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 in more than 20 countries and territories and nearly 100 undergraduate and graduate degree and certificate programs, 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 website or by phone or e-mail. All over the world, UMUC gives its students what they need to succeed.

**CONTACT US**

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

*This catalog provides the degree requirements and recommended curriculum for students who begin continuous study on or after 1 August 2014. Students should keep the catalog available for easy reference throughout their degree program.*

**UMUC EUROPE**

**Civilian (Germany)**
0631-534-80313 or 0631-534-800

**International**
+49-631-534-80313 or +49-631-534-800

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

**Web**
www.europe.umuc.edu/graduate
I am delighted to welcome you to UMUC Europe Graduate Programs. Our mission is to serve your needs and provide top quality academic programs and services to members of U.S. military communities throughout the Central, European, and Pacific Commands. On these pages you will find information about rich and rewarding graduate certificate and degree programs that will set you on a path of not only achieving your educational goals, but also building opportunities for your professional future.

UMUC is pleased to be celebrating 65 years overseas. 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. Today, UMUC Europe is located at over 50 sites in 15 countries in Europe, the Middle East, and Africa.

From around the world, we continue the tradition of bold innovations in higher education by being the first university to offer courses in war zones, developing flexible formats like hybrid courses, and implementing a new, user-friendly online learning environment (LEO) to meet the needs of our students.

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 graduate education with UMUC.

Allan J. Berg, PhD, JD
Senior Vice President, Overseas Director
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.

MILITARY PARTNERSHIPS

For 65 years, UMUC has proudly served the U.S. military through its educational partnership in Europe, Stateside, and Asia. 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 2009, the U.S. Department of Defense announced that it had extended UMUC’s privilege to serve the members of the U.S. military community in Asia for another five option years. 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.

Currently, UMUC provides courses at more than 80 military installations throughout Africa, Asia, Central Asia, Europe, and the Middle East.
KEY ALLIANCES

Through key military alliances, UMUC is committed to helping servicemembers gain the most from their education.

- UMUC is a strong supporter of Community College of the Air Force programs. The GEM program allows Air Force students to quickly complete major requirements for CCAF degrees. Through the AU ABC program, UMUC enables CCAF degree holders to easily transfer credits toward a bachelor’s degree.
- GoArmyEd, an online system developed to help Army students move forward academically, is centered on the GoArmyEd portal. UMUC partners with GoArmyEd to make registration and other student services seamless for Army students.
- The Military Spouses Career Advancement Account (MyCAA) is a unique financial aid program for military spouses. UMUC provides advisors to assist students with applying and using MyCAA benefits.
- UMUC is a member of the Navy College Program Distance Learning Partnership, a special partnership leading Navy students toward their bachelor’s degree.
- The College of the American Soldier (CAS) program builds on the success of the Servicemembers Opportunity Colleges Army Degrees (SOCAD). Selected as a partner of the CAS program, UMUC helps to maximize college credits received from military education and leadership training for non-commissioned officers.

STUDENTS FIRST

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

To that end, the university looks first for ways to ensure that students can easily access programs and services. Admission policies are designed to simplify the process (standardized tests are not required), making it possible for students to apply and register at the same time.

As a global university, UMUC makes it possible for students to take classes any time, any place, by offering the largest selection of online programs available—in addition to classes at sites throughout Maryland and the metropolitan Washington area and in military communities all over the world. Student services can be reached by phone or online, as well as on-site at most overseas military bases.

Convenience and flexibility are not the only concern, 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 also strives to keep tuition costs low and provides numerous financial aid opportunities, including scholarships for military and community college students.

EXCELLENCE

A regionally accredited university, UMUC is dedicated to providing the highest quality programs and services to its students and ensuring excellence in its online and on-site courses.

In providing these programs, UMUC relies on a renowned faculty of scholar-practitioners—teachers who bring real world experience as well as advanced academic credentials to courses—and the use of the latest technologies. UMUC also is able to provide a wealth of resources to its students because of its place as one of 11 institutions within the University System of Maryland.

The success of UMUC’s efforts is evident. Year after year, UMUC continues to garner awards from such notable organizations as the University Professional and Continuing Education Association, the Sloan Consortium, and the Maryland Distance Learning Association.
UMUC has always looked for new and better ways to serve students. Long before the online revolution, UMUC was delivering courses to students at distant locations, using any and all available technologies—from interactive television to voice mail. Today, students access both courses and services online using the university’s learning management system and MyUMUC, its online gateway to services and information. UMUC’s faculty also strive to find new ways to best use these technologies to assist their students’ learning.

UMUC is dedicated to collaboration and cooperation with other educational institutions, both public and private, throughout the nation and the world. The university has established alliance agreements with 90 community colleges across the United States, including all 16 Maryland community colleges.

The university also works to develop strong strategic partnerships with Maryland and national leaders in business and industry, government, and nonprofit organizations. UMUC values employers’ viewpoints and has developed customized programs for employers and organizations across the country.

Consistent with its mission of bringing convenient and relevant learning opportunities to the workforce, UMUC has developed strong relationships with many prominent employers around the country, including the American Bankers Association, Booz Allen Hamilton, GEICO, and ManTech International.

The Graduate School works with The Undergraduate School to develop accelerated pathways for students who wish to earn their graduate degree at UMUC. Programs with articulated pathways include accounting, business administration, cybersecurity, computer science, English, history, political science, social science, and homeland security. More information may be obtained from an academic advisor.

UMUC looks forward to providing academic excellence to our extraordinary students around the world.
Before the beginning of each session, UMUC holds special online and on-site orientations for new and prospective students. At on-site open house events, prospective students have the opportunity to learn about UMUC programs, student services, academic and career options, and meet faculty members and fellow students. Students participating in these events may have their application fee waived.

**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, have a UMUC bachelor’s degree in business administration with a GPA of 3.0 or above, or present GMAT scores in the 70th percentile or higher.
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 ($50).
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.

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

University of Maryland University College
Attn: Graduate Transcripts
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 a 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

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

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 a graduate degree or certificate program—including prerequisite courses and UCSP 615—must be fulfilled within seven consecutive years, except for the Master of Business Administration, which must be completed within five years. For dual degree programs, both degrees must be completed within seven years. This regulation includes courses transferred from other institutions. Any transfer of credit must be completed within the seven-year time frame to be applied toward the degree or certificate program.
FEES

Application for Graduate Admission  $50

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

GoArmyEd students, who complete a Common Application in the GoArmyEd portal, will be sent an e-mail message instructing them to pay the $50 application fee through the MyUMUC portal.

Tuition and Fees

Tuition is payable at the time of registration and may be paid through the MyUMUC portal by credit card (American Express, Discover, MasterCard, or Visa) or e-check. Payment made by money order should be mailed to the UMUC Europe Business Office. Checks and money orders should be made payable to University of Maryland University College.

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 after the end date of the official registration period for the session. 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 website 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**

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.

**Cap and Gown**

Each graduate who plans to attend commencement is responsible for purchasing their own cap and gown.

**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 for on-site classes. 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 must clear them to be permitted to register. Requests for transcripts and diplomas are denied until all debts have been paid. Outstanding debts are collected against refunds due the student. After a reasonable period, uncollected debts are forwarded to the Central Collection Unit of the State Attorney General’s Office.

The Board of Regents has authorized UMUC to charge students’ delinquent accounts for all collection costs incurred by UMUC. The normal collection fee is 17 percent plus attorney and/or court costs. Delinquent accounts are reported to a credit bureau.
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.

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 semester. 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. More information is available online at www.europe.umuc.edu/scholarships.

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.
GENERAL ELIGIBILITY REQUIREMENTS

An eligible applicant for UMUC assistance must

- Be admitted to UMUC as a degree-seeking or eligible certificate-seeking student.
- Be a U.S. citizen or an eligible noncitizen.
- Be enrolled for 6 or more credits for most federal and institutional aid programs. Federal loan programs require enrollment of at least half time. Audited courses, some repeated courses, credit by examination, and Portfolio credits cannot be counted.
- Demonstrate satisfactory academic progress toward a degree or certificate according to UMUC policy.
- Have a high school diploma or GED.
- Possess a valid Social Security number.
- Register with Selective Service, if required to do so.
- Not be in default on any federal student loans, have borrowed in excess of loan limits, nor owe a refund on any grant under Title IV federal student aid programs.
- Not be ineligible based on a drug conviction.

APPLYING FOR FINANCIAL AID

The 2014-2015 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 website.

Financial aid is awarded by academic year, and students must reapply each year. Students may apply until 30 June 2015 for the 2014-2015 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 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 50 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.

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<td>Fall</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 6.21 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 $700 per semester, 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. For Direct PLUS Loans first disbursed on or after 1 July 2014 and before 1 July 2015, the interest rate is 7.21%. This is a fixed interest rate for the life of the loan. There is a 4.288 percent origination fee that is subject to reduction by the Department of Education for loans first disbursed on or after 1 December 2013 and before 1 October 2014.

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/enrollmentchanges.
SCHOLARSHIPS AND FINANCIAL AID

Graduate Enrollment Levels for Financial Aid

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

Students must be enrolled at least half time to be eligible for a direct loan disbursement. Half-time status at UMUC is defined differently depending on the program:

- Graduate – 6 credits
- MBA – 3 credits
- AMBA 600 is considered a half-time course

Initial awards are based on the assumption that the student will be enrolled half time; awards may be adjusted if enrollment is for more or fewer credits.

Awards will be adjusted on the following schedule (to match current enrollment):

- Fall Semester: September and December
- Winter Semester: March
- Spring Semester: February and May
- Summer Semester: June and August

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 half time.

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 seven 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 website at www.umuc.edu/students/aid/fapolicies.

For Further Information

All financial aid information and forms are available at www.umuc.edu/financialaid. Students with additional questions should visit the Financial Aid Online Support Center at www.umuc.edu/help to e-mail, chat, or review an extensive list of frequently asked questions. Students may also contact the Financial Aid Office in Adelphi, Maryland, by phone at +1-800-888-UMUC.

