



UMUC

University of Maryland University College

2011–2012 CATALOG

GRADUATE SCHOOL
of Management
and Technology

www.umuc.edu



UMUC in Maryland and Around the World

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 50,000 active-duty military servicemembers, reservists, veterans and their families. With more than 150 worldwide locations in 27 countries and territories and more than 100 undergraduate and graduate programs offered entirely online, UMUC makes it possible to earn a widely respected degree from just about anywhere.

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

This catalog provides the degree requirements and recommended curriculum for students who begin continuous study on or after August 1, 2011. (Details are listed on p. 141.) Students should keep their catalog available for easy reference throughout their degree program.

From the Graduate School of Management and Technology

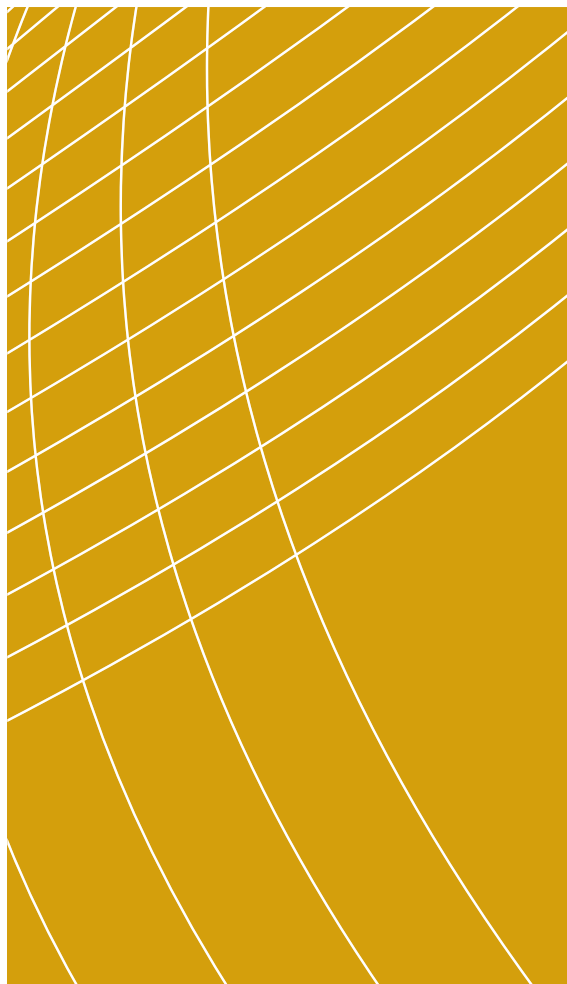
Welcome to the University of Maryland University College (UMUC) Graduate School of Management and Technology.

Each year at UMUC's annual Academic Achievement Dinner, we are always pleased by the large number of our faculty members who win awards or receive some type of recognition from prestigious academic organizations outside of the university. It is, after all, our exceptional university faculty that makes UMUC's graduate programs the great educational value that they are.

We couldn't even begin to list all the awards here. Notable recent examples include the Applied Research Award and the Outstanding Faculty Service Award from the University Continuing Education Association; the Excellence in Distance Learning Teaching Award (Platinum) and the Outstanding Leadership by an Individual Award (Distance Learning) from the United States Distance Learning Association; and the Best Paper Award from the North East Academy of Legal Studies in Business. Of course, our programs have won a good number of awards during the past year, too.

This year we're introducing several new additions to those programs. The Graduate School has developed a one-year program for the MBA, in addition to its standard MBA offering. A specialization in international emergency management will now be available within the Master of International Management program. And a new certificate program in Biosecurity and Biodefense will also be offered. (More information about certificates, including gainful employment disclosures, is available at www.umuc.edu/grad/gradcertificates.)

Wishing you the best of luck in your future studies.



POLICY STATEMENT

This publication and its provisions do not constitute, and should not be regarded as, a contract between UMUC and any party or parties. At the time of publication, reasonable effort was made to ensure the factual accuracy of the information. However, this publication is not a complete statement of all policies, procedures, rules, regulations, academic requirements, and tuition and fees applicable to UMUC, its students, or its programs. In addition, changes or additions may be made to the policies, procedures, rules, regulations, and academic requirements set out in this publication. UMUC reserves the right to make these changes and additions to the information in this publication without prior notice. When a curriculum or graduation requirement is changed, it is not made retroactive unless the change is to the student's advantage and can be accommodated within the span of years normally required for graduation.

See additional policies on inside back cover.

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Welcome to UMUC

A UNIQUE INSTITUTION

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

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

CARRYING OUT THE MISSION

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 generally 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, D.C., area and at military sites in Europe and Asia. Student services can also be accessed online and by phone, as well as on-site.

Convenience and flexibility are not the only concerns, however. UMUC seeks to create a learning environment that students will find respectful of their diverse backgrounds—inclusive, responsive, and relevant.

Recognizing that financial concerns are often the biggest obstacle to higher education, UMUC also strives to keep tuition costs low and provides numerous financial aid opportunities, including scholarships for military or 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 scholars—practitioners—teachers who bring real-world experience 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 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 Continuing Education Association, the Sloan Consortium, and the Maryland Distance Learning Association.

Innovation

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 WebTycho, UMUC's proprietary course-delivery system, and MyUMUC, the university's online

gateway to services and information. UMUC's faculty members also strive to find new ways to best use these technologies to assist their students' learning.

FACILITIES AND PROGRAMS

UMUC offers degree programs from the associate's level to the doctorate. Most undergraduate and graduate programs are available online. These academic programs are administered by the School of Undergraduate Studies and the Graduate School of Management and Technology, which includes the Institute for Global Management. UMUC also offers noncredit leadership development training through its National Leadership Institute.

The university's headquarters are located in Adelphi, Maryland, and also serve as home to a prestigious art collection and a conference facility, the Inn and Conference Center, operated by Marriott. Most classes and services, however, are provided at nearly 150 sites worldwide, as well as through cutting-edge technology—online via the university Web site, WebTycho, and MyUMUC.

