justice system. Analysis covers the various characteristics and leadership styles that have proven most effective in the profession. Various theories, models, historical examples, and practical applications are reviewed. Senior criminal justice leaders discuss issues via videoconferencing. Topics include ethics and virtue in criminal justice; navigating the political environment (e.g., being politically savvy without being political); staff development; and labor relations, media relations, and working effectively with various advocacy groups.

CYBERSECURITY

Note: Courses must be taken sequentially and are offered in three 12-week terms.

For current schedule information, students can visit www.europe.umuc.edu.

CSEC 610 Cyberspace and Cybersecurity (6)

A study of the fundamentals of cyberspace and cybersecurity. Topics include cyber architecture, cyber services, protocols, algorithms, hardware components, software components, programming languages, various cybersecurity mechanisms, business continuity planning, security management practices, security architecture, operations security, physical security, cyberterrorism, and national security.

CSEC 620 Human Aspects in Cybersecurity: Ethics, Legal Issues, and Psychology (6)

Prerequisite: CSEC 610. An examination of the human aspects in cybersecurity. Topics include ethics, relevant laws, regulations, policies, standards, psychology, and hacker culture. Emphasis is on the human element and the motivations for cyber crimes. Analysis covers techniques to prevent intrusions and attacks that threaten organizational data.

CSEC 630 Prevention and Protection Strategies in Cybersecurity (6)

Prerequisite: CSEC 610. An in-depth study of the theories and practices for prevention of cyber attacks. Countermeasures discussed include training, encryption, virtual private networks, policies, practices, access controls, secure systems development, software assurance arguments, verification and validation; firewall architectures, anti-virus, patching practices, personnel security practices, and physical security practices. Business continuity plans (BCPs) and disaster recovery plans (DRPs) are also discussed. Strategies for large-scale prevention, such as critical infrastructure protection, international collaboration, and law enforcement are examined.

CSEC 640 Monitoring, Auditing, Intrusion Detection, Intrusion Prevention, and Penetration Testing (6)

Prerequisite: CSEC 610. An in-depth study of the theory and practice of intrusion detection and prevention in cyberspace. Topics include network security, monitoring, auditing, intrusion detection, intrusion prevention, and ethical penetration testing. Emphasis is on methods to identify system vulnerabilities and threats and prevent attacks.

CSEC 650 Cyber Crime Investigation and Digital Forensics (6)

Prerequisite: CSEC 610. An in-depth study of the theory and practice of digital forensics. Topics include computer forensics, network forensics, cell phone forensics, and other types of digital forensics. Discussion also covers identification, collection, acquisition, authentication, preservation, examination, analysis, and presentation of evidence for prosecution purposes.

CSEC 670 Cybersecurity Capstone (6)

Prerequisite: Completion of all other program coursework. A study of and an exercise in developing, leading, and implementing effective enterprise- and national-level cybersecurity programs. Focus is on establishing programs that combine technological, policy, training, auditing, personnel, and physical elements. Challenges within specific industries (such as health, banking, finance, and manufacturing) are discussed. Topics include enterprise architecture, risk management, vulnerability assessment, threat analysis, crisis management, security architecture, security models, security policy development and implementation, security compliance, information privacy, identity management, incident response, disaster recovery, and business continuity planning. A project reflecting integration and application of learning of cybersecurity is included.
DATABASE SYSTEMS TECHNOLOGY

Students may find detailed course descriptions on the UMUC Stateside Web site at www.umuc.edu.

HOMELAND SECURITY MANAGEMENT

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 telecommunication and information technology networks are examined as both vulnerable assets and critical solutions. Formerly ITSM 620.

HSMN 625 Critical Infrastructures (3)
Prerequisite: HSMN 610. An introduction to critical infrastructure assurance as a policy field. Review covers the concept of critical infrastructures and their interdependencies. Topics include the development of modern critical infrastructures, the reasons they have become central elements of 21st-century societies, efforts being made to safeguard them, and potential threats to their continued effective operation.

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. Emphasis is on the importance of advanced planning. Techniques for performing business risk assessment and potential incident impact analysis are explored. Discussion covers alternative models for supporting contingency operations, including the use of service-level agreements. 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. Formerly ITSM 626.