CONTACT THE UMUC EUROPE FINANCIAL AID OFFICE

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

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

University of Maryland University College Europe
Attn: Financial Aid Office
Hertelsbrunnenring 10
67657 Kaiserslautern, Germany
CIV: +49-(0)631-534-80324
Fax: +49-(0)631-534-80399
E-mail: financialaid-europe@umuc.edu
Web: www.europe.umuc.edu/financialaid
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 website at www.gibill.va.gov. Students are encouraged to complete all forms through the Veterans Online Application (VONAPP) at 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.
- 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.
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. Students who are not pursuing UMUC degrees but who wish to receive VA benefits for UMUC 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 by e-mail to pslva@umuc.edu with the appropriate VA application and any necessary documentation.

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 within six to eight 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.
Noncredit Graduate Courses

The U.S. Department of Veterans Affairs does not pay benefits for noncredit graduate courses.

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

Students should refer to the directory for contact information for the UMUC Europe Headquarters Office.

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: +1-716-857-3196/3197
Fax: +1-716-857-3192
E-mail: buffrpo@vba.va.gov

Because regulations are constantly changing, we recommend that students log onto our website for the most current information concerning their VA benefits at www.europe.umuc.edu/vabenefits.
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.

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.

<table>
<thead>
<tr>
<th>Grade/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>
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<tr>
<td>FN</td>
<td>Failure for nonattendance</td>
<td>0</td>
</tr>
<tr>
<td>G</td>
<td>Grade under review</td>
<td>0</td>
</tr>
<tr>
<td>P</td>
<td>Passing</td>
<td>0</td>
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<tr>
<td>S</td>
<td>Satisfactory</td>
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<tr>
<td>I</td>
<td>Incomplete</td>
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<tr>
<td>AU</td>
<td>Audit</td>
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<tr>
<td>U</td>
<td>Unsatisfactory</td>
<td>0</td>
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<td>W</td>
<td>Withdrawal</td>
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</tbody>
</table>
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.

The Grade of FN: Failure for Nonattendance
The grade of FN means a failure in the course because the student has not attended or participated in course assignments and activities. It is assigned when the student ceases to attend class but has not officially withdrawn. If applicable, a student assigned the grade of FN must register again for the course, pay the applicable fees, repeat the course, and earn a passing grade to receive credit for that course.

The Grade of P: Passing
Since the grade of P is awarded only for noncredit graduate courses, it is not included in calculating the grade point average. It does, however, appear on the permanent record.

The Grade of S: Satisfactory
The grade of S is awarded only for select courses. Although the grade of S confers credit and appears on the permanent record, courses graded S are not used in determining grade point averages.

The Mark of G: Grade Pending
The mark of G is an exceptional and temporary administrative mark given only when the final grade in the course is under review. It is not the same as a mark of Incomplete.

The Mark of I: Incomplete
The mark of I (Incomplete) is an exception and is given only to students whose completed coursework has been qualitatively satisfactory, but who have been unable to complete all course requirements because of illness or other extenuating circumstances beyond their control. To be eligible for an I, students must have completed 60 percent or more of the course requirements with a grade of B or better. Students must request an I from their faculty member before the end of the session. Faculty, however, are not required to grant the request. Students with a mark of I must arrange fulfillment of course responsibilities with their faculty member to receive credit. The faculty member must set a deadline within four months of the last day for the term in which the course occurred. The mark of I is automatically converted to F after four months.
ACADEMIC CREDIT, RECORDS, AND GRADES

The Mark of W: Withdrawal
Students who officially withdraw from a course receive a mark of W. This mark appears on the permanent record unless the withdrawal is completed during the official drop period for the course. For purposes of financial aid, the mark of W is counted as attempted hours. It is not used in determining grade point averages.

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 military 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
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.

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 can 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

Official transcripts are maintained by the Office of the Registrar. These transcripts show all coursework taken at UMUC; if graduate credit from another university has been accepted in transfer, that also is noted.

Students’ records are considered confidential. Therefore, UMUC releases transcripts only upon receipt of a signed request from the student and payment of the appropriate fee. (With online requests, the student and personal identification numbers are considered an official signature.)

Procedures and forms for requesting transcripts are provided online at www.europe.umuc.edu/transcripts. A fee is charged for each UMUC transcript issued; additional fees are charged for rush processing. Students should allow at least two weeks for transcript requests to be processed. All financial obligations to the university must be satisfied before a transcript may be released.

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: Student Services
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.

Additional information about access to and disclosure of student records may be found at www.umuc.edu/policy or in the appendix of this catalog.
ACADEMIC INTEGRITY

Integrity in teaching and learning is a fundamental principle of a university. UMUC believes that all members of the university community share the responsibility for academic integrity, as expressed in the University System of Maryland (USM) policy “Faculty, Student, and Institutional Rights and Responsibilities for Academic Integrity.” At UMUC, faculty members are expected to establish classroom environments conducive to the maintenance of academic integrity by giving students a complete syllabus describing the course and its requirements, by providing clear-cut directions for assignments and adequate and timely feedback, and by arranging appropriate testing conditions. Students at UMUC are expected to conduct themselves in a manner that will contribute to the maintenance of academic integrity. The USM policy is located at www.usmd.edu/regents/bylaws/SectionIII.

Academic dishonesty is the failure to maintain academic integrity. Academic dishonesty includes but is not limited to cheating; fabrication; bribery offered for grades, transcripts, or diplomas; obtaining or giving aid on an examination; having unauthorized prior knowledge of an examination; doing work for another student; presenting another student’s work as one’s own; and plagiarism. Plagiarism is the presentation of another person’s idea or product as one’s own. Plagiarism includes copying verbatim all or part of another’s written work without quotation marks and citation of the source in the text and in reference lists; using phrases, charts, figures, illustrations, or mathematical or scientific solutions without citing the source; paraphrasing ideas, conclusions, or research without citing the source in the text and in reference lists; or 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 appropriately cited, quoted, paraphrased, or summarized. All coursework submitted by students should acknowledge these sources both in text and in a reference list, in accordance with accepted citation practices.

Attempts to violate academic integrity or assist others in doing so are prohibited. Resources to educate students about academic integrity are available at www.umuc.edu/academicintegrity. Additional information on the UMUC policy 150.25 Academic Dishonesty and Plagiarism may be found at www.umuc.edu/policy.
**APPEALING A GRADE**

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 complete for every UMUC course.

Regardless of teaching style, it may happen that a student believes a faculty member’s determination of a final course grade has been arbitrary and capricious. The phrase “arbitrary and capricious grading” 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, faculty member, and 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 found at www.umuc.edu/policy or in the appendix of this catalog.

**ATTENDANCE**

Students are expected to attend all on-site or online classes and any related activities regularly and punctually.

Students who are absent from class retain responsibility for completing any missed coursework, as indicated in the course outline. Students are also responsible for obtaining information about each class session, including any announcements and assignments they missed. Failure of the student to complete any required coursework as scheduled may adversely affect the grade earned. Faculty are not expected to repeat material that a student missed because of absence.

Students may not give permission to another person to accompany them to an on-site class, attend an on-site class in their place, or access or attend their online class.

**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.

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

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.
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 profanity, 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.

CODE OF STUDENT CONDUCT

UMUC policy 151.00 Code of Student Conduct outlines prohibited conduct and the procedures by which such conduct is addressed. The university reserves the right to take appropriate action to protect the safety and well-being of the UMUC community.

Additional information on the UMUC Code of Student Conduct may be found at: www.umuc.edu/policies/studentpolicies/stud15100.cfm.

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.

GRIEVANCE PROCEDURES

The procedures necessary to file a formal complaint concerning the actions of members of the UMUC faculty or administrative staff are detailed in UMUC policy 130.70 Student Grievance Procedures which is available at www.umuc.edu/policy. Students who wish to seek redress for the acts or omissions of a faculty or staff member must first request a conference with that person and attempt to resolve the complaint informally within 14 days of the alleged act or omission. If a satisfactory resolution is not reached, the student may file a formal complaint in writing to the campus administrator designated in the policy within 30 calendar days of the alleged act or omission.

INTELLECTUAL PROPERTY

The primary mission of universities is to create, preserve, and disseminate knowledge. When that knowledge takes the form of intellectual property, a university must establish a clear and explicit policy that will protect the interests of the creators and the university while ensuring that society benefits from the fair and full dissemination of that knowledge.

More information about UMUC’s policy on intellectual property is available online at www.umuc.edu/policies/researchpolicies/research19000.cfm.

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

UMUC is committed to ensuring that all individuals have equal access to programs, facilities, admission, and employment without regard to personal characteristics not related to ability, performance, or qualifications as determined by UMUC and/or University System of Maryland policy or by federal, state, or local authorities, in accordance with UMUC policy 40.30 Policy and Procedures on Affirmative Action, Equal Opportunity, and Sexual Harassment. UMUC prohibits discrimination or harassment of any individual due to race, religion, color, creed, gender, gender identity or expression, marital status, age, national origin, ancestry, political affiliation, mental or physical disability, sexual orientation, or veteran status (including Vietnam-era veterans).

All inquiries regarding UMUC’s Nondiscrimination Statement or compliance with applicable statutes and regulations should be directed to the Equal Opportunity Officer via e-mail at diversityinitiatives-europe@umuc.edu. Additional information may be found at www.umuc.edu/policy.

TECHNOLOGY USE

Connectivity and Computer Literacy

To take full advantage of The Graduate School’s educational offerings, students must own or have access to a personal computer and have access to the Internet. In some classes, students may be required to participate in synchronous computer-based class discussions and study group activities.

All graduate students must be able to reach their fellow students, faculty, and the university via e-mail. Students are assigned a UMUC Google account, which includes e-mail, as soon as they register. While students are not required to use the UMUC e-mail address, they must maintain a current e-mail address through MyUMUC (my.umuc.edu). More information on UMUC’s Google applications is available at www.umuc.edu/umucgmail.

All graduate students are expected to have a working knowledge of, and access to, a basic word processing program such as Microsoft Word, a spreadsheet program such as Microsoft Excel, and Internet electronic mail services. Knowledge of Microsoft Windows and Internet information services such as the World Wide Web is also necessary.

Applicants and students who require further training in the use of Internet services and basic software packages may wish to consult the UMUC schedule of classes or speak to an advisor regarding appropriate classes.

Electronic File Sharing

Peer-to-peer programs permit computers to share data in the form of music, movies, games, computer files, and software.

All users of the UMUC network are required to comply with federal copyright laws. UMUC network users are not permitted to share unauthorized copyrighted material over the UMUC network, whether on personally owned or university computers.