FOR ASSISTANCE

Assistance is available by e-mail at info@umuc.edu, or by phone at 800-888-UMUC (8682).

About the Graduate School

MISSION STATEMENT

UMUC's Graduate School of Management and Technology prepares students for effective leadership and citizenship in a global environment characterized by workforce diversity, increasing competition, and technological innovation. Programs are designed to extend educational access to adult students through multiple formats.

The Graduate School strives for excellence in the quality of programs offered and innovative delivery formats. The curriculum provides knowledge of the disciplines with emphasis on leadership, communication, technology, globalization, diversity, systems thinking, critical thinking, information literacy, research competency, and ethical practices. The Graduate School challenges students and faculty to continuously demonstrate effective leadership as they apply what they study to their professions and their daily lives. Its goal is to become one of the premier graduate institutions of choice among students and faculty worldwide.

ACADEMIC PROGRAMS

UMUC's graduate degrees are designed to provide a career-focused curriculum. Many of the programs offer an opportunity for further specialization within the general field.

The Graduate School of Management and Technology currently offers 20 graduate degree programs, including two doctor of management programs, more than 30 specializations, and more than 30 certificate programs. Students can also enroll in one of 18 dual degree programs, which enable students to acquire two graduate degrees for substantially fewer credits than would be required if the two degrees were earned separately. Most of these programs are available online,

so students can pursue their degrees from anywhere in the world.

Through Executive Programs, the Graduate School also offers the Chief Information Officer certificate program in a format geared to mid- and senior-level IT professionals. A complete list of graduate programs can be found on pp. 8–9.

UMUC offers courses on-site at Maryland-area locations, online, and in a hybrid format that combines on-site attendance with online study. For more information, students should e-mail gradinfo@umuc.edu or call 800-888-UMUC.

SPECIAL PROGRAM

Institute for Global Management

The Institute for Global Management conducts research and provides educational and training services on topics central to the management of international enterprises. The institute offers customized seminars and consulting services and engages in applied research on topics that prepare managers for the effective conduct of international business. Further information may be obtained by contacting the director of the Institute for Global Management at 800-888-UMUC (8682), ext. 2-2400, or cmann@umuc.edu.

ACADEMIC RELATIONSHIPS

The Graduate School of Management and Technology has established partnerships with a number of academic and government institutions, some of which are listed below.

UMUC School of Undergraduate Studies

Articulation agreements between the Graduate School of Management and Technology and UMUC's School of Undergraduate Studies allow students

who completed their undergraduate degree at UMUC with majors in accounting, business administration, cybersecurity, emergency management, and homeland security to reduce their total coursework for certain related graduate degrees. Undergraduate students who complete majors in computer science, English, history, or social science or who have appropriate coursework in biology and mathematics can reduce their total coursework for the Master of Arts in Teaching degree. Details on each of these agreements are provided under the individual degree descriptions.

Military Relationships

UMUC has established special relationships with a number of the military's institutions of higher education: Air War College, Air University, Army Signal Center, Army Management Staff College, Defense Acquisition University, Defense Information School, Naval War College, National Defense University Information Resources Management College (iCollege), and Marine Corps College of Distance Education and Training. For most of these partnerships, students complete military specializations at the partnership school as part of a master's degree program at UMUC. More information on these partnerships is available online at military.umuc.edu.

Preparing for Graduate Study

Oldenburg University

The Master of Distance Education and E-Learning (MDE) program is offered in partnership with Carl von Ossietzky University of Oldenburg, Germany, a leading German institution with extensive experience in distance education. The participation of Oldenburg University helps to ensure that the program has a broad, global perspective that is critical for distance educators in today's world.

Oldenburg University contributes a certificate and several courses to the program, as well as a series of books that include important reflective research on the program (including historical analysis of the program development and detailed cost analysis). Oldenburg has held MDE faculty meetings, contributing to the development of a globally distributed faculty for this degree program.

A select number of MDE graduates may be offered the opportunity to earn a doctoral degree from the University of Oldenburg. Students pursuing this option must visit Oldenburg annually to participate in a research seminar, as well as to establish the research focus and design. (German language skills are not required.) Those who complete and defend their dissertation successfully are awarded the degree of *doctor philosophiae* (DrPhil) by the School of Education and Social Sciences of Oldenburg University. More information on this option is available online at www.umuc.edu/Oldenburg.

As most students know, more is expected at the graduate level than what is normally required at the undergraduate level. During graduate study, more effort is required on an academic level, and there are usually special requirements that must be completed at the end of the student's program. UMUC requires students to complete comprehensive exams and a dissertation only at the doctoral level. While many traditional master's degree programs may culminate with the completion of a thesis, most UMUC programs require an integrative end-of-program capstone course instead.

Students who remain in continuous enrollment should refer to the catalog of the year in which they began graduate study for the specific requirements related to their program of study. Continuous enrollment is defined on p. 141.

All graduate students must maintain a cumulative grade point average (GPA) of 3.0 and receive no grade of F to remain in good academic standing. Academic progress is assessed at the end of each session. Other requirements, such as time limits to degree completion, also apply; details are provided on p. 140.

While UMUC's course formats offer considerable flexibility, students entering graduate-level programs should know that graduate study requires a significant time commitment. Each week, graduate students should expect to devote at least 3 hours of outside study for every credit in which they are enrolled. According to that calculation, graduate students need to devote to outside study, research, and reading a minimum of 9 to 12 hours per week, per 3-credit course.

NONPROGRAM COURSES

Because UMUC graduate students often enter graduate study with academic backgrounds in very different fields and return to study after a gap of many years, UMUC offers a number of courses outside the usual required program courses that are designed to help students succeed in their graduate studies. Most of these courses are noncredit and optional; the course in library research skills, however, is required for all students entering graduate study at UMUC. Complete course descriptions are provided on pp. 86–126.

Required Course in Library Research Skills

UCSP 611 Introduction to Graduate Library Research Skills is designed to familiarize students with online library and information resources—material that is critical for 21st-century managers.

This noncredit course is required for all new graduate students and all inactive students who reapply for admission. The grading method is pass/fail. UCSP 611 must be completed within the first 6 credits of graduate study.