HSMN 640 Energy Infrastructure Security (3)
Prerequisite: HSMN 610. An in-depth exploration of the energy sector and homeland security, including resources, critical infrastructure protection, and vulnerabilities. Specific topics such as pipeline security, security of the electrical grid, cyber-dependence and SCADA systems are examined. The objective is to understand risk methodologies as applied to the energy industry. Energy is evaluated as a national security issue. Formerly ENER 603.

HSMN 670 Seminar in Homeland Security (3)
An up-to-date evaluation of vulnerabilities and protective countermeasures regarding various aspects of the nation’s critical infrastructure, with particular emphasis on the food and water supply. Topics include various threat profiles and actions by government, industry, independent institutions, and private citizens that might prevent attack from domestic or foreign sources and mitigate harmful consequences should such an attack occur. Discussion reviews the federal government’s organization and management of food and water security and explores what further efforts might be made, building upon the nation’s health system and engaging government at all levels. The singularly important roles of first responders are also analyzed. Formerly ITSM 622.

INFORMATICS

Students may find detailed course descriptions on the UMUC Stateside Web site at www.umuc.edu.
INFORMATION ASSURANCE

INFA 610 Foundations of Information Security and Assurance (3)
An overview of techniques for ensuring and managing information security. Topics include administrative and technical security controls to prevent, detect, respond to, and recover from cyber attacks; risk and vulnerability analysis to select security controls; security planning; security architecture; security evaluation and assessment; and legal, ethical, and privacy aspects of information assurance. Discussion also covers information security fundamentals, such as cryptography, authentication, and access control techniques, and their use in network, operating system, database, and application layers. Security issues of current importance are stressed.

INFA 620 Network and Internet Security (3)
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. Security subjects addressed include defense models, security policy development, authentication and authorization controls, firewalls, packet filtering, virtual private networks (VPNs), and wireless network security. A specific project on network security in a hypothetical scenario based on the inputs from government agencies and commercial organizations is assessed by a team of experts who are working in the field. Formerly TLMN 672.

INFA 630 Intrusion Detection and Intrusion Prevention (3)
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. A specific project on intrusion detection and intrusion prevention in a hypothetical scenario based on the inputs from government agencies and commercial organizations is assessed by a team of experts who are working in the field. Formerly CSMN 683.

INFA 640 Cryptology and Data Protection (3)
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)
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. A specific project on computer forensics or network forensics in a hypothetical scenario based on the inputs from government agencies and commercial organizations is assessed by a team of experts who are working in the field.

INFA 660 Security Policy, Ethics, and the Legal Environment (3)
An overview of laws and ethics related to information assurance. The information security responsibilities of major domestic and international agencies (such as the Federal Bureau of Investigation, National Security Agency, and National Institute of Standards and Technology) are reviewed. Topics include issues involving information security management within an enterprise, such as suitable organizational policy, plans, and implementation strategies. Discussion also covers ethical issues, such as monitoring employee computer use and proper limitations on the use of customer data. Formerly CSMN 685.

INFA 670 Information Assurance Capstone (3)
Prerequisites: Completion of all other specialization coursework (3 credits may be taken concurrently). A study of information assurance that integrates and applies concepts previously studied. Best practices and appropriate technologies to design, implement, manage, evaluate, and further improve information security are explored. Emerging trends are analyzed to understand their potential effect on information security and assurance.

INFA 680 Information Assurance Capstone (3)
INFORMATION TECHNOLOGY

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 postimplementation 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 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 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.
MANAGEMENT

MGMT 610 Organizational Theory (3)
An overview of the fundamental concepts of organizational theory and design in the context of a postindustrial and increasingly global society. The study of organizations encompasses several key knowledge areas essential to today’s manager: the impact of technological and workforce changes on society, organizational ethics and social responsibility, global issues, the history of management thought and its relevance for managers today, and systems thinking and the challenges of managing in today’s complex and rapidly changing environment. Discussion addresses essential concepts in organizational theory and design, including measuring effectiveness, managing organizational life cycles, evaluating options for organizational structure, and becoming the learning organization. Formerly ADMN 601.