Any unauthorized distribution of copyrighted materials on the university network, including peer-to-peer file sharing, is a violation of federal law and UMUC policies. Violations may lead to disciplinary proceedings and, in some cases, civil and criminal legal action. UMUC’s computing resources policies can be found online at www.umuc.edu/computerresource. UMUC’s computer use policy can be found at www.umuc.edu/computerpolicy.

More information on how to legally download music is provided on the Recording Industry Association of America website at www.riaa.com. Information on how to legally download movies and television programs is available on the Motion Picture Association of America website at www.mpaa.org.

WAITING LIST

If a class is already full at the time of registration, the student has the option of placing his or her name on a waiting list for that class. Students can check on class availability by visiting MyUMUC at my.umuc.edu.

❖ If a space becomes available, the first student on the waiting list will automatically be registered for it, and the charge will appear on his or her account. An e-mail notification of the enrollment from the waiting list will be sent. If a space becomes available but the first student is ineligible to enroll in the class (for reasons such as failing to meet the prerequisites, being enrolled in another section of the same class, or being enrolled in a class that conflicts in time), the space will go to the next person on the waiting list.

❖ Students who no longer want a class should remove their name from the waiting list to prevent the possibility of an automatic enrollment.

❖ Students who are already enrolled in the maximum number of allowable credits (6 credits) and who are on a waiting list for a third course will not be registered in the third course even if space becomes available in the class.

❖ Students who are already enrolled in a different section of the same class for which they are waitlisted will not be enrolled in the waitlisted section even if space becomes available.

❖ Faculty members and academic advisors are not authorized to add students to a full class.
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 as early as possible to allow sufficient time to review requests and documentation and make proper arrangements. Students must request accommodations each session when 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 or visit www.umuc.edu/accessibility.
CAREER SERVICES

Career Services provides personalized assistance with clarifying skills, interests, and work-related values; making career- or life-related decisions; researching career options; and searching for employment. Through the Career Services webpage, students can access a variety of career and job search information and materials. Career Services offers job fairs, employability skills workshops such as résumé writing, tutorials, and access to CareerQuest, UMUC’s online job and internship database.

Services are available by telephone, online via e-mail, or Skype. More information can be found on the Career Services webpage at www.umuc.edu/careerservices.

COMPUTER LABS AND SERVICES

UMUC computer labs are available at many UMUC sites. These labs are available primarily for the use of students completing coursework but are also open to faculty members, staff, and alumni on a first-come, first-served basis on presentation of a valid UMUC ID. Students must bring media to save data or documents. Acceptable media include flash drives or thumb drives. Lab assistants are available during scheduled hours to help users with resident software programs, but cannot provide tutoring.

Students may also access host computers at UMUC via the Internet using Telnet. Two host systems are accessible: Nova and Polaris. Students must have an account for the particular system they wish to use. For most students taking courses in computing, accounts are set up automatically as part of the coursework and are valid for the duration of the class.

Students who are considering enrolling in online courses should review the technical requirements at www.umuc.edu/techreq for the most current detailed information.

Technical support for students taking online courses is available 24 hours a day, seven days a week, at www.umuc.edu/help or +1-800-807-4862.

DRUG AND ALCOHOL AWARENESS

As required by federal law, UMUC provides referral services for students with concerns about the use or abuse of alcohol and drugs. Students may discuss referrals with the director, Graduate Programs.

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 the Student Services Office. 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.

LOAN DEFERMENT FORM CERTIFICATION

UMUC does not grant or deny deferment requests; any deferments are at the sole discretion of the lender. UMUC processes deferment forms, certifying the student’s official dates of enrollment. Students who are not enrolled in the current term (fall, spring, or summer) are reported as having withdrawn, regardless of whether or not they plan to enroll or have already enrolled in a future term.

Students with William D. Ford Federal Direct Loans who wish to apply for a deferment must complete the In-School Deferment Request (available at www.umuc.edu/finaidforms) and submit it to the Registrar’s Office Stateside by fax at +1-240-684-2005 or +1-240-684-2006 for certification.

Students should be aware both of their lender’s deadlines for receiving deferment requests and UMUC’s reporting schedule to avoid having deferment forms processed and forwarded to the lenders before enrollment data has been reported.
THE UMUC LIBRARY

The UMUC Library ([www.umuc.edu/library](http://www.umuc.edu/library)) serves to educate students, faculty, and staff in the use of library and information services, emphasizing the critical importance of information literacy knowledge and skills for success in today’s information-rich world. The office also develops and manages extensive online research resources and user-centered services for UMUC students, faculty, and staff worldwide.

Library Resources

The UMUC Library provides access to a rich collection of research materials on a wide variety of topics (business, social science, science, arts and humanities, computer and information systems). Students can access an extensive array of subscription research databases containing tens of thousands of full-text articles, as well as thousands of electronic books, through the UMUC Library homepage at [www.umuc.edu/library](http://www.umuc.edu/library) or through the learning management system.

UMUC Library OneSearch allows users to search for scholarly articles, books, and other research resources via a single search engine in most of the databases to which the UMUC Library subscribes, either directly or as additional resources. The UMUC Library has also created subject-specific resource guides to serve as a starting point for research. Each guide includes subject-relevant research databases, books, websites, and (where applicable) other Web 2.0 technologies.

At most military installations where UMUC offers courses, the Army, Air Force, or Navy maintains a library, usually staffed by professional librarians. The combined holdings of the libraries, including several million books and audio-visual materials, are available to all UMUC students. Many libraries also have computers with Internet connections as well as computers which connect to a selection of research databases available from inside the library only.

Faculty resources are available online in the UMUC Library. These databases are maintained specifically to augment faculty members’ personal resources by providing background materials for use in preparing and conducting their classes.

Library Instruction and Research Assistance

To help students gain the in-depth research skills needed to locate, evaluate, and use the rich research resources available to them, the UMUC Library offers library instruction both in person and via the learning management system. This instruction serves to complement and reinforce the skills and information gained through UCSP 615 Orientation to Graduate Studies at UMUC. Faculty members may contact the UMUC Library to request an on-site or online library instruction session.

Reference and research assistance is available daily (except holidays) during regularly scheduled hours (EST) through the library webpage under “Ask a Librarian.” For a complete list of library services, students should visit [www.umuc.edu/library](http://www.umuc.edu/library).
Degrees earned in graduate programs available through UMUC Europe are awarded in summer, fall, winter, and spring of each academic year. Commencement ceremonies in May recognize master’s candidates who have earned their degrees in the specified degree periods.

**APPLICATION DEADLINES**

Students expecting 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>
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<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>

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>
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</thead>
<tbody>
<tr>
<td>December graduation</td>
<td>15 October</td>
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<tr>
<td>March graduation</td>
<td>15 February</td>
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<tr>
<td>June graduation</td>
<td>1 April</td>
</tr>
<tr>
<td>September graduation</td>
<td>15 July</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.

Students pursuing certificates must apply for certificates by the same deadlines. The application form is available online at my.umuc.edu.

**Noncompletion of Degree/Certificate Requirements**

Students who do not complete degree requirements in the session in time for the graduation date for which they applied must submit a new application and the $50 fee. Students will be informed of remaining degree requirements.
GRADUATION REVIEW

A graduation review will be prepared for each degree/certificate applicant. This review confirms remaining requirements. If the remaining requirements include marks of I (Incomplete) 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 expected graduation date. Documentation should be sent to

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

COMMENCEMENT

Master’s candidates who have earned their degrees in any of the degree periods (summer, fall, winter, or spring of that academic year) are eligible to march at the May commencement ceremonies. 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 four to six weeks 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.

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.

DEGREE VERIFICATION

UMUC has authorized the National Student Clearinghouse to provide degree verification. Employers and background screening firms must contact the clearinghouse directly for this information, for which a fee is charged. Information on this service may be found at www.studentclearinghouse.org.
MASTER’S DEGREE PROGRAMS

Students can earn one of the following cutting-edge master's degrees offered by UMUC and its partner Salisbury University with courses offered on-site and online at locations throughout Europe.

Master of Business Administration (MBA) – p. 29

Master of Science in Cybersecurity – p. 32

Master of Science in Information Technology (MSIT) – p. 35
  Specializations in:
  ◦ Database Systems Technology
  ◦ Homeland Security Management
  ◦ Informatics
  ◦ Information Assurance
  ◦ Project Management
  ◦ Software Engineering
  ◦ Systems Engineering
  ◦ Telecommunications Management

Master of Science in Management (MSM) – p. 44
  Specializations in:
  ◦ Criminal Justice Management
  ◦ Homeland Security Management

Master of Social Work (MSW) – p. 48
  Offered by partner institution Salisbury University

GRADUATE CERTIFICATES

A graduate certificate is a professional credential that represents the successful completion of graduate-level study in a specific area. 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. UMUC Europe offers nine certificate programs:

◦ Database Systems Technology – p. 42
◦ Foundations of Information Technology – p. 42
◦ Homeland Security Management – p. 43
◦ Informatics – p. 43
◦ Information Assurance – p. 43
◦ Project Management – p. 43
◦ Software Engineering – p. 43
◦ Systems Engineering – p. 43
◦ Telecommunications Management – p. 43
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
The program is designed to help students
- 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,
- or
- who complete their undergraduate degree at UMUC with a major in business administration and a grade point average of 3.0 overall and also in the major.

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

DEGREE REQUIREMENTS

REQUIRED COURSES: MASTER OF BUSINESS ADMINISTRATION

<table>
<thead>
<tr>
<th>Initial Requirements</th>
<th>UCSP 615A</th>
<th>Orientation to Graduate Studies at UMUC (0)</th>
</tr>
</thead>
<tbody>
<tr>
<td>to be taken within the first 6 credits of study</td>
<td>AMBA 600</td>
<td>MBA Fundamentals (3)</td>
</tr>
</tbody>
</table>

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)
# Master’s Degrees

Master of Business Administration classes are 6 credit hours each and 10 weeks in length.