Optional Credit Course in Writing

Students who have been out of academia for a period of time or who do not write often in their professions are encouraged to enroll in COMM 600 Academic Writing for Graduate Students in their first session. COMM 600 is specially designed to reinforce and strengthen the writing skills necessary for success in UMUC's graduate degree programs. Although the course does not apply to any individual program requirements, it does earn 3 credits.

Optional Noncredit Courses

Noncredit courses (designated UCSP) are available in economics, financial accounting, graduate writing basics, and research methods and generally last 5 to 12 weeks. Although these courses carry no UMUC credit, they appear on the stu-

dents' official academic transcript. At the successful conclusion of the course, a grade of P (Pass) is posted. UMUC graduate students must be admitted or have an application on file before registering for noncredit courses.

Current information about fees for non-credit courses is available at www.umuc.edu/gradtuition.

COURSE FORMATS

UMUC offers courses online, on-site at a number of Maryland locations, and in a hybrid format that combines on-site and online instruction.

Hybrid classes meet on-site at a UMUC location for about half the class sessions; the remainder of the course material is covered online in the WebTycho classroom. The schedule of on-site sessions is provided by the faculty member at the beginning of the term. Hybrid courses are identified in the most current graduate schedule of classes.

Online courses maintain the same academic standards as on-site courses. Course content, texts, requirements, assignments, and class participation are comparable for online and on-site courses; for example, students need to adhere to a course schedule for assignment deadlines and exam times.

Computer and Internet Access

UMUC is committed to ensuring that students acquire the level of technological fluency needed for active participation in contemporary society and access to up-to-date resources.

All UMUC students must be prepared to participate in asynchronous, computer-based class discussions, study groups, online database searches, course evaluations, and other online activities. This policy applies to students in both classroom-based and online courses.

All UMUC students must therefore ensure that they have some type of Internet access. This access may be through use of a UMUC computer lab, university or public library, or other readily available source if the student does not have home access. However, it should be regularly available, and the student must have a current e-mail address.

All students currently enrolled at UMUC are eligible for a university computer account on the UNIX system Polaris. The computer account provides students an e-mail address and access to many text-based services such as Internet newsgroups, mailing lists, and programming languages. This computer account remains active as long as the student is registered for classes at UMUC.

Some academic programs may have specific technical requirements.

Taking Online Classes

Before registering for an online course, students may want to consider the following:

1. Online students need to be prepared to write extensively, because nearly all communication is written. Online students need strong English reading and writing skills.
2. Online students need to be competent in the use of computers and commonly used software programs.
3. Since WebTycho is asynchronous and students are expected to be active participants online, students are encouraged to log in frequently to check what has transpired in their online classroom (in lieu of classroom meetings).
4. Online students need disciplined work habits, effective time management skills, and the ability to work both alone and collaboratively.

Technical Requirements

Minimum technical requirements are subject to change. Current information about technical requirements is available online at tychousa.umuc.edu/tech/min_tech.html. Students are responsible for their own phone line and Internet access costs.

Technical requirements for students taking graduate courses include

- A PC running Windows 2000 or higher or a Macintosh running OS X*
- A compatible Web browser (Internet Explorer 7.0 or higher for PC, Firefox 3.0 for PC and Macintosh)
- A connection to the Internet (broadband preferred)
- An e-mail account
- A sound card with speakers or headphones and a microphone
- Sun Java VM (can be downloaded for free)
- Virus protection software (updated regularly)
- Control of the desktop to allow software downloads

Some academic programs may have additional technical requirements.

Mandatory Course Evaluations

UMUC uses student feedback to make decisions about future courses. The online evaluation is required to ensure complete information from every student. Individual responses are kept confidential. The evaluation notice for online courses appears on the class screen when three-quarters of the session has finished. Once the notice appears, students have approximately one week to complete the evaluation before access to the Class Menu is locked. If students do not open the file and either respond to the questions or click on "no response," they are "locked out" of the Class Menu until they complete the evaluation. After completing the evaluation, access to the classroom resumes.

* Certain project management courses require the use of a PC.

Program Overview

DOCTORAL PROGRAMS

Doctor of Management *

**Doctor of Management in
Community College Policy
and Administration ***

MASTER'S DEGREE PROGRAMS

Master of Arts in Teaching **

Master of Business Administration

**Master of Business Administration—
One-Year Program**

**Master of Distance Education and
E-Learning**

- Distance education policy and management
- Distance education teaching and training
- Distance education technology

**Master of Education in instructional
technology**

Master of International Management

- International emergency management
- International enterprise management
- International financial management
- International marketing management

**Master of Science in accounting
and financial management**

**Master of Science in accounting
and information systems**

Master of Science in biotechnology

- Bioinformatics
- Biosecurity and biodefense
- Biotechnology management

Master of Science in cybersecurity

**Master of Science in cybersecurity
policy**

**Master of Science in environmental
management**

**Master of Science in financial
management and information
systems**

**Master of Science in health
administration informatics**

**Master of Science in health care
administration**

**Master of Science in information
technology**

- Database systems technology
- Homeland security management
- Informatics
- Information assurance
- Project management
- Software engineering
- Telecommunications management

Master of Science in management

- Accounting
- Acquisition and supply chain management
- Criminal justice management
- Emergency management
- Financial management
- Health care administration
- Homeland security management
- Human resource management
- Information systems and services
- Intelligence management
- Interdisciplinary studies in management
- Marketing
- Nonprofit and association management
- Project management
- Public relations

**Master of Science in technology
management**

- Emergency management
- Homeland security management
- Information systems and services
- Project management

NONDEGREE TEACHER EDUCATION PROGRAM

**Teacher Education Reading Strand:
Reading Courses in Elementary
and Secondary Education**

DUAL DEGREE PROGRAMS

Either degree may be earned first:

**Master of Business
Administration with**

**Master of Distance Education and
E-Learning**

Master of International Management

Master of Science in biotechnology

**Master of Science in cybersecurity
policy**

**Master of Science in environmental
management**

**Master of Science in financial
management and information
systems**

**Master of Science in health care
administration**

**Master of Science in information
technology**

Master of Science in management

**Master of Science in technology
management**

* Offered online with mandatory residencies or course meetings at UMUC headquarters in Adelphi, Maryland.