MGMT 615 Intercultural Communication and Leadership (3)
A study of organizational communication, leadership, and decision-making skills essential for all managers in intercultural environments. Theories of culture are examined and applied in relation to leadership style and practices, as well as to organizational communication across cultural groups. Team development and leadership are explored in an intercultural environment. Formerly IMAN 605. Not open to students who have completed MGMT 620, MGMT 625, ADMN 620, ADMN 625, ADMN 625C, or ADMN 635C.

MGMT 640 Financial Decision Making for Managers (3)
Prerequisite: Knowledge of the fundamental concepts of financial accounting and economics, including opportunity cost, the time value of money, and financial analysis. An investigation of financial decision making in business, government, and not-for-profit organizations. Emphasis is on the application of financial and nonfinancial information to a wide range of management decisions, from product pricing and budgeting to project analysis and performance measurement. A variety of decision-making tools (such as break-even analysis, activity-based costing procedures, and discounted cash flow techniques) are studied. Contemporary managerial practices are explored. Formerly ADMN 630.

MGMT 650 Statistics for Managerial Decision Making (3)
Prerequisite: Knowledge of the fundamentals of statistical methods, techniques, and tools. An examination of how managers organize, analyze, and interpret data for decision making. Focus is on developing skills in using statistical tools to make effective business decisions in all areas of public and private-sector decision making, including accounting, finance, marketing, production management, and human resource management. Topics include collecting data; describing, sampling, and presenting data; probability; statistical inference; regression analysis; forecasting; and risk analysis. Microsoft Excel is used extensively for organizing, analyzing, and presenting data. Formerly ADMN 638.

MGMT 670 Strategic Management Capstone (3)
Prerequisite: Completion of 24 credits including all other core courses. A capstone investigation of how strategy interacts with and guides an organization within its internal and external environments. Focus is on corporate- and business unit–level strategy, strategy development, strategy implementation, and the overall strategic management process. Topics include organizational mission, vision, goal setting, environmental assessment, and strategic decision making. Techniques such as industry analysis, competitive analysis, and portfolio analysis are presented. Discussion covers strategic implementation as it relates to organizational structure, policy, leadership, and evaluation issues. The ability to “think strategically” and to weigh things from the perspective of the total enterprise operating in an increasingly global market environment is emphasized. Case analyses and text material are used to integrate knowledge and skills gained through previous study. Problems and issues of strategy formulation are investigated through participation in the Business Strategy Game simulation. Formerly ADMN 651.
PROJECT MANAGEMENT

PMAN 600 Project Management: Foundations and Advanced Methods (6)

(Access to a PC and the ability to install and use the required course software required. Course software does not run on a Mac.) An overview of the theory and practice of managing projects in organizations, as well as the application of widely used software tools for project management and risk analysis. Emphasis is on demonstrating leadership by managing projects or tasks in a team environment; building teams; and using communication, organization, and conflict management skills. Discussion covers project management process groups and how these process groups interact throughout the life cycle of the project: initiating, planning, executing, monitoring and controlling, and closing the project or project phase.

Topics include analytical approaches and quantitative methods in project management, such as earned value management and techniques for estimating project duration and cost, optimizing allocation of resources, expediting projects, and scheduling algorithms. Simulation tools and statistical techniques are used to analyze uncertainty in project selection, budget allocation, and time estimation. Project management knowledge areas are examined and linked to industry practices. The goal is to gain a solid understanding of how to successfully manage multiphase projects, work within organizational constraints, set goals linked directly to stakeholder needs, and utilize proven project management tools to complete projects on time and within budget while meeting specifications.

Project portfolio management and how multiple projects and programs fit into the strategic direction of an organization are also discussed. Essential concepts, processes, and techniques are applied through a team project that emphasizes quantitative and analytical methods and requires regular progress reports and reviews. Students who receive credit for PMAN 600 may not receive credit for PMAN 634, PMAN 635, or PMAN 670.