## On-Site/Hybrid Classes

<table>
<thead>
<tr>
<th>Session</th>
<th>Dates</th>
<th>Registration Dates</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FALL 2014</strong></td>
<td>8 October - 16 December 2014</td>
<td>24 September - 7 October 2014</td>
</tr>
<tr>
<td><strong>SPRING 2015</strong></td>
<td>8 April - 16 June 2015</td>
<td>25 March - 7 April 2015</td>
</tr>
<tr>
<td><strong>SUMMER 2015</strong></td>
<td>8 July - 15 September 2015</td>
<td>24 June - 7 July 2015</td>
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</tbody>
</table>

## Online Classes

<table>
<thead>
<tr>
<th>Session</th>
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<th>Registration Dates</th>
</tr>
</thead>
<tbody>
<tr>
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<tr>
<td><strong>SUMMER 2015</strong></td>
<td>8 July - 15 September 2015</td>
<td>24 June - 3 July 2015</td>
</tr>
</tbody>
</table>

## Calendar

<table>
<thead>
<tr>
<th>Month</th>
<th>Dates</th>
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<tbody>
<tr>
<td><strong>SEPTEMBER 2014</strong></td>
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</table>
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.

**Program Objectives**

- 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.

**Program Overview**

The degree program requires 36 credits of coursework including a 6-credit capstone course. CSEC 610 must be taken first, and students must complete all other coursework before taking CSEC 670. Courses 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.

DEGREE REQUIREMENTS

### REQUIRED COURSES: MASTER OF SCIENCE IN CYBERSECURITY

<table>
<thead>
<tr>
<th>Initial Requirement to be taken within the first 6 credits of study</th>
<th>UCSP 615</th>
<th>Orientation to Graduate Studies at UMUC (0)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Course Sequencing</strong></td>
<td></td>
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</tr>
<tr>
<td>• CSEC 610 must be taken as the first course.</td>
<td></td>
<td></td>
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<tr>
<td>• Students must complete all other program coursework before taking CSEC 670</td>
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<tr>
<td>• Courses may not be taken concurrently.</td>
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</tr>
<tr>
<td><strong>Required Main Courses</strong></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>
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<tr>
<td></td>
<td>CSEC 630</td>
<td>Prevention and Protection Strategies in Cybersecurity (6)</td>
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<td></td>
<td>CSEC 640</td>
<td>Monitoring, Auditing, Intrusion Detection, Intrusion Prevention, and Penetration Testing (6)</td>
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<td></td>
<td>CSEC 650</td>
<td>Cyber Crime Investigation and Digital Forensics (6)</td>
</tr>
<tr>
<td><strong>Required Capstone Course</strong></td>
<td>CSEC 670</td>
<td>Cybersecurity Capstone (6)</td>
</tr>
</tbody>
</table>
MASTER OF CYBERSECURITY PROGRAM CALENDAR

Master of Science in Cybersecurity classes are 6 credit hours each and 12 weeks in length.

### ON-SITE / HYBRID CLASSES

| FALL 2014       | 25 August - 16 November 2014 |
| Registration    | 11 August - 24 August 2014   |
| SPRING 2015     | 20 January - 12 April 2015   |
| Registration    | 5 January - 19 January 2015   |
| SUMMER 2015     | 18 May - 9 August 2015        |
| Registration    | 4 May - 17 May 2015           |

### ONLINE CLASSES

| FALL 2014       | 25 August - 16 November 2014 |
| Registration    | 11 August - 20 August 2014   |
| SPRING 2015     | 20 January - 12 April 2015   |
| Registration    | 5 January - 15 January 2015   |
| SUMMER 2015     | 18 May - 9 August 2015        |
| Registration    | 4 May - 13 May 2015           |

<table>
<thead>
<tr>
<th>AUGUST 2014</th>
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</table>
PROGRAM DESCRIPTION

Information technology (IT) is a broad term for a career field that includes website 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, 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.

PROGRAM OBJECTIVES

The program is designed to help students

✧ Utilize 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 improve 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.

PROGRAM OVERVIEW

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.

**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
- Database administrator
- Database warehouse developer

**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

**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 or minor in homeland security to reduce their total coursework for the graduate degree by up to 6 credits (two courses) and complete both degrees with a total of 150 credits of coursework.

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MS IN INFORMATION TECHNOLOGY SPECIALIZATIONS

- Database Systems Technology
- Homeland Security Management
- Informatics
- Information Assurance
- Project Management
- Software Engineering
- Systems Engineering
- Telecommunications Management
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). Under certain conditions, students who have matriculated in or are graduating from a GAC-accredited program may qualify for 1,500 hours of work experience credit toward Project (PMP) and Program Management Professional (PgMP) credentials. Detailed requirements are available at www.gacpm.org.

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

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 and acquisitions manager
- Software tester
- Network designer
- Customer service trainer
- Interface designer
- Software quality assurance specialist
- Internet site designer/developer

Information Assurance

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

Career Paths

- Chief security officer
- Network administrator or professional
- Security administrator
- Security architect
- Security manager
- Security professional
- System administrator or professional
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.

Required Academic Preparation
The software engineering specialization is designed for students with a degree and/or professional experience in software development and programming languages.

Career Paths
- Leader of a software development team
- Head of a development department
- Chief technical officer
- Software architect

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 specialist
- 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
MASTER OF SCIENCE IN INFORMATION TECHNOLOGY PROGRAM CALENDAR

MSIT courses are 3 credit hours each. On-site/hybrid classes are eight weeks in length, and online classes are 12 weeks in length.

ON-SITE / HYBRID CLASSES

FALL SESSION 1 18 August - 12 October 2014
Registration 4 August - 17 August 2014
FALL SESSION 2 20 October - 14 December 2014
Registration 6 October - 19 October 2014
SPRING SESSION 1 12 January - 8 March 2015
Registration 29 December 2014 - 11 January 2015
SPRING SESSION 2 16 March - 10 May 2015
Registration 2 March - 15 March 2015
SUMMER SESSION 1 1 June - 26 July 2015
Registration 18 May - 31 May 2015

ONLINE CLASSES

FALL SESSION 1 25 August - 16 November 2014
Registration 6 August - 20 August 2014
FALL SESSION 2 8 September - 30 November 2014
Registration 20 August - 3 September 2014
FALL SESSION 3 22 September - 14 December 2014
Registration 3 September - 17 December 2014
SPRING SESSION 1 20 January - 12 April 2015
Registration 31 December 2014 - 15 January 2015
SPRING SESSION 2 2 February - 26 April 2015
Registration 14 January - 28 January 2015
SPRING SESSION 3 16 February - 10 May 2015
Registration 28 January - 11 February 2015
SUMMER SESSION 1 18 May - 9 August 2015
Registration 29 April - 13 May 2015

www.europe.umuc.edu/graduate
### REQUIRED COURSES: MASTER OF SCIENCE IN INFORMATION TECHNOLOGY

<table>
<thead>
<tr>
<th>Initial Requirement</th>
<th>Course</th>
<th>Description</th>
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<tbody>
<tr>
<td>to be taken within the first 6 credits of study</td>
<td>UCSP 615</td>
<td>Orientation to Graduate Studies at UMUC (0)</td>
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<table>
<thead>
<tr>
<th>Course Sequencing</th>
<th>Core Courses</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td>ITEC 610 must be taken in the first term of coursework.</td>
<td>ITEC 610</td>
<td>Information Technology Foundations (3)</td>
</tr>
<tr>
<td></td>
<td>ITEC 625</td>
<td>Computer Systems Architecture (3)</td>
</tr>
<tr>
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<td>ITEC 626</td>
<td>Information Systems Infrastructure (3)</td>
</tr>
<tr>
<td></td>
<td>ITEC 630</td>
<td>Information Systems Analysis, Modeling, and Design (3)</td>
</tr>
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<td>ITEC 640</td>
<td>Information Technology Project Management (3)</td>
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</table>

### DATABASE SYSTEMS TECHNOLOGY

<table>
<thead>
<tr>
<th>Course Sequencing</th>
<th>Specialization Courses</th>
<th>Description</th>
</tr>
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<tbody>
<tr>
<td>Students must complete 6 credits of core coursework before beginning specialization coursework.</td>
<td>DBST 651</td>
<td>Relational Database Systems (3)</td>
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<tr>
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<td>DBST 652</td>
<td>Advanced Relational/Object-Relational Database Systems (3)</td>
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<td>DBST 663</td>
<td>Distributed Database Management Systems (3)</td>
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<td>DBST 665</td>
<td>Data Warehouse Technologies (3)</td>
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<td>DBST 667</td>
<td>Data Mining (3)</td>
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<td>DBST 668</td>
<td>Database Security (3)</td>
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<td></td>
<td>DBST 670</td>
<td>Database Systems Administration (3)</td>
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### HOMELAND SECURITY MANAGEMENT

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<tr>
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<th>Specialization Courses</th>
<th>Description</th>
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<tbody>
<tr>
<td>HSMN 610 must be taken as one of the first two specialization courses.</td>
<td>HSMN 610</td>
<td>Concepts in Homeland Security (3)</td>
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<tr>
<td></td>
<td>HSMN 625</td>
<td>Critical Infrastructures (3)</td>
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<td>HSMN 630</td>
<td>Resilience Planning and Preparedness for Disaster Response and Recovery (3)</td>
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<td>INFA 660</td>
<td>The Law, Regulation, and Ethics of Information Assurance (3)</td>
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<td>BSBD 641</td>
<td>Biosecurity and Bioterrorism (3)</td>
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<td>HSMN 640</td>
<td>Energy Infrastructure Security (3)</td>
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<td>HSMN 670</td>
<td>Seminar in Homeland Security (3)</td>
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</table>

### INFORMATICS

<table>
<thead>
<tr>
<th>Course Sequencing</th>
<th>Specialization Courses</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td>Students must complete 6 credits of core coursework before taking the first specialization course.</td>
<td>SWEN 603</td>
<td>Modern Software Methodologies (3)</td>
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<tr>
<td></td>
<td>DBST 651</td>
<td>Relational Database Systems (3)</td>
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<td>SWEN 645</td>
<td>Software Requirements (3)</td>
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<td>INFA 610</td>
<td>Foundations of Information Security and Assurance (3)</td>
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<td>IMAT 637</td>
<td>IT Acquisitions Management (3)</td>
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<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 The Law, Regulation, and Ethics of Information Assurance (3)
- INFA 670 Information Assurance Capstone (3)

### PROJECT MANAGEMENT

**Course Sequencing**
- PMAN 634 must be taken as the first course.

**Specialization Courses**
- PMAN 634 Foundations of Project Management (3)
- PMAN 635 Quantitative Methods in Project Management (3)
- PMAN 637 Project Risk Management (3)
- PMAN 638 Project Communication Management (3)
- PMAN 639 Project Quality Management (3)
- PMAN 641 Project Procurement Management (3)
- PMAN 650 Financial and Strategic Management of Projects (3)