** Requires on-site teaching practicum.

Other Dual Degree Combinations

Master of Distance Education and E-Learning/Master of Science in management

Master of Distance Education and E-Learning/Master of Science in technology management

Master of Education in instructional technology/Master of Distance Education and E-Learning

**Master of Science in accounting and financial management/
Master of Science in accounting and information systems**

**Master of Science in accounting and financial management/
Master of Science in financial management and information systems**

Degrees must be earned in order listed:

Master of Arts in Teaching/Master of Education in instructional technology

**Master of Science in cybersecurity/
Master of Business Administration**

Master of Science in information technology/Master of Science in cybersecurity policy

CERTIFICATE PROGRAMS

Accounting

Accounting and Information Systems

Acquisition and Supply Chain Management

Bioinformatics

Biosecurity and Biodefense

Biotechnology Management

Criminal Justice Management

Cybersecurity Policy

Cybersecurity Technology

Database Systems Technology

Distance Education, Globalization, and Development

E-Learning and Instructional Systems Design □

Environmental Management

Financial Management in Organizations

Foundations of Cybersecurity

Foundations of Distance Education and E-Learning

Foundations of Human Resource Management

Foundations of Information Technology

Health Care Administration

Homeland Security Management

Informatics

Information Assurance

Instructional Technology Integration

Integrated Direct Marketing

Intelligence Management

International Marketing

International Trade

Leadership and Management

Leadership and Management in Distance Education and E-Learning

Library and Intellectual Property in Distance Education and E-Learning

The following pages provide descriptions of the degree and certificate programs available through the UMUC Graduate School of Management and Technology, including all course requirements and any academic or professional preparation required or recommended beyond general graduate admission requirements.

Degree and certificate programs follow a very specific curriculum with no elective choices. However, in some cases students may substitute a single 6-credit course that covers the same content as two required 3-credit courses. These options are listed in the course requirements.

Nonprofit and Association Financial Management

Policy and Management in Distance Education and E-Learning

Project Management

Public Relations

Software Engineering

Systems Analysis

Teaching and Training at a Distance

Technology in Distance Education and E-Learning

Telecommunications Management

EXECUTIVE CERTIFICATE PROGRAM

Chief Information Officer

□ A joint program with University of Maryland, Baltimore County.

More information about certificate programs, including gainful employment disclosures, is available at www.umuc.edu/grad/gradcertificates.

DOCTORAL DEGREE PROGRAMS

DOCTOR OF MANAGEMENT

Program Description

Today's leaders require a sophisticated level of knowledge and analysis to guide their organizations through the complexities of a rapidly changing global environment. The Doctor of Management Program (DM) is a scholar-practitioner-based doctorate designed for full-time, experienced working professionals who wish to integrate their scholarly work with their real-world professional experience, expand their leadership, and apply their research in the field of management. The program addresses leadership concerns of the business world and of global public and private organizations.

Program Objectives

Graduates of this program will be able to

- Function as organizational leaders to translate explanations of management concepts into practice.
- Understand management research methods and assess the quality and reliability of published research.
- Interpret critically and express management theories in both scholarly and professional practice communities.
- Understand the nature and influence of key trends, such as globalization, sustainability, and technology, as they shape management activities in public- and private-sector organizations.

Program Overview

The Doctor of Management program requires the completion of 48 credits of coursework, including comprehensive examinations and a practitioner dissertation. DMGT 600 is prerequisite to the program but may be waived for applicants who submit recent

(within the last five years) GMAT or GRE verbal and quantitative scores in the 75th percentile or higher. Residencies of two or three days are required each term.

Application Procedures

In addition to a completed application, DM applicants must submit

- An official transcript indicating a master's degree or higher from an approved university (students educated abroad should see www.umuc.edu/internationalstudent for additional requirements)
- An up-to-date résumé indicating professional management experience
- Two letters of reference, including one professional and one academic reference
- A personal statement that outlines the reasons for enrolling in the program
- Five reviews of scholarly research articles

Details on supplemental documents are available online at www.umuc.edu/applydm. The completed admission application must be submitted and reviewed before the applicant can enroll in DMGT 600. Applicants must earn a grade of B or higher in DMGT 600 for full admission to the program. Admission criteria are provided on p. 133.

Career Paths

- Management/expertise consultant
- Management analyst
- Higher education faculty member
- Senior manager

REQUIRED COURSES: DOCTOR OF MANAGEMENT

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

UCSP 611D Introduction to Graduate Library Research Skills (0)
DMGT 600 Foundations of Doctoral Studies (3)

Core Courses

DMGT 800 Foundations of Management Theory and Strategic Thinking (6)
DMGT 810 Leadership and Change (6)
DMGT 890 Dissertation Part I (4)
DMGT 830 Research Methods I (6)
DMGT 835 Research Methods II (6)
DMGT 891 Dissertation Part II (4)
DMGT 845 Global Business (6)
DMGT 850 Innovation and Sustainable Development (6)
DMGT 892 Dissertation Part III (4)

Course descriptions are found on pp. 86–126.

DOCTOR OF MANAGEMENT IN COMMUNITY COLLEGE POLICY AND ADMINISTRATION

Program Description

The rapid growth of enrollment in community colleges and an expectation that large numbers of administrators from the baby boom generation will soon retire are creating vast opportunities within community college leadership. The Doctor of Management (DM) in community college policy and administration is designed for community college faculty and administrators who aspire to progress and advance in administrative careers. It focuses on practical leadership and management tools and the development of the skills necessary to lead effectively in the community college environment. Emerging issues that affect today's community college and the students who choose to pursue their education in that environment are examined.