PMAN 634 Foundations of Project Management (3)

An overview of the theory and practice of managing projects in any organization. Emphasis is on leadership in project management: managing projects or tasks in a team environment; building teams; and utilizing communication, organization, and conflict management skills. Discussion covers project management process groups and how these process groups (initiating, planning, executing, monitoring and controlling, and closing the project or project phase) interact throughout the life cycle of the project. Project management knowledge areas are examined and linked to industry practices for successful management of projects. The goal is to gain a solid understanding of how to successfully manage multiphase projects, work within organizational constraints, set goals linked directly to stakeholder needs, and utilize proven project management tools to complete projects on time and within budget while meeting specifications. Essential concepts, processes, and techniques are applied through management of a team project, which requires regular progress reports and reviews. Note: students taking this course must have access to a PC to install and use the required course software. This software does not run on a Mac.

PMAN 635 Advanced Project Methods (3)

(Prerequisite: PMAN 634) (Access to a PC and the ability to install and use the required course software required. Course software does not run on a Mac.) An overview of advanced methods of managing projects applying widely used software tools for project management and risk analysis. Topics include analytical approaches and quantitative methods in project management, such as earned value management and techniques for estimating project duration and cost, optimizing allocation of resources, expediting projects, and scheduling algorithms. Simulation tools and statistical techniques are used to analyze uncertainty in project selection, budget allocation, and time estimation. Discussion covers project portfolio management and how multiple projects and programs fit into the strategic direction of an organization. The processes, tools, and techniques of project management are applied to a team project with emphasis on quantitative and analytical methods. Formerly PMAN 670.
PMAN 637 Project Risk Management (3)

Prerequisite: PMAN 600 or PMAN 634. An in-depth analysis of risk management methods and cases and project management risk monitoring from strategic, applied perspectives. State-of-the-art tools and techniques for identifying, ranking, and monitoring risks in the project management environment are examined and utilized. Both qualitative and quantitative risk analyses are conducted, and strategies for proactive risk mitigation are developed. Focus is on how a comprehensive risk management approach can enable a project team to proactively manage issues that adversely affect the successful scope, scheduling, control, and completion of a project.

PMAN 638 Project Communications Management (3)

Prerequisite: PMAN 600 or PMAN 634. An overview of conflict resolution processes and methods and the skills needed to manage the human elements within project management—a task as challenging as managing the technical aspects. Topics include critical communication and conflict resolution issues faced by project workers in today's global corporate environment. Innovative approaches to successfully negotiating and resolving conflicts among team members, colleagues, managers, and stakeholders are introduced and practiced. Proven techniques to make conflict a constructive rather than a destructive experience are analyzed. Emphasis is on case study analysis, effective communication behaviors, negotiation skills, and virtual team processes to successfully lead both domestic and global projects.

PMAN 639 Project Quality Management (3)

Prerequisite: MGMT 650 or approved course in statistics. A study of the policies, processes, and procedures involved in assuring that projects will satisfy the objectives for which they were undertaken. Emphasis is on quality planning, quality assurance, quality control, and process improvement. Discussion covers all the activities that determine quality objectives, policies, and responsibilities. The importance of customer satisfaction, prevention over inspection, management responsibility, and continuous improvement is recognized. Topics include control charts, cause and effect diagrams, Pareto charts, failure mode and effect analysis, design reviews, and cost of quality. Course content and approach are compatible with the International Organization for Standardization.

PMAN 641 Project Procurement Management (3)

Prerequisite: PMAN 600 or PMAN 634. An examination of the tools needed for project procurement management. Focus is on determining what needs to be purchased or acquired and determining when and how to acquire it. Topics include planning the contracting efforts (documenting products and services and identifying potential sellers); requesting sellers’ responses (obtaining information, quotation, bids, offers, or proposals); selecting the seller (receiving and reviewing offers, selecting among those potential offers, and negotiating a contract); administering contracts (managing the relationship between buyers and sellers, including documentation, corrective actions, and contract changes); and closing contracts (completing the contract and settling all open issues).

PMAN 650 Financial and Strategic Management of Projects (3)

Prerequisite: MGMT 640, TAMN 624, or approved course in finance. An investigation of financial and strategic decision making in the management of projects. Topics include estimating project costs from work breakdown structure; formulating, monitoring, and controlling project budgets; monitoring, evaluating, and forecasting project costs, schedule, results, and performance using earned value management; and deriving project cash flows. Discussion also covers the impact of project scope, schedule, and changes; management reserves to cover risks and contingencies; top-down and bottom-up budgeting; investment project analysis; discounted cash flow, internal rate of return, and net present value methodologies; cost of capital; and capital budgeting. Broader issues (such as links between project and corporate financial performance, business ethics, corporate social responsibility, project and organizational culture, information flow, and project sustainability) are also examined.