### SOFTWARE ENGINEERING

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

**Specialization Courses**
- SWEN 603 Modern Software Methodologies (3)
- SWEN 645 Software 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 626 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](http://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 REQUIREMENTS**

<table>
<thead>
<tr>
<th>GRADUATE IT CERTIFICATE PROGRAMS</th>
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<tbody>
<tr>
<td><strong>Initial Requirement</strong></td>
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<td>to be taken within the first 6 credits of study</td>
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</table>

**DATABASE SYSTEMS TECHNOLOGY**

<table>
<thead>
<tr>
<th>Required Courses</th>
<th>DBST 651</th>
<th>DBST 652</th>
<th>DBST 663</th>
<th>DBST 665</th>
<th>DBST 670</th>
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**FOUNDATIONS OF INFORMATION TECHNOLOGY**

<table>
<thead>
<tr>
<th>Required Courses</th>
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<tbody>
<tr>
<td>ITEC 610</td>
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<td>ITEC 625</td>
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<td>ITEC 640</td>
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</table>
## GRADUATE IT CERTIFICATES

### HOMELAND SECURITY MANAGEMENT

**Course Sequencing**  
HSMN 610 must be taken as one of the first two courses in the program.

**Required Courses**  
- HSMN 610 Concepts in Homeland Security (3)  
- HSMN 625 Critical Infrastructures (3)  
- HSMN 630 Resilience Planning and Preparedness for Disaster Response and Recovery (3)  
- HSMN 640 Energy Infrastructure Security (3)  
- INFA 660 The Law, Regulation, and Ethics of Information Assurance (3)

### SOFTWARE ENGINEERING

**Required Courses**  
- SWEN 603 Modern Software Methodologies (3)  
- SWEN 645 Software Requirements (3)  
- SWEN 651 Usability Engineering (3)  
- SWEN 646 Software Design and Implementation (3)  
- SWEN 647 Software Verification and Validation (3)

### SYSTEMS ENGINEERING

**Required 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 626 Information Systems 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)

### INFORMATICS

**Course Sequencing**  
ITEC 610 must be taken in the first term of coursework.

**Required Courses**  
- ITEC 610 Information Technology Foundations (3)  
- ITEC 626 Information Systems Infrastructure (3)  
- DBST 651 Relational Database Systems (3)  
- INFA 610 Foundations of Information Security and Assurance (3)  
- IMAT 637 IT Acquisitions Management (3)

### INFORMATION ASSURANCE

**Required 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)

### INFORMATION SECURITY

**Required 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)
MASTER OF SCIENCE IN MANAGEMENT

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
The program is designed to help students
✧ 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 SPECIALIZATIONS
✧ 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

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 criminal justice to reduce their total coursework for the graduate degree by up to 6 credits (two courses) and complete both degrees with a total of 150 credits of coursework.

The Graduate School will accept the following toward the completion of a specialization in criminal justice management within the MS in Management for a maximum of 6 credits:

- CCJS 495 Issues in Criminal Justice in lieu of CJMS 600 Critical Analysis of the Criminal Justice System
- CCJS 497 Correctional Administration in lieu of CJMS 620 Issues in Correctional Administration

The substitutions listed are the only ones possible. Students pursuing a graduate certificate in Criminal Justice Management may substitute CCJS 495 for CJMS 600 for 3 credits only. 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.

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

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 or minor in homeland security to reduce their total coursework for the graduate degree by up to 6 credits (two courses) and complete both degrees with a total of 150 credits of coursework.
## DEGREE REQUIREMENTS

### REQUIRED COURSES: MASTER OF SCIENCE IN MANAGEMENT

#### Initial Requirement

<table>
<thead>
<tr>
<th>Course</th>
<th>Description</th>
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<tbody>
<tr>
<td>UCSP 615</td>
<td>Orientation to Graduate Studies at UMUC (0)</td>
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#### Required Core Courses

<table>
<thead>
<tr>
<th>Course</th>
<th>Description</th>
</tr>
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<tbody>
<tr>
<td>MGMT 610</td>
<td>Organizational Theory (3)</td>
</tr>
<tr>
<td>MGMT 615</td>
<td>Intercultural Communication and Leadership (3)</td>
</tr>
<tr>
<td>MGMT 640</td>
<td>Financial Decision Making for Managers (3)</td>
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</table>

#### Required Research Methods Core Course

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<thead>
<tr>
<th>Course</th>
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<tbody>
<tr>
<td>MGMT 650</td>
<td>Statistics for Managerial Decision Making (3)</td>
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#### Required Capstone Course

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<thead>
<tr>
<th>Course</th>
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</thead>
<tbody>
<tr>
<td>MGMT 670</td>
<td>Strategic Management Capstone</td>
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#### Alternate Course

<table>
<thead>
<tr>
<th>Course</th>
<th>Description</th>
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<tbody>
<tr>
<td>MGMT 630</td>
<td>Organizational Theory and Behavior in a Global Environment (6) <em>may be taken instead of MGMT 610 and MGMT 615</em></td>
</tr>
</tbody>
</table>

### CRIMINAL JUSTICE MANAGEMENT

#### Course Sequencing

- MGMT 610 (or MGMT 630) must be taken within the first 6 credits.
- MGMT 640 should not be attempted simultaneously with MGMT 650.
- Specialization courses should be taken in the order listed.
- CJMS 600 must be taken as the first specialization course.
- CJMS 660 must be taken after all specialization and core courses (except MGMT 670).
- Students must complete 24 credits of program coursework, including all core and research methods courses, before enrolling in MGMT 670.

#### Required Specialization Courses

<table>
<thead>
<tr>
<th>Course</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td>CJMS 600</td>
<td>Critical Analysis of the Criminal Justice System (3)</td>
</tr>
<tr>
<td>CJMS 610</td>
<td>Perspectives in Law Enforcement Management (3)</td>
</tr>
<tr>
<td>CJMS 620</td>
<td>Issues in Correctional Administration (3)</td>
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<tr>
<td>CJMS 630</td>
<td>Seminar in Security Management (3)</td>
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<tr>
<td>CJMS 640</td>
<td>Criminal Justice Intelligence Systems and Approaches (3)</td>
</tr>
<tr>
<td>CJMS 660</td>
<td>Legal Aspects Within the Criminal Justice System (3)</td>
</tr>
<tr>
<td>CJMS 660</td>
<td>Issues in Criminal Justice Leadership (3)</td>
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</tbody>
</table>

### HOMELAND SECURITY MANAGEMENT

#### Course Sequencing

- MGMT 610 (or MGMT 630) must be taken within the first 6 credits.
- MGMT 640 should not be attempted simultaneously with MGMT 650.
- HSMN 610 must be taken as one of the first two specialization courses.
- HSMN 670 must be taken after all specialization courses.
- Students must complete 24 credits of program coursework, including all core and research methods courses, before enrolling in MGMT 670.

#### Specialization Courses

<table>
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<tr>
<th>Course</th>
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<tbody>
<tr>
<td>HSMN 610</td>
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<td>Seminar in Homeland Security (3)</td>
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</table>
MASTER OF SCIENCE IN MANAGEMENT PROGRAM CALENDAR

Master of Science in Management courses are 3 credit hours each. On-site/hybrid classes are eight weeks in length, and online classes are 12 weeks in length.

ON-SITE / HYBRID CLASSES

FALL SESSION 1 18 August - 12 October 2014
Registration 4 August - 17 August 2014
FALL SESSION 2 20 October - 14 December 2014
Registration 6 October - 19 October 2014
SPRING SESSION 1 12 January - 8 March 2015
Registration 29 December 2014 - 11 January 2015
SPRING SESSION 2 16 March - 10 May 2015
Registration 2 March - 15 March 2015
SUMMER SESSION 1 1 June - 26 July 2015
Registration 18 May - 31 May 2015

ONLINE CLASSES

FALL SESSION 1 25 August - 16 November 2014
Registration 6 August - 20 August 2014
FALL SESSION 2 8 September - 30 November 2014
Registration 20 August - 3 September 2014
FALL SESSION 3 22 September - 14 December 2014
Registration 3 September - 17 December 2014
SPRING SESSION 1 20 January - 12 April 2015
Registration 31 December 2014 - 15 January 2015
SPRING SESSION 2 2 February - 26 April 2015
Registration 14 January - 28 January 2015
SPRING SESSION 3 16 February - 10 May 2015
Registration 28 January - 11 February 2015
SUMMER SESSION 1 18 May - 9 August 2015
Registration 29 April - 13 May 2015

MASTER’S DEGREES

JANUARY 2015

S M T W T F S
1 2 3
4 5 6 7 8 9 10
11 12 13 14 15 16 17
18 19 20 21 22 23 24
25 26 27 28 29 30 31

MARCH 2015

S M T W T F S
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9 10 11 12 13 14
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22 23 24 25 26 27 28
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MAY 2015

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12 13 14 15 16 17 18
19 20 21 22 23 24 25
26 27 28 29 30 31

JULY 2015

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15 16 17 18 19 20 21
22 23 24 25 26 27 28
29 30 31
The Master of Social Work (MSW) prepares social work practitioners for advanced direct practice with individuals, families, and groups, and is designed to help students achieve their maximum potential through a dynamic curriculum of foundation and advanced courses. Offered by Salisbury University and administered by UMUC Europe, the Master of Social Work program is accredited by the Council on Social Work Education.

The goal of this comprehensive program is to provide students with the knowledge, skills, and values necessary for private or public sector social work practice. In a combination of hands-on practice in the community and theoretical study in the classroom, students will learn how to work with individuals, families, and groups, and gain knowledge students need for social work supervision and administration.

The program is designed to help students

- Operate as an ethical, competent social work practitioner
- Engage in beginning level supervision in a variety of settings
- Utilize abilities in a plethora of different human service programs
- Participate in active community engagement in the pursuit of social and economic justice

Graduates can work in a variety of human service programs and agencies in an advanced clinical and/or supervisory capacity, including:

- Schools or universities
- Hospitals or health clinics
- Social service agencies
- Government agencies
- Private practices
PROGRAM OVERVIEW

The degree program requires 62 credit hours, with 48 credits of classroom work and 14 credits of supervised field practicum. The regular program length for full-time students is generally 10 sessions. Recent graduates of an accredited bachelor’s social work program may be eligible to apply to our advanced standing program, which requires 32 credits and typically takes five sessions.