Program Objectives

Graduates of this program will be able to

- Synthesize management theory and practice and their applications to the community college environment.
- Articulate and advocate the community college mission.
- Outline the processes of educational policy formulation and academic governance.
- Develop skills that enable the development of plans and the assessment of institutional and student learning outcomes.
- Articulate the major challenges and opportunities facing community colleges and propose strategies to address those challenges.
- Function effectively in progressively more senior leadership positions in community colleges.

Program Overview

The Doctor of Management program in community college policy and administration requires the completion of 48 credits of coursework, including comprehensive examinations and a practitioner dissertation. DMGT 600 is prerequisite to the program but may be waived for applicants who meet certain academic or professional criteria (detailed online at www.umuc.edu/graddmccpa). A comprehensive leadership development program, which includes a battery of individual assessments and executive coaching, is an integral part of the program. Each course requires a brief residency.

Application Procedures

The DM in community college policy and administration is not available to Maryland residents. In addition to a completed application, DM applicants must submit

- An official transcript indicating a master's degree or higher from a regionally accredited university (students educated abroad should see www.umuc.edu/internationalstudent for additional requirements)
- A current and up-to-date résumé
- A personal statement
- Two letters of reference, including one professional and one academic

Admission criteria are provided on p. 133.

Career Path

- Leadership position in a community college

REQUIRED COURSES: DOCTOR OF MANAGEMENT IN COMMUNITY COLLEGE POLICY AND ADMINISTRATION

Initial Requirements <i>to be taken within the first 6 credits of study</i>	UCSP 611D DMGT 600	Introduction to Graduate Library Research Skills (0) Foundations of Doctoral Studies (3)
Core Courses	DMCC 810 DMCC 800 DMCC 821 DMGT 890 DMCC 830 DMGT 891 DMCC 841 DMCC 851 DMGT 892	Leadership and Change (6) Foundations of Management Theory and Strategic Thinking (6) Higher Education Policy (6) Dissertation Part I (4) Research Methods (6) Dissertation Part II (4) Institutional Assessment in the Community College Environment (6) Community College Advocacy and Accountability (6) Dissertation Part III (4)

Course descriptions are found on pp. 86–126.

MASTER'S DEGREE AND CERTIFICATE PROGRAMS

MASTER OF ARTS IN TEACHING



Program Description

For those who want to make a mark on the future, teaching today's young people is a sure route. The Master of Arts in Teaching (MAT) program is designed for individuals with a bachelor's (or higher) degree with sufficient content discipline preparation who seek to become outstanding teachers and leaders in today's and tomorrow's classrooms. The program is approved by the Maryland State Department of Education and leads to eligibility for initial teacher certification in Maryland and provides enhanced opportunities for interstate reciprocity. Graduates are prepared to teach in secondary schools (grades 7–12) in a specific subject discipline (biology, chemistry, computer science, earth/space science, English, foreign languages*, history, mathematics, physics, and social studies).

Program Objectives

Graduates of the program will be able to

- Develop, implement, and evaluate a variety of instructional methods, strategies, and technologies.
- Demonstrate knowledge of diverse learners and learning theories through personalized instruction.
- Demonstrate mastery of content knowledge and apply instructional theory, research, and practice to facilitate students' understanding of content and integration of higher-order thinking skills.
- Design and implement formative and summative assessments and interpret and apply data for instructional decision making.
- Collaborate with and advocate for students, staff, families, and the local, global, and professional communities to strengthen teaching and learning based on critical application of legal, ethical, and professional standards.

- Develop and continually refine skills of reflective practice through thoughtful analysis, self-assessment, and iterative cycles of research.

Program Overview

The curriculum requires 30 credits of coursework, including a 6-credit professional internship that requires full-time presence at an approved secondary school site. Graduates must also pass the Praxis II test parts 1 and 2 (Content Knowledge and Pedagogy) and successfully complete a performance-based teaching portfolio and action research project.

Academic Preparation

All students—including those entering the program from an articulated undergraduate program at UMUC—must have completed a major in the content area for which certification will be sought; earned a GPA of 2.75 in the major; and present Maryland-specified passing scores on the ACT, GRE, SAT, or Praxis I exam. Alternatively, and subject to faculty approval, students must have completed 30 credits in content-related coursework and maintained a GPA of 2.75 in these courses. Qualifying scores for the aforementioned exams can be found on the Maryland State Department of Education Web site.

Technology Requirements

MAT students are required to purchase a one-time \$100 subscription to Tk20 HigherEd before their first class. The subscription is good for seven years. Tk20 is a comprehensive assessment and management system that supports all education students at UMUC. Students may also need to access a webcam/microphone for certain assignments. More information is available online at www.umuc.edu/tk20.

Field Experience/Student Teaching

Each student is responsible for arranging field experience, student teaching internships, and classroom observations with the school district of his or her choice during the regular school year (fall or spring). While UMUC is able to provide support and assistance in securing field experience, the university can-

* Foreign languages include Spanish, French, German, Chinese, Japanese, Russian, Italian, and Arabic.

More information about certificates, including gainful employment disclosures, is available at www.umuc.edu/grad/gradcertificates.

Course descriptions are found on pp. 86–126.

not guarantee that all school districts will grant MAT students permission to enter the classroom. Also, states and local school districts have varying regulations and policies regarding student teaching. Students are advised to remain informed about the student teaching requirements for their state, locality, and/or the Department of Defense.

Professional Certification

Fulfilling the requirements of the MAT provides eligibility for the Maryland Standard Professional Certificate I (SPC I), which is granted by the Maryland State Department of Education (MSDE). The Maryland certification enables the graduate to teach in the state of Maryland and provides enhanced opportunities for interstate reciprocity.

Teacher certification requirements are constantly evolving in many states. Students are responsible for remaining informed about the teacher certification requirements of the state in which they seek to become certified. They should also confirm requirements and any reciprocity arrangements with the state's certifying agency. State-specific information is available through the National Association of State Directors of Teacher Education and Certification's Web site at www.nasdtc.org/agreement.php.