SOFTWARE ENGINEERING

Students may find detailed course descriptions on the UMUC Stateside Web site at www.umuc.edu.

SYSTEMS ENGINEERING

Students may find detailed course descriptions on the UMUC Stateside Web site at www.umuc.edu.
TECHNOLOGY MANAGEMENT

TMAN 625 Economics and Financial Analysis for Technology Managers (3)

A study of the financial tools managers use to find answers to four important questions: What is the financial condition of the firm? What long-term investment should the firm make? How can the money be raised for the investments? And how will the firm meet its daily financial requirements? Topics include accounting statements, tax implications, types of costs, profit recognition, financial markets, investment decision tools, net present value, free cash flows, project financing, valuation of firms, risk-return, cost of capital, long-term financing, short-term financing, and equity financing for entrepreneurs. Discussion also covers mergers and acquisition activities, governance and ethics, and international aspects. Business cases from contemporary firms and readings relevant to technology management are used to illustrate the application of financial concepts.

TELECOMMUNICATIONS MANAGEMENT

Students may find detailed course descriptions on the UMUC Stateside Web site at www.umuc.edu.

SPECIAL TOPICS

UCSP 615 Orientation to Graduate Studies at UMUC (0)

(Required within the first 6 credits of graduate study for all new graduate students and all inactive students who reapply for admission.) An introduction to the skills and techniques needed to successfully complete a graduate program at UMUC and handle the scholarly challenges encountered in graduate school and beyond. Focus is on developing a skills “toolbox” that includes learner-readiness assessments, tools for studying in the online environment, and techniques for using library and information resources to effectively conduct and present research. Strategies for taking ownership of academic and professional success, goal setting, time management, critical thinking, and ethics and integrity are also covered.

UCSP 615A Orientation to Graduate Studies at UMUC (0)

(For students in the two-year MBA program only. Required within the first 6 credits of graduate study for all new graduate students.) An introduction to the skills and techniques needed to successfully complete a graduate program at UMUC and handle the scholarly challenges encountered in graduate school and beyond. Focus is on developing a skills “toolbox” that includes learner-readiness assessments, tools for studying in the online environment, and techniques for using library and information resources to effectively conduct and present research. Strategies for taking ownership of academic and professional success, goal setting, time management, critical thinking, and ethics and integrity are also covered.

UCSP 621 Economics (0)

(Recommended as preparation for MGMT 640 for students who lack a background in economics.) 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.

UCSP 630 Introduction to Research Methods (0)

(Recommended as preparation for MGMT 650 for students who lack a background in statistics.) A presentation of basic research techniques and methodologies used in organizational research and evaluation studies to make business decisions. Focus is on applying basic research techniques to assess the performance of individuals, work groups, and organizations. Topics include principles of good data collection, presentation of data in tables and charts, summary and description of numerical data, basic probability and discrete estimation, the fundamentals of hypothesis testing, and the use of existing research-based materials to solve business problems. Discussion emphasizes basic approaches and beginning skills necessary to evaluate research materials and their use in decision making.
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* The UMUC Europe headquarters office will be moving to the Kaiserslautern military community in the area of Sembach, Germany, within this academic year. Please check our Web site for updated contact information.
UMUC EUROPE LOCATIONS
At these locations there may be one or more education centers sponsoring UMUC Europe classes.