Field Education

The program requires field practicum study, where students will engage in supervised social work practice in a hands-on setting with organizations in the community. Field education is an integral component of the social work curriculum, and the focus is to take learning outside the classroom setting and provide valuable experience. In these courses, students will actively participate in their learning through real-world supervised social work practice at a human service agency in their local military community. UMUC Europe will assist with the placement process in institutions such as schools, social service agencies, day care centers, medical facilities, etc.

PROGRAM ADMISSION

Students seeking admission to the MSW program must demonstrate that they

1. Hold a bachelor’s degree from a regionally accredited college or university.
2. Have completed a broad liberal arts background with a minimum of 24 credit hours, including at least one course in sociology, psychology, English, political science or history, and statistics. A course in introductory statistics is required. These undergraduate requirements may be taken at any accredited college or university, including community colleges. All prerequisites for admission must be completed prior to admission, except statistics, which must be completed by the end of the first semester in the program. All offers of admission are conditional upon the successful completion of the undergraduate coursework.
3. Have earned a minimum of a 3.0 grade point average on the last 120 graded credits that appear on their bachelor’s degree transcript, as well as a 3.0 grade point average on the last 60 graded upper-division courses.
4. Have submitted transcripts of any completed graduate courses.
5. Submit three professional letters of recommendation, usually from persons such as professors, employers, supervisors, professional colleagues, and community associates. Applicants who have been employed in a social service agency should request a recommendation from a recent employer or supervisor. Student applicants should provide a recommendation from a faculty advisor or instructor.
Advanced Standing

Applicants who have completed a bachelor’s degree in social work from an accredited undergraduate social work program, may be eligible for the MSW advanced standing program. Advanced standing is a 32 credit program, rather than 62 credit program.

Applicants for advanced standing must meet additional requirements, including having graduated from an undergraduate social work program accredited by the Council on Social Work Education within the last three years. However, applicants with two years of human service work who graduated within the last five years will be considered. Applicants for advanced standing must have earned a minimum 3.0 grade point average on the last 120 credits that appear on their bachelor’s degree transcript, as well as a 3.2 on the last 60 graded upper-division courses (including all social work courses). Students without an accredited undergraduate degree in social work are admitted to the regular 62 credit program that may be completed in 10 sessions.

Applicants for advanced standing must submit the following material in addition to the usual application requirements:
1. Transcripts documenting eligibility for advanced standing.
2. Recommendation for advanced standing from the Social Work Department chair of the school in which they completed their bachelor’s degree in social work.
3. A detailed evaluation of their field instruction experience and performance by the agency supervisor or an evaluation of their employment performance. They may submit evaluations of field performance conducted at the end of each undergraduate term.

Provisional Admission

Provisional admission may be granted to applicants to the MSW program who have a GPA of 2.5 to 2.99 (2.8 to 2.99 for advanced standing applicants) on the last 120 graded credits that appear on their bachelor’s degree transcript and have an otherwise strong application. Provisionally admitted applicants must complete one semester of graduate courses (at least two courses) with a GPA of 3.0.

Transfer Applicants

Under certain circumstances, students may receive a maximum of 29 credits for work completed not more than five years prior to first registration from a CSWE-accredited graduate school of social work and for which a grade of at least a B was received. No course, including any transfer course, may be counted toward a degree if it was completed more than seven full calendar years prior to the date of graduation.

Students must complete a minimum of 32 credits in the Salisbury University Department of Social Work to be eligible for the MSW.

Students currently or previously enrolled in another accredited master’s level social work degree program who are seeking admission as transfer students are required to submit the following additional materials:
1. A brief written statement describing the reasons why they are requesting a transfer.
2. A copy of practicum/field work evaluations, if applicable.
3. One of the three letters of recommendation must be from a faculty member or field supervisor affiliated with the program.

Students from non-MSW programs may receive a maximum of six transfer credits for courses in which he/she has earned a grade of B or above. Each course will be individually assessed for program equivalency. Credits used as part of a previous master’s degree will not transfer. Official determination of allowable credit for work completed elsewhere will be made at the time of admission.

Students registered in the program who want to take a course at another university and transfer credit toward the Salisbury University Department of Social Work MSW (i.e., a summer course), must receive approval from the chair of the Department of Social Work.
Progression Requirements

Students in the MSW program may graduate with no more than six credits (typically two courses) in which they earn lower than a B or three credits for advanced standing students. Students in the 62 credit MSW program are allowed to repeat two courses one time during the program to improve their grade. Students who have begun the concentration curriculum may not repeat a foundation course. Advanced standing students may repeat one course one time. Students who have exceeded the allowed credits earned with a C and who have utilized the course repeat option will be dismissed from the program regardless of their GPA. Students who receive a grade below a C and have utilized the course repeat option will also be dismissed from the program regardless of their GPA.

In addition, students in the MSW program must maintain a cumulative grade point average of 3.0. If the GPA falls below 3.0, the student is placed on academic probation according to university policy.

Life Experience Statement

No credit will be given for work or life experience.

Pending Legal Action and Conviction Statement

Persons who indicate on the application that they have pending legal action or convictions will be asked to supply documentation on the nature of the offense and the disposition. Individuals admitted to the program who are facing pending legal action or convictions may have restrictions placed on the area of study and field placements they may pursue. In addition, some field placement agencies require a criminal background check.
Regular Curriculum

SOWK 605 Social Welfare Policy: Foundations and Structure (3)
SOWK 610 Theoretical Analysis of Behavior I (3)
SOWK 620 Social Work Practice I (3)
SOWK 622 Social Work Practice II (3)
SOWK 623 Social Work Practice III (3)
SOWK 630 Theoretical Analysis of Behavior II (3)
SOWK 616 Social Research I (3)
SOWK 640 Field Instruction I (3)
SOWK Elective* (3)
SOWK 602 Ethical Foundation of Social Work (3)
SOWK 617 Social Research II (3)
SOWK 645 Field Instruction II (3)
SOWK 654 Psychopathology (3)
SOWK 663 Supervision and Administration (3)
SOWK 650 Advanced Practice with Individuals (3)
SOWK 660 Advanced Practice with Families (3)
SOWK 665 Field Instruction III (4)
SOWK 655 Evaluation of Social Work Practice (3)
SOWK 680 Advanced Practice with Groups (3)
SOWK 685 Field Instruction IV (4)

Electives* (choose one)

SOWK 653 Substance Abuse Assessment and Intervention (3)
SOWK 677 Child Welfare (3)

Total: 62 Credits

Advanced Standing Curriculum

SOWK 650 Advanced Practice with Individuals (3)
SOWK 654 Psychopathology (3)
SOWK 665 Field Instruction III (4)
SOWK 655 Evaluation of Social Work Practice (3)
SOWK 680 Advanced Practice with Groups (3)
SOWK 685 Field Instruction IV (4)
SOWK 663 Supervision and Administration (3)
SOWK 602 Ethical Foundation of Social Work (3)
SOWK 660 Advanced Practice with Families (3)
SOWK Elective * (3)

Electives* (choose one)

SOWK 653 Substance Abuse Assessment and Intervention (3)
SOWK 677 Child Welfare (3)

Total: 32 Credits

ABOUT OUR PARTNER INSTITUTION
SALISBURY UNIVERSITY

Salisbury University, a member of the University System of Maryland, is an accredited university of national distinction. In 2014, SU was ranked as one of the ‘Nation’s Best Institutions’ by The Princeton Review and one of the ‘Best Regional Universities in the North’ by U.S. News and World Report. Located on Maryland’s Eastern Shore, this four-year university has over 8,000 students and 55 undergraduate and graduate degree programs. SU prides itself on being an institution where individual talents are celebrated while big ideas are encouraged and nurtured.

www.salisbury.edu
MASTER OF SOCIAL WORK PROGRAM CALENDAR

Master of Social Work courses are 3 credit hours each and eight weeks in length.

ON-SITE / HYBRID CLASSES

| FALL SESSION 1 | 18 August - 12 October 2014 |
| Registration | 4 August - 17 August 2014 |
| FALL SESSION 2 | 20 October - 14 December 2014 |
| Registration | 6 October - 19 October 2014 |
| SPRING SESSION 1 | 12 January - 8 March 2015 |
| Registration | 29 December 2014 - 11 January 2015 |
| SPRING SESSION 2 | 16 March - 10 May 2015 |
| Registration | 2 March - 15 March 2015 |
| SUMMER SESSION | 1 June - 26 July 2015 |
| Registration | 18 May - 31 May 2015 |

ONLINE CLASSES

| FALL SESSION 1 | 18 August - 12 October 2014 |
| Registration | 4 August - 13 August 2014 |
| FALL SESSION 2 | 20 October - 14 December 2014 |
| Registration | 6 October - 15 October 2014 |
| SPRING SESSION 1 | 12 January - 8 March 2015 |
| Registration | 29 December 2014 - 7 January 2015 |
| SPRING SESSION 2 | 16 March - 10 May 2015 |
| Registration | 2 March - 11 March 2015 |
| SUMMER SESSION | 1 June - 26 July 2015 |
| Registration | 18 May - 27 May 2015 |

MASTERS DEGREES

JANUARY 2015
S M T W T F S
1 2 3
4 5 6 7 8 9 10
11 12 13 14 15 16 17
18 19 20 21 22 23 24
25 26 27 28 29 30 31

FEBRUARY 2015
S M T W T F S
1 2 3 4 5 6 7
8 9 10 11 12 13 14
15 16 17 18 19 20 21
22 23 24 25 26 27 28
29 30

MARCH 2015
S M T W T F S
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8 9 10 11 12 13 14
15 16 17 18 19 20 21
22 23 24 25 26 27 28
29 30

APRIL 2015
S M T W T F S
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5 6 7 8 9 10 11
12 13 14 15 16 17 18
19 20 21 22 23 24 25
26 27 28 29 30

MAY 2015
S M T W T F S
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7 8 9 10 11 12 13
14 15 16 17 18 19 20
21 22 23 24 25 26 27
28 29 30

JUNE 2015
S M T W T F S
1 2 3 4 5 6
7 8 9 10 11 12 13
14 15 16 17 18 19 20
21 22 23 24 25 26 27
28 29 30

JULY 2015
S M T W T F S
1 2 3 4
5 6 7 8 9 10 11
12 13 14 15 16 17 18
19 20 21 22 23 24 25
26 27 28 29 30 31
INFORMATION ON COURSES

OVERVIEW

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.