Career Path

- Secondary school teacher in the state of Maryland

Partnership

An articulation agreement between the Graduate School of Management and Technology and UMUC's School of Undergraduate Studies allows students who completed their undergraduate degree at UMUC with an appropriate major (i.e., computer science, English, history, or social science) or who have appropriate coursework in biology, mathematics, or a foreign language to reduce their total coursework for the MAT by 12 credits (two courses) and complete both degrees with a total of 138 credits.

REQUIRED COURSES: MASTER OF ARTS IN TEACHING		
Initial Requirements <i>to be taken within the first 6 credits of study</i>	UCSP 611	Introduction to Graduate Library Research Skills (0)
Course Sequencing	• Courses should be taken in order. • EDTP 600 and 635 must be taken first and may be taken together. • EDRS 610 and EDTP 645 must be completed before EDTP 650 and may be taken together.	
Core Courses	EDTP 600	Professional Fundamentals of Teaching and Learning (6)
	EDTP 635	Adolescent Development and Learning Needs (6)
	EDRS 610	Reading and Multiple Literacies (6)
	EDTP 645	Subject Methods and Assessment (6)
Internship	EDTP 650	Professional Internship and Seminar (6)

More information about certificates, including gainful employment disclosures, is available at www.umuc.edu/grad/gradcertificates.

Course descriptions are found on pp. 86–126.

MASTER'S DEGREE AND CERTIFICATE PROGRAMS

MASTER OF BUSINESS ADMINISTRATION



Program Description

Management responsibilities in today's complex multinational business organizations transcend a single functional specialty and require a broad array of specialized knowledge. The Master of Business Administration (MBA) is designed for midcareer professionals whose careers and management responsibilities transcend 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.

Students who already have a graduate degree or who meet certain academic or professional certification qualifications may want to consider the one-year program for the MBA, described on p. 16.

Program Objectives

Graduates of this program will be able to

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

More information about certificates, including gainful employment disclosures, is available at www.umuc.edu/grad/gradcertificates.

Course descriptions are found on pp. 86–126.

Program Overview

The Master of Business Administration degree program requires 42 credits of coursework. Courses must be taken sequentially; five 10-week sessions are offered each year. An introductory course is prerequisite to the program.

Program Accreditation

UMUC's Master of Business Administration program has received specialized accreditation through the International Assembly for Collegiate Business Education (IACBE).

Career Paths

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

Partnerships

UMUC has established academic partnerships with universities in Canada, Mexico, and China. The participation of students from these universities in MBA classes provides an international perspective and contributes to class diversity.

Students who complete their undergraduate degree at UMUC with a major in business administration and a grade point average of 3.0, overall and in the major, may waive the pre-requisite course, AMBA 600. Admission requirements apply to all applicants.

REQUIRED COURSES: MASTER OF BUSINESS ADMINISTRATION

Initial Requirements <i>to be taken before core coursework</i>	UCSP 611 AMBA 600	Introduction to Graduate Library Research Skills (0) MBA Fundamentals (3)
Course Sequencing	All seminars must be taken in the order listed.	
Core Courses	AMBA 610 AMBA 620 AMBA 630 AMBA 640 AMBA 650 AMBA 660 AMBA 670	The Manager in Organizations and Society (6) Managing People and Groups in the Global Workplace (6) The Economics of Management Decisions (6) Managing Projects, Operations, and Information Systems (6) Marketing Management and Innovation (6) Managing Global Business (6) Managing Strategy in the Global Marketplace (6)

More information about certificates, including gainful employment disclosures, is available at www.umuc.edu/grad/gradcertificates.

Course descriptions are found on pp. 86–126.

MASTER'S DEGREE AND CERTIFICATE PROGRAMS

MASTER OF BUSINESS ADMINISTRATION—ONE-YEAR PROGRAM



Program Description

People entering the world of business, as well as those assuming greater management responsibilities in their organizations, require a broad array of specialized knowledge. The one-year Master of Business Administration offers an accelerated format that provides this knowledge in a highly concentrated curriculum. The one-year format offers an interdisciplinary, integrated, and applied degree program that is designed to prepare graduates for greater 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 organization.

Program Objectives

Graduates of this program will be able to

- Make effective management decisions that exhibit high ethical standards in a global and culturally diverse environment.
- Use oral and written communication skills to express ideas effectively and persuasively with all organizational stakeholders by 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.

More information about certificates, including gainful employment disclosures, is available at www.umuc.edu/grad/gradcertificates.

Course descriptions are found on pp. 86–126.

Program Overview

The one-year program for the Master of Business Administration degree requires 42 credits of coursework. Academic content courses are offered in 5-week sessions; practicum courses, designed to be taken concurrently with the content courses, are offered in three 11-week sessions. To complete the program in one year, students must complete 15.5 credits in the fall and spring and 11 credits in the summer session. Cohorts begin in the fall and spring.

Career Paths

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

Admission Requirements

Admission to this program is competitive and is granted to students who meet one of the following criteria:

- Possess a graduate degree from a regionally accredited university
- Possess an undergraduate degree and certain professional certifications (qualifying certifications are listed online at www.umuc.edu/oneyearmba)
- Have an undergraduate GPA of 3.5 or above and a GMAT score in the 80th percentile or higher

REQUIRED COURSES: MASTER OF BUSINESS ADMINISTRATION

Initial Requirements <i>to be taken before core coursework</i>	UCSP 611	Introduction to Graduate Library Research Skills (0)
Course Sequencing	• Students who start in the fall take CMBA 610, 620, 630, and 690 in the first term; CMBA 640, 650, 660, and 691 in the second (spring); and CMBA 670, 680, and 692 in the third (summer). • Students who start in the spring take CMBA 610, 620, 630, and 690 in the first term; CMBA 640, 650, and 691 in the second (summer); and CMBA 660, 670, 680, and 692 in the third (fall). • Practicum courses are taken concurrently with content courses. • CMBA 610 is prerequisite to CMBA 690. • CMBA 630 and 690 are prerequisite to CMBA 691. • CMBA 660 and 691 are prerequisite to CMBA 692.	
Content and Practicum Courses	CMBA 610	The Role of Managers in Organizations (4.5)
	CMBA 620	Legal and Ethical Issues in Business (4.5)
	CMBA 630	Leading People and Groups in the Workplace (4.5)
	CMBA 690	Business Practicum Part 1 (2)
	CMBA 640	Measuring Financial Performance (4.5)
	CMBA 650	Financial Decision Making (4.5)
	CMBA 660	Marketing Management (4.5)
	CMBA 691	Business Practicum Part 2 (2)
	CMBA 670	Managing Projects and Operations (4.5)
	CMBA 680	Business Strategy in the Global Marketplace (4.5)
	CMBA 692	Business Practicum Part 3 (2)

More information about certificates, including gainful employment disclosures, is available at www.umuc.edu/grad/gradcertificates.