Afghanistan
Bagram
Kabul
Kandahar
Leatherneck
Marmal
Shank
Shindand

Bahrain
Isa
Manama

Belgium
Brussels
Kleine Brogel
SHAPE

Djibouti
Camp Lemonnier

Egypt
Sinai North Camp
Sinai South Camp

Germany
Ansbach
Bamberg
Baumholder
Buechel
Garmisch
Geilenkirchen
Grafenwoehr
Hohenfels
Illsheim
Kaiserslautern
Landstuhl
Miesau
Ramstein
Schweinfurt
Sembach
Spangdahlem
Sturtgarter
Vilseck
Wiesbaden

Greece
Souda Bay

Italy
Aviano
Ghedi
Livorno
Naples
Sigonella
Vicenza

Kuwait
Ali Al Salem Air Base
Camp Arifjan
Camp Buehring

Kyrgyzstan
Manas

Netherlands
AFNORTH
Volkel

Portugal
Lajes
Lisbon

Southwest Asia
Al Udeid
Camp As Sayliyah

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Stateside locations outside Maryland and the metropolitan Washington, D.C., area provide services only.

Arizona
Davis-Monthan Air Force Base
Fort Huachuca
Luke Air Force Base

California
Balboa Naval Hospital
Beale Air Force Base
Camp Pendleton
Coronado Naval Base
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Miramar Marine Corps Air Station
North Island Naval Air Station
Point Loma Naval Base
Point Mugu Naval Air Station
San Diego
  Coast Guard Air Station
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  Naval Base
  UMUC at San Diego
Travis Air Force Base
Twenty-Nine Palms Marine Corps Air Ground Combat Center

Colorado
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Schriever Air Force Base

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New London Naval Submarine Base

Delaware
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Anacostia-Bolling Joint Base

Florida
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Eglin Air Force Base
Hurlburt Air Force Base
Jacksonville Naval Air Station
Mayport Naval Station
Pensacola Naval Air Station
Whiting Field Naval Air Station

Georgia
Fort Benning
Fort Gordon
Fort Stewart
Hunter Army Air Field
Kings Bay Naval Submarine Base

Hawaii
Camp Smith
Fort Shafter Flats
Hickam Air Force Base
Honolulu (Coast Guard Integrated Support Command)
Kaneohe Bay Marine Corps Base
Pearl Harbor Naval Station
Schofield Barracks
Tripler Army Medical Center

Kentucky
Fort Campbell

Maryland
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Adelphi (UMUC headquarters)*
Allegany College of Maryland
Andrews (Joint Base Andrews Naval Air Facility Washington)
Anne Arundel Community College
Arundel Mills (Anne Arundel Community College Center)
Baltimore City Community College
Carroll Community College
Cecil College
Chesapeake College
College of Southern Maryland (La Plata, Leonardtown, Prince Frederick)
Community College of Baltimore County
Curtis Bay Coast Guard Yard
Dorsey Station*
Eastern Shore Higher Education Center
Fort Detrick
Fort Meade
Frederick Community College
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Hagerstown (University System of Maryland)
Hagerstown Community College
Harford Community College
Howard Community College
Largo (UMUC Academic Center)*
Laurel College Center
Montgomery College
National Security Agency
Northeast Maryland Higher Education Center
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Walter Reed National Military Medical Center (Bethesda)
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New Jersey
Fort Dix
McGuire Air Force Base

New Mexico
Holloman Air Force Base
White Sands Missile Range

New York
Fort Drum

North Carolina
Camp Lejeune
Cherry Point Marine Corps Air Station
Fayetteville
(serving Fort Bragg and Pope Air Force Base)
New River Marine Corps Air Station
Seymour Johnson Air Force Base

Rhode Island
Newport Naval Station

South Carolina
Fort Jackson
Shaw Air Force Base

Texas
Fort Bliss
Fort Hood
Fort Sam Houston
Lackland Air Force Base
Randolph Air Force Base

Virginia
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Little Creek-Fort Story Joint Expeditionary Base
Myer-Henderson Hall Joint Base
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Northern Virginia Community College
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Thomas Nelson Community College
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Mishima
Sasebo
Yokohama/Negishi
Yokosuka
Yokota

Guam
Andersen
Guam Army National Guard
Naval Base Guam

Marshall Islands
Kwajalein

Okinawa
Camp Courtney
Camp Foster
Camp Hansen
Camp Kinser
Camp Schwab
Camp Shields
Futenma
Kadena
Torii Station

Singapore
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Singapore (NRS)