THE UNIT OF CREDIT

The unit of credit defines the amount of university-level credit to be awarded for course completion, transfer of coursework from another institution, or evaluation of college-level prior learning. One credit is awarded on the basis of either of two sets of criteria, as follows:

- At least 15 hours (50 minutes each) of actual class meeting or the equivalent in guided learning activity (exclusive of registration and study days, holidays, and final examinations)
- At least 30 hours (50 minutes each) of supervised laboratory or studio work (exclusive of registration and study days, holidays, and final examinations)

PREREQUISITES

Prerequisites, normally stated in terms of numbered courses, represent the level of knowledge a student is expected to have before enrolling in a given course. Students may be barred from enrolling in or may be removed from courses for which they do not have the necessary prerequisites. Courses listed as "corequisite" are required, but may be taken at the same time. Taking courses listed as "recommended" is advisable, but not absolutely required.

It is each student’s responsibility to check the prerequisites listed in the course description and make certain that he or she is academically prepared to take a course. If the prerequisite course was not taken recently, the student should consult advisors or the academic department about whether he or she is sufficiently prepared to perform well in a given course. Faculty members are not expected to repeat material listed as being prerequisite.

KEY TO COURSE DESCRIPTIONS

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.

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. A project reflecting integration and application of learning of cybersecurity is included.

1 Prerequisites represent the level of knowledge a student should have acquired before enrolling in this course. A prerequisite is usually stated as a specific numbered course; sometimes the prerequisite calls for a specific course “or equivalent experience.”

2 The course description describes the focus and level of the course.
The following entries describe the most frequently taught courses offered on-site by UMUC Europe. Requirements pertain only to degrees conferred by UMUC (and its partnership schools). To determine how these courses may transfer and be applied toward degrees offered by other institutions, students should consult those institutions. Transferability is determined by the receiving institution.

**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.

**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

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 website 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 telecommunications 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 inter-dependencies. 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)
(Students must be pursuing a graduate degree in homeland security.) Prerequisite: HSMN 610. An in-depth exploration of the energy sector and homeland security. Discussion covers resources, critical infrastructure protection, and vulnerabilities. Topics include pipeline security, security of the electrical grid, cyber-dependence and SCADA (supervisory control and data acquisition) systems. Focus is on risk methodologies as applied to the energy industry. Energy is evaluated as a national security issue.

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 website 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 The Law, Regulation, and Ethics of Information Assurance (3)
An overview of the legal, regulatory, and ethical issues related to cyberspace. Emphasis is on developing skills in spotting ethical and legal issues and navigating through the complex and changing legal and regulatory environment as it applies to behavior in cyberspace. Various resources and materials about the ethical and legal operation of modern computer systems, applications, and networks are presented.

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.
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 625 Computer Systems Architecture (3)
An introduction to the evolution of computer systems design and hardware and software architectures. Focus is on computer organization (classical and advanced architectures), operating systems, and applications development. Emerging developments in computer systems architecture are also examined.

ITEC 626 Information Systems Infrastructure (3)
An introduction to information systems infrastructure. Focus is on data communications and networks. Discussion covers layered network architectures and communication hardware. Emerging technologies such as social media, mobile computing, cloud computing, big data, and the Internet of Things are also examined.

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 634 Foundations of Project Management (3)
An overview of the theory and practice of managing projects in any industry. 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.

PMAN 635 Quantitative Methods in Project Management (3)
Prerequisites: MGMT 640, TMAN 625, or ITEC 640 (or an approved course in finance) and MGMT 650 (or an approved course in statistics). Prerequisite or corequisite: PMAN 634. An overview of quantitative aspects of managing projects, applying widely used statistical techniques and software tools for project management and risk analysis. Topics include analytical approaches and quantitative methods in project management, such as cash flow analysis, scheduling projects based on resource availability, resource leveling, expediting projects, quantitative risk analysis, and techniques for estimating actual vs. expected project duration and cost. Simulation tools and statistical techniques are used to analyze uncertainty in estimating project cost and duration. Discussion also 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.

PMAN 637 Project Risk Management (3)
Prerequisites: PMAN 634 and PMAN 635. 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 impact the successful scope, scheduling, control, and completion of a project.

PMAN 638 Project Communications Management (3)
Prerequisite: 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)
Prerequisites: PMAN 634 and PMAN 635. A study of the policy, processes, and procedures involved in ensuring 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 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)
Prerequisites: PMAN 634 and PMAN 635. 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.

SOCIAL WORK

UMUC Europe is partnered with Salisbury University to offer graduate courses leading to a Master of Social Work.

SOWK 602 Ethical Foundation of Social Work (3)
Prerequisite: Concentration status or permission of department. A focus on ethical issues in social work practice, including a theoretical framework and ethical problem-solving model to systematically evaluate values and resolve ethical dilemmas found in social work practice. Provides tools and methodologies for reflection and analysis.

SOWK 605 Social Welfare Policy: Foundations and Structure (3)
An emphasis on social welfare as an institution, social work as a profession, and both history and philosophy of social welfare as they have evolved. Also, an introduction to social work policy analysis is provided.

SOWK 610 Theoretical Analysis of Behavior I (3)
An assessment of the individual, family, and peer group as a social system using a bio-psycho-social-cultural-spiritual perspective. This course explores human development through the lifespan and presents analysis of several theories which explain human behavior and inform social work practice. With a focus on privilege, oppression, prejudice, and discrimination, this course helps develop foundation assessment skills.

SOWK 616 Social Work Research I (3)
Prerequisite: Foundation status. Corequisites: SOWK 621, SOWK 640, or permission of department. As the first of two courses in social work and evaluation research, this course focuses on understanding the development and use of scientific knowledge and the application of that knowledge to evaluate social work interventions and program evaluation. Special attention is given to applied research methodologies to enhance the student’s use of evidence-based social work knowledge and skills. This course may be repeated only once.
SOWK 617 Social Work Research II (3)
Prerequisite: SOWK 616. Corequisite: SOWK 645 or permission of the department. The second of two courses focused on the basic concepts and methods of scientific inquiry used to build knowledge and evaluate practice. Builds and expands upon material covered in Social Work Research I. Topics include an introduction to program evaluation, single-subject designs, data analysis, descriptive and inferential statistics, presentation of data and report writing, and application of findings to practice. Special attention is given to applied research methodologies that will enhance the student’s use of evidence-based interventions. May be repeated only once with permission of the department.

SOWK 620 Social Work Practice I (3)
This course emphasizes a generalist social work perspective for the mastery of practice theory and the development of engagement, assessment, intervention, and evaluation skills related to social work practice with individuals and families.

SOWK 622 Social Work Practice II (3)
Prerequisite: SOWK 620. This course is the second of three practice courses that prepare students for a generalist approach to social work practice. It expands on basic knowledge, values, ethics, and skills, with an emphasis on mezzo-level problem solving. Also included are theories and techniques for planning, assessment, and advocacy for family and small group intervention.

SOWK 623 Social Work Practice III (3)
Prerequisite: SOWK 620. Pre or Corequisite: SOWK 622. As the third of three practice courses preparing students for a generalist approach to social work, this course expands basic knowledge, values, ethics and skills, with an emphasis on macro level problem solving. Included are theories and techniques needed for practice within an organization and/or community context.

SOWK 630 Theoretical Analysis of Behavior II (3)
Prerequisite: SOWK 610 or permission of department. An examination of the development of communities and organizations as social systems. Human behavior as affected by race, class, gender, age, and sexual orientation is a major component. This course reflects social work’s unique integration of theories drawn from sociology, psychology, biology, anthropology, and economics to understand the multiple influences on behavior. Macro sociological theories for critical analyses of society, communities, social institutions and social organizations are presented and macro assessment skills are developed.

SOWK 640 Field Instruction I (3)
Prerequisite: SOWK 620. Corequisite: SOWK 616. A seminar will be conducted concurrently. The first of a two-term sequence of supervised experience in the delivery of social services, where students are required to participate in an agency-based field practicum for two days per week under the supervision of an agency-based field instructor with an MSW. Successful completion of the two-course sequence requires a student to fulfill a minimum of 490 hours of field instruction within the same social welfare agency accumulated across two terms.

SOWK 645 Field Instruction II (3)
Prerequisites: SOWK 616, SOWK 640. Corequisites: SOWK 617, SOWK 622, SOWK 623. A seminar will be conducted concurrently. The second of a two term sequence of supervised experience in the delivery of social services, in the same agency students entered in SOWK 640, where students are required to continue an agency-based field practicum for two days per week under the supervision of an agency-based field instructor with an MSW. Successful completion of the two-course sequence requires the student to fulfill a minimum of 490 hours of field instruction within the same social welfare agency accumulated across two terms.

SOWK 650 Advanced Practice with Individuals (3)
Prerequisite: Concentration status or permission of department. Corequisite: SOWK 665. This course familiarizes the practitioner with strengths assessment, standardized diagnostic criteria, and other processes used within the field to categorize behavior. Utilizes the concepts of mental health to tie an accurate assessment to a specific intervention plan. Specific assessment techniques, including formal and informal mental status examinations, global assessment of functioning techniques, and diagnostic assessment using the Diagnostic and Statistical Manual (DSM)-TR are explored. Emphasis is on advanced interview skill techniques.

SOWK 655 Evaluation of Social Work Practice (3)
Prerequisite: SOWK 650 or permission of department. Corequisite: SOWK 685. A study of practice-outcome research, single-case designs, and program evaluation in social work. Students are familiarized with appropriate recording and measurement instruments with individuals, groups, and families.
SOWK 660 Advanced Practice with Families (3)
Prerequisite: SOWK 650 or permission of department.
This course builds upon theoretical perspectives and practice skills from both foundation-level and advanced-level curriculum. Course content focuses upon applied family interventions in social work practice and helps students compare, evaluate, and present practice skills from the major models of family therapy.

SOWK 663 Supervision and Administration (3)
Prerequisites: Concentration status. An introduction for advanced-level students to supervision and administration in the human services. Students are introduced to the historical development of supervision in social work and will learn to apply knowledge of three primary supervisory functions: administration, education, and support of supervisees. Additionally, students will focus on organizational theory, as it provides a foundation to models of social work/welfare administration within social welfare delivery systems.

SOWK 665 Field Instruction III (4)
Prerequisite: Concentration status. Corequisite: SOWK 650. A seminar will be conducted concurrently. The first of a two term sequence of supervised advanced field practicum experience in the delivery of social services, where students are required to participate in an agency-based field practicum for three days per week under the supervision of an agency-based field instructor with an MSW. Successful completion of the two-course sequence requires a student to fulfill a minimum of 744 hours of field instruction within the same social welfare agency accumulated across two terms.

SOWK 677 Child Welfare (3)
Prerequisite: Concentration status or permission of department. This course is designed to prepare advanced-level students to be child welfare practitioners able to move beyond the protective focus to practice applications of prevention and change. The curriculum includes knowledge about human services for children, the values and philosophy of family preservation, trends in social welfare policy impacting children and their families, and the effects of gender, race, and ethnicity on social work practice with children.

SOWK 680 Advanced Practice with Groups (3)
Prerequisite: SOWK 650 or permission of department. This course builds upon theoretical perspectives from human behavior and the social environment, knowledge and skills from foundation-level practice courses, and theory and skills from the advanced theory and practice course. The course familiarizes the practitioner with the concept of the group as therapeutic communities with curative factors.

SOWK 685 Field Instruction IV (4)
Prerequisite: SOWK 665. Corequisite: SOWK 655. A seminar will be conducted concurrently. The second of a two term sequence of supervised advanced field practicum experience in the delivery of social services where students are required to continue to work three days a week in the same social welfare agency the student entered in SOWK 665 under the supervision of an agency-based field instructor with an MSW. Successful completion of the two-course sequence requires the student to fulfill a minimum of 744 hours of field instruction within the same social welfare agency accumulated across the two terms.

SOFTWARE ENGINEERING

SWEN 603 Modern Software Methodologies (3)
(Students must be pursuing a graduate degree in software engineering or informatics.) An in-depth overview of widely used modern software development methodologies. Historical software development methods are introduced. Topics include rapid application development and agile development, Scrum, Extreme Programming (XP), Unified Process, EVO (Evolutionary Project Management), lean software development, test-driven development, feature-driven development, Crystal solutions, Rational Unified Process, and other Unified Process methods. Discussion also covers advantages and drawbacks of using each method.

SWEN 645 Software Requirements (3)
An examination of major models of software requirements and specifications, existing software standards and practices, and formal methods of software development. Topics include writing system and software requirements, formal specification analysis, formal description reasoning, models of “standard” paradigms, and translations of such models into formal notations.
SYSTEMS ENGINEERING

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

TECHNOLOGY MANAGEMENT

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

TELECOMMUNICATIONS MANAGEMENT

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

SPECIAL TOPICS

UCSP 615 Orientation to Graduate Studies at UMUC (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 615A Orientation to Graduate Studies at UMUC (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.

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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Statement on Transfer of General Education Requirements

UMUC conforms with the general education requirements as laid out by COMAR 13B.02.16D(2)(b)-(c). Up to 36 general education credits earned at another Maryland public institution will transfer to UMUC as general education credits.

A student who has satisfactorily completed a course identified as a general education requirement at a Maryland community college will receive credit toward UMUC’s general education requirements, as stated in Code of Maryland Regulations Title 13B, Subtitle 06 Chapters 1–10. For other students, courses are evaluated on a case-by-case basis. UMUC has included its evaluation of many Maryland community college courses in its section of the University System of Maryland’s computerized articulation system (ARTSYS). This software is available at all two- and four year Maryland public institutions and at artweb.usmd.edu on the web. Students should see an advisor for details.

Nondiscrimination

UMUC is committed to ensuring that all individuals have equal access to programs, facilities, admission, and employment without regard to personal characteristics not related to ability, performance, or qualifications as determined by UMUC and/or University System of Maryland policy or by federal, state, or local authorities, in accordance with UMUC policy 40.30 Policy and Procedures on Affirmative Action, Equal Opportunity, and Sexual Harassment. The policy can be found at www.umuc.edu/policies/adminpolicies/admin04030.cfm.

UMUC prohibits discrimination or harassment of any individual due to race, religion, color, creed, gender, gender identity or expression, marital status, age, national origin, ancestry, political affiliation, mental or physical disability, sexual orientation, or veteran status (including Vietnam-era veterans).

All inquiries regarding UMUC’s Nondiscrimination Statement or compliance with applicable statutes and regulations should be directed to the assistant vice president of Fair Practices and Compliance, Office of the President, UMUC, 3501 University Boulevard East, Adelphi, MD 20783-8000 (phone +1-301-985-7930 or e-mail: FPC@umuc.edu).

Disclosure of Student Records

UMUC complies with the Family Educational Rights and Privacy Act (FERPA), a federal law which protects the privacy of students’ education records. In accordance with FERPA, students have the right to inspect and review their education records; seek an amendment of their education records, where appropriate; limit disclosure to others of personally identifiable information from education records without the student’s prior written consent; and file formal complaints alleging a violation of FERPA with the Department of Education. UMUC’s policy on Disclosure of Student Records, which contains a list of directory information, is provided at www.umuc.edu/policies/academicpolicies/aa21014.cfm.

The information contained in this catalog reflects the policies of both UMUC and the University System of Maryland (USM). The complete list and text of UMUC’s policies can be found at www.umuc.edu/policies. USM policies can be found at www.usmd.edu/regs/ bylaws.

APPENDIX A: POLICIES

APPENDICES
Review of Alleged Arbitrary and Capricious Grading

In accordance with Board of Regents III - 1.20 Policy for Review of Alleged Arbitrary and Capricious Grading, approved 11 January 1990, UMUC has developed procedures to provide a means for a student to seek review of final course grades alleged to be arbitrary or capricious. These Procedures will not be used to review the intellectual judgment of a faculty member or to require another faculty member to re-grade or re-examine a student’s work. In every case of alleged arbitrary and capricious grading, the burden of proof rests with the student.

Definitions

“Arbitrary and capricious grading” is defined 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 "Appeal Administrator" for undergraduate courses originating in Adelphi is the vice president and dean, School of Undergraduate Studies; for graduate courses originating in Adelphi is the senior vice president for Academic Programs and dean, Graduate School of Management and Technology; for courses originating from UMUC Europe or UMUC Asia is the respective associate dean.

Student Procedures

If the student believes his/her final course grade is arbitrary and capricious as defined in section II.A., the student must first request a conference with the faculty member within 30 days from the date the grade was posted to discuss how the grade was calculated. If a satisfactory resolution is not reached and the student wishes to continue the process, the student must file a written request to know how the final grade was calculated with the appeal administrator within 60 days from the date the grade was posted.

The appeal administrator or designee(s) will direct the appropriate departmental chairperson, academic director, or area director to review how the final grade was determined and to provide a written explanation within 30 days of the receipt of the written request. The appeal administrator shall be copied on the departmental response.

If after receiving the response the student still believes that the final grade is arbitrary and capricious, or if after the 30-day period the student has not received a response, the student may file a written appeal of the final grade with the appeal administrator within 45 days after filing the written request. The appeal must be confined to information relevant to the allegation(s) and be accompanied by supporting documentation. The faculty member will be notified of the filing of the appeal.

Within 30 days of receipt of the student’s appeal, the appeal administrator or designee(s) will conduct a preliminary administrative inquiry. The appeal administrator or designee(s) may communicate with the student and faculty member and give them the opportunity to present any relevant evidence. Upon request, the student may see the information submitted by the faculty member relating to how the grade was calculated. However, the student will not have the right to see any information that violates the privacy rights of other students. The appeal administrator will dismiss the appeal if:

• The student has failed to comply with procedure;
• The student made allegations that, even if true, do not constitute arbitrary and capricious grading as defined; or
• There is no evidence of arbitrary and capricious grading based upon the inquiry conducted by the appeal administrator or designee(s).

Dismissal of the appeal for any of the reasons listed above constitutes the final UMUC action on the appeal and is not itself appealable. The student and faculty member will be notified of the appeal administrator’s decision in writing within 40 days of the receipt of the student’s appeal.

The complete policy can be found at www.umuc.edu/policies/academicpolicies/aa13080.cfm.

APPENDIX B: ANNUAL INFORMATION REPORT

University of Maryland University College (UMUC) provides an Annual Information Report to current and prospective students, faculty, and staff pursuant to U.S. Department of Education regulations. The Annual Safety and Security Report includes information about campus crime and security; a notification of rights under FERPA for postsecondary institutions; and faculty, staff, and student responsibilities regarding drug and alcohol abuse.

The Annual Information Report can be found at www.umuc.edu/legal/annualinforeport.cfm.
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POLICY STATEMENT

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NONDISCRIMINATION

University of Maryland University College welcomes applications from prospective students and employees regardless of race, religion, color, creed, gender, marital status, age, national origin, ancestry, political affiliation, veteran status, mental or physical disability, or sexual orientation.
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, click the MyUMUC button, then enter your UserID and password.

How do get assistance with my password?
Go to my.umuc.edu, then click the Forgot Password? link after the MyUMUC button.

How do I change my password?
Log in to MyUMUC > Change My Password (on the left menu)

To view your location’s schedule of classes in MyUMUC:
Student Center > Academics > Search > Input location > Select Session > Search

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 > 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 > Current 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 EmplID?
Log in to MyUMUC > Student Center > Personal Information
Click Demographics Data OR Military Data

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

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 > Advisor (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 > 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

my.umuc.edu
## Academic Calendar

### Fall 2014

| Fall Session 1 | 18 August – 12 October 2014 |
| Registration   | 4 August – 17 August 2014   |
| Fall Session 2 | 20 October – 14 December 2014 |
| Registration   | 6 October – 19 October 2014 |

### Spring 2015

| Spring Session 1 | 12 January – 8 March 2015 |
| Registration     | 29 December 2014 – 11 January 2015 |
| Spring Session 2 | 16 March – 10 May 2015 |
| Registration     | 2 March – 15 March 2015 |

### Summer 2015

| Summer Session 1 | 1 June – 26 July 2015 |
| Registration     | 18 May – 31 May 2015 |

MBA, cybersecurity, and online classes follow different session dates. Check inside for program-specific calendars.

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### Build Your Future with Confidence

Read about our students’ aha moments and learn how you can achieve your own with UMUC.

[UMUC.edu/moments](http://UMUC.edu/moments)