Course descriptions are found on pp. 86–126.

MASTER'S DEGREE AND CERTIFICATE PROGRAMS

MASTER OF DISTANCE EDUCATION AND E-LEARNING



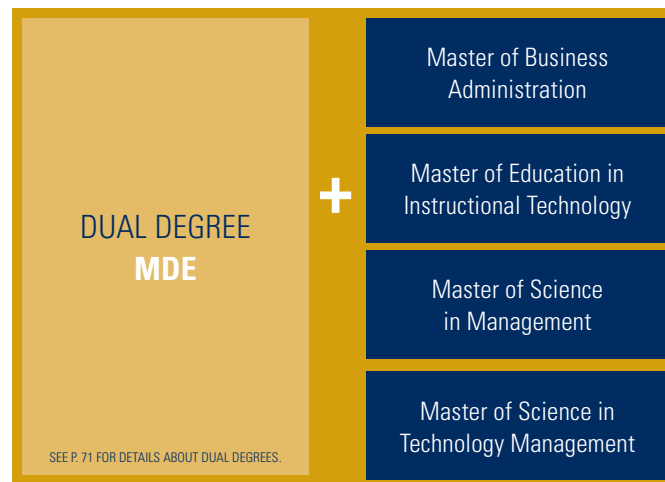
Program Description

Distance education and e-learning have expanded rapidly in the past few years, not just in the public and private education sectors, but also in the training sectors of the government, the military, and for-profit and nonprofit businesses. The demand for qualified managers and leaders in the field will create many new career opportunities. The Master of Distance Education and E-Learning (MDE) is designed to develop general knowledge and competencies in all aspects of both the business and technical issues related to distance education. The goal of the program is to produce individuals who are capable of managing distance education and e-learning enterprises within a wide variety of organizational structures.

Program Objectives

Graduates of the program will be able to

- Develop and communicate a mission and vision for the implementation of distance education and e-learning within an organization.
- Function effectively as leaders, managers, and team members within a distance education or training organization.
- Develop strategic goals and business plans for distance education and e-learning within an organization.
- Analyze and recommend an organizational distance education technology plan and manage the implementation of that technology in distance delivery.



- Design, implement, and assess the necessary support services for a distance education or e-learning program.
- Demonstrate competency in organizational and management processes, leadership and change management, information technology, business development, strategic action planning, problem solving, ethics, and social responsibility.

Program Overview

The curriculum requires 36 credits of coursework, including 12 credits of core coursework, 21 credits of specialization coursework, and a 3-credit capstone course.

Program Accreditation

UMUC's Master of Distance Education and E-Learning program is accredited by the European Foundation for Management Development—Technology-Enhanced Learning (EFMD CEL). EFMD CEL is the highest international standard of technology-enhanced learning programs in the field of management education.

More information about certificates, including gainful employment disclosures, is available at www.umuc.edu/grad/gradcertificates.

Course descriptions are found on pp. 86–126.

Specializations

The Master of Distance Education and E-Learning offers three 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.

Distance Education Policy and Management

The policy and management specialization focuses on the reasons why investment in education is so highly valued by governments and individuals and how distance education programs are budgeted and their costs evaluated. The core of this specialization examines the technology costs and economics of distance learning and other management competencies.

CAREER PATHS

- Director of distance learning, director of extended education, access director, or director of continuing education
- Project/program manager/director
- Coordinator of online instruction
- Financial advisor/account manager or financial analyst/financial manager
- Distance learning librarian

Distance Education Teaching and Training

The objective of the teaching and training specialization is to educate managers about the demands placed on teaching personnel and trainers by emerging information and communications technologies. To deal with the specific teaching-related aspects of distance education, this specialization examines the instructional design process, as well as the integration of the appropriate selection of media. The specialization examines the technology-related aspects of distance learning and specific management-related issues such as intellectual property, accreditation, and quality assurance.

CAREER PATHS

- Manager of online teaching/tutoring/training
- Online pedagogy expert
- Coordinator of online instruction
- Online librarian/resource manager
- Program evaluator/educational consultant
- Subject matter expert for distance education

Distance Education Technology

The distance education technology specialization is designed to train managers in the technology-related aspects of distance education program development, including setting up appropriate technology configurations, selecting tools, and managing the aspects of media integration and course design and development affected by technology. Managers are also made critically aware of the relationship of globalization and communication technologies, which influence distance education. The specialization provides a foundation in the history of media and technology in distance education, sets a framework for guiding appropriate technology choices, and provides an in-depth understanding of both asynchronous and synchronous technologies.

CAREER PATHS

- Technical director
- Production manager
- Technical expert/advisor/consultant
- Coordinator of online instruction
- Online course support specialist

Partnership

The Master of Distance Education and E-Learning program is offered in partnership with Carl von Ossietzky University of Oldenburg, Germany, a leading German institution with extensive experience in distance education. More information is available on p. 6.

More information about certificates, including gainful employment disclosures, is available at www.umuc.edu/grad/gradcertificates.

Course descriptions are found on pp. 86–126.

MASTER'S DEGREE AND CERTIFICATE PROGRAMS

REQUIRED COURSES: MASTER OF DISTANCE EDUCATION AND E LEARNING		
Initial Requirements <i>to be taken within the first 6 credits of study</i>	UCSP 611	Introduction to Graduate Library Research Skills (0)
Course Sequencing	OMDE 601 must be taken as the first course.	
Core Courses	OMDE 601 OMDE 603 OMDE 610 OMDE 606 OMDE 608	Foundations of Distance Education and E-Learning (3) Technology in Distance Education and E-Learning (3) Teaching and Learning in Online Distance Education (3) Costs and Economics of Distance Education and E-Learning (3) Learner Support in Distance Education and Training (3)
Capstone Course	OMDE 670	Portfolio and Project in Distance Education and E-Learning (3)
SPECIALIZATIONS	Distance Education Policy and Management	
	Specialization Courses	DEPM 604 Management and Leadership in Distance Education and E-Learning (3) DEPM 609 Distance Education and E-Learning Systems (3) DETT 611 Library and Intellectual Property Issues in Distance Education and E-Learning (3) DEPM 650 Practitioner Research in Distance Education and E-Learning (3) DEPM 622 The Business of Distance Education and E-Learning (3) DEPM 625 Distance Education, Globalization, and Development (3)
	Distance Education Teaching and Training	
	Course Sequencing	DETC 620 is a prerequisite to DETC 650.
	Specialization Courses	DETT 607 Instructional Design and Course Development in Distance Education and E-Learning (3) DETC 620 Training and Learning with Multimedia (3) DETT 611 Library and Intellectual Property Issues in Distance Education and E-Learning (3) EDTC 650 Teaching and Learning in K–12 Virtual Schools (3) DETT 621 Training at a Distance (3) DEPM 604 Management and Leadership in Distance Education and E-Learning (3)
	Distance Education Technology	
	Specialization Courses	DETT 607 Instructional Design and Course Development in Distance Education and E-Learning (3) DETC 630 Emerging Technology Trends and Issues in Distance Education and E-Learning (3) DETC 620 Training and Learning with Multimedia (3) DEPM 604 Management and Leadership in Distance Education and E-Learning (3) DEPM 625 Distance Education, Globalization, and Development (3) IMAT 639 Internet Multimedia Applications (3)

RELATED CERTIFICATE PROGRAMS		
Initial Requirements <i>to be taken within the first 6 credits of study</i>	UCSP 611	Introduction to Graduate Library Research Skills (0)
Distance Education, Globalization, and Development		
Required Courses	OMDE 601 OMDE 606 DEPM 625 DETC 630	Foundations of Distance Education and E-Learning (3) Costs and Economics of Distance Education and E-Learning (3) Distance Education, Globalization, and Development (3) Emerging Technology Trends and Issues in Distance Education and E-Learning (3)

More information about certificates, including gainful employment disclosures, is available at www.umuc.edu/grad/gradcertificates.

Course descriptions are found on pp. 86–126.

RELATED CERTIFICATE PROGRAMS

E-Learning and Instructional Systems Design ♦

Required Courses	EDUC 602	Instructional Systems Development I (3) ♦
	EDUC 603	Instructional Systems Development II (3) ♦
	OMDE 603	Technology in Distance Education and E-Learning (3)
	DETT 621	Training at a Distance (3)

Foundations of Distance Education and E-Learning

Required Courses	OMDE 601	Foundations of Distance Education and E-Learning (3)
	OMDE 603	Technology in Distance Education and E-Learning (3)
	OMDE 606	Costs and Economics of Distance Education and E-Learning (3)
	OMDE 608	Learner Support in Distance Education and Training (3)

Leadership and Management in Distance Education and E-Learning

Required Courses	OMDE 601	Foundations of Distance Education and E-Learning (3)
	OMDE 603	Technology in Distance Education and E-Learning (3)
	OMDE 610	Teaching and Learning in Online Distance Education (3)
	DEPM 604	Management and Leadership in Distance Education and E-Learning (3)

Library and Intellectual Property in Distance Education and E-Learning

Required Courses	OMDE 601	Foundations of Distance Education and E-Learning (3)
	OMDE 603	Technology in Distance Education and E-Learning (3)
	OMDE 610	Teaching and Learning in Online Distance Education (3)
	DETT 611	Library and Intellectual Property Issues in Distance Education and E-Learning (3)

Policy and Management in Distance Education and E-Learning

Required Courses	OMDE 601	Foundations of Distance Education and E-Learning (3)
	OMDE 606	Costs and Economics of Distance Education and E-Learning (3)
	DEPM 622	The Business of Distance Education and E-Learning (3)
	DEPM 604	Management and Leadership in Distance Education and E-Learning (3)

Teaching and Training at a Distance

Required Courses	OMDE 610	Teaching and Learning in Online Distance Education (3)
	DETT 607	Instructional Design and Course Development in Distance Education and E-Learning (3)
	DETC 620	Training and Learning with Multimedia (3)
	DETT 621	Training at a Distance (3)

Technology in Distance Education and E-Learning

Required Courses	OMDE 603	Technology in Distance Education and E-Learning (3)
	DETC 630	Emerging Technology Trends and Issues in Distance Education and E-Learning (3)
	IMAT 639	Internet Multimedia Applications (3)
	DETC 620	Training and Learning with Multimedia (3)

♦ This certificate is offered in partnership with University of Maryland, Baltimore County (UMBC). EDUC 602 and 603 are UMBC courses; UMUC students must register for these courses through UMBC as visiting students.

More information about certificates, including gainful employment disclosures, is available at www.umuc.edu/grad/gradcertificates.

Course descriptions are found on pp. 86–126.

MASTER'S DEGREE AND CERTIFICATE PROGRAMS

MASTER OF EDUCATION IN INSTRUCTIONAL TECHNOLOGY

DUAL DEGREE

MEd in Instructional Technology

+

Master of Distance Education and E-Learning

SEE P. 71 FOR DETAILS ABOUT DUAL DEGREES.

Program Description

As technology advances more quickly than ever before, increasing numbers of pre-K–12 educators are looking for ways to strengthen teaching and learning through technology integration. The Master of Education (MEd) in instructional technology is designed for pre-K–12 teachers, technology integration specialists, staff developers, and administrators seeking to develop expertise in instructional technology for teaching and learning, as well as for other educators and potential career changers interested in technology integration in pre-