South Korea
Camp Carroll
Camp Casey
Camp Henry
Camp Hovey
Camp Humphreys
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Meinke, John G., Collegiate Associate Professor, Information Technology; BA, State University of New York, Buffalo; EdM, State University of New York, Buffalo; MAT, University of Montana; MS, Illinois Institute of Technology

Mentzer, Michelle D., Adjunct Assistant Professor, Counseling; MA, Regent University; EdD, Argosy University

Munoz, Mark W., Adjunct Assistant Professor, Information Technology, Computer Studies; BS, University of Texas San Antonio; MS, Saint Mary’s University

Murphy, Jeffrey W., Adjunct Assistant Professor, Information Technology; BA, Catholic University of America; MA, Catholic University of America; PhD University of Illinois, Chicago

Pulido, M. Pilar, Collegiate Associate Professor, Information Technology, Computer Studies; BA, University of Maryland University College; MSIT, University of Maryland University College

Rankin, Elizabeth, Adjunct Instructor, Public Administration; BA, Furman University; MPA, University of Dayton

Reiss, Christopher J., Adjunct Professor, Counseling, Psychology, Management; BA, The George Washington University; MA, New School for Social Research; PhD, Florida Institute of Technology; MBA, Long Island University; LLM, University of Kent at Canterbury; EdD, University of Virginia; DLitt Candidate, Drew University

Riggs, John, Collegiate Professor, Public Administration, Bus. & Mgmt., Govt. & Pol.; BA, University of Cincinnati; MA, University of Cincinnati; PhD, University of Cincinnati

Siston, Amy K., Adjunct Associate Professor, Psychology; BSc, Loyola University of Chicago; PhD, Illinois Institute of Technology

Sommerfield, Thomas J., Adjunct Assistant Professor, Counseling; BS, University of Maryland University College; MEd, University of Maryland, College Park; PhD, Capella University

Souverein, Ronald E., Collegiate Professor, Mathematics; BSc, University of Amsterdam; MS, University of Amsterdam
APPENDICES

For a complete listing of all appendices pertaining to UMUC programs in Europe, please refer to the University of Maryland University College Europe 2013-2014 Undergraduate Catalog. The 2013-2014 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
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**FALL 2013**
- Session 1: Session Start/End: 19 Aug - 13 Oct 2013
- Session 2: Session Start/End: 5 Aug - 18 Aug 2013

**SPRING 2014**
- Session 1: Session Start/End: 13 Jan - 9 Mar 2014
- Session 2: Session Start/End: 30 Dec 2013 - 12 Jan 2014

**SUMMER 2014**
- Session 1: Session Start/End: 2 Jun - 27 Jul 2014

**ONLINE**
- Session 1: Session Start/End: 19 Aug - 27 Oct 2013

**ON-SITE**
- Session 1: Session Start/End: 19 Aug - 13 Oct 2013
- Session 2: Session Start/End: 5 Aug - 18 Aug 2013

**SPRING 2014**
- Session 1: Session Start/End: 13 Jan - 9 Mar 2014
- Session 2: Session Start/End: 30 Dec 2013 - 12 Jan 2014

**SUMMER 2014**
- Session 1: Session Start/End: 2 Jun - 27 Jul 2014

* MBA and cybersecurity courses follow different session dates. Please refer to the Web site for details.

[www.europe.umuc.edu/calendars](http://www.europe.umuc.edu/calendars)
How do I apply for admission to UMUC?
Go to my.umuc.edu, click Apply Online, then complete the form. Your UserID and password will be e-mailed to you shortly.

GoArmyEd Students: To apply or register, please log in to www.GoArmyEd.com.
Choose Univ Md Univ Coll-Europe.

How do I log in to MyUMUC?
Go to my.umuc.edu, enter your UserID and password, then click the MyUMUC button.

How do I register for a class?
1. Find the five-digit class number from the Schedule of Classes
2. Log in to MyUMUC > Student Center > Academics Enroll
   • Enter class number > press Enter
   • OR Click Search > Find your preferred class > Click Select Class
3. Click Next to add class to your Shopping Cart
   Click on Proceed to Step 2 of 3 > Click Finish Enrolling (if there is a green check mark under Status, you are successfully enrolled)


How do I order books and materials for UMUC Europe courses?
Student Center > Correct Schedule & Books
Europe Schedule of Classes

How do I view my class schedule?
Student Center > Academics > Class Schedule

How do I drop a class?
Student Center > Academics > Enrollment: Drop > Select classes and click Drop Selected Classes > Finish Dropping

GoArmyEd Students: Drop a class through www.GoArmyEd.com.

How do I check my grades?
Student Center > Academics > Grades > Select a term > Continue

How do I find my library card?
Student Center > Print/View My Library Barcode and ID Card (last link on bottom left)

How do I view my EmpID?
Log in to MyUMUC > Student Center > Personal Information
Click Demographics Data OR Military Data

GoArmyEd Students: Please note that your UMUC EmpID will be different than your GoArmyEd EmpID.

How do I view/request my transcript?
Student Center > Academics > Transcript: View Unofficial (free) OR
Transcript: Request Official (payment needed)

How do I find my advisor?
Student Center > Personal Information (on right side)

How do I request my UMUC Academic Advisement Report?
Student Center > Academics > Other academic... > Academic Requirements
(An official evaluation must be completed to see this report; check with your academic advisor.)

How do I update my contact information?
Student Center > Personal Information

How do I pay my bill?
Student Center > Finances > Make a Payment > Enter payment amount and click Next > Select payment method and click Next > Continue to Make Payment > Fill in fields and click Continue > Submit

How do I check my financial aid?
Student Center > Finances > View Financial Aid > Choose year

How do I access my Veterans Benefits information?
Student Center > Academics > My Academics > See links located next to Veterans Benefits

How do I apply for graduation?
Student Center > Academics > Other academic... > Apply for Graduation > Select Academic Program > Select Expected Graduation Term > Select Continue > Submit Application

How do I change my campus to Asia or Adelphi?
Student Center > Academics > Other academic... > Divisional Transfer
(Request during your final session in Europe or the Middle East prior to relocating.)

How do I get help using MyUMUC?
View the MyUMUC Online Guide
www.europe.umuc.edu/myguide

Visit Help @ UMUC,
the 24/7 virtual help center
www.umuc.edu/help

Or ask your local field representative

At your service since 1947
## ACADEMIC CALENDAR 2013-2014

### ON-SITE*

<table>
<thead>
<tr>
<th>Session</th>
<th>Dates</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Fall Session 1</strong></td>
<td>19 August - 13 October 2013</td>
</tr>
<tr>
<td>Registration</td>
<td>5 August - 18 August 2013</td>
</tr>
<tr>
<td><strong>Fall Session 2</strong></td>
<td>21 October - 15 December 2013</td>
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<tr>
<td>Registration</td>
<td>7 October - 20 October 2013</td>
</tr>
<tr>
<td><strong>Spring Session 1</strong></td>
<td>13 January - 9 March 2014</td>
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<tr>
<td>Registration</td>
<td>30 December 2013 - 12 January 2014</td>
</tr>
<tr>
<td><strong>Spring Session 2</strong></td>
<td>17 March - 11 May 2014</td>
</tr>
<tr>
<td>Registration</td>
<td>3 March - 16 March 2014</td>
</tr>
<tr>
<td><strong>Summer Session 1</strong></td>
<td>2 June - 27 July 2014</td>
</tr>
<tr>
<td>Registration</td>
<td>19 May - 1 June 2014</td>
</tr>
</tbody>
</table>

### ONLINE*

<table>
<thead>
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<th>Dates</th>
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<tbody>
<tr>
<td><strong>Fall Session 1</strong></td>
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</tr>
<tr>
<td>Registration</td>
<td>17 June - 2 October 2013</td>
</tr>
<tr>
<td><strong>Spring Session 1</strong></td>
<td>13 January - 23 March 2014</td>
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<tr>
<td>Registration</td>
<td>11 November 2013 - 8 January 2014</td>
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<td>3 March - 11 May 2014</td>
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<td>Registration</td>
<td>11 November 2013 - 26 February 2014</td>
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<td><strong>Summer Session 1</strong></td>
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<tr>
<td>Registration</td>
<td>7 April - 28 May 2014</td>
</tr>
</tbody>
</table>

* MBA and cybersecurity courses follow different session dates. Please refer to the Web site for details.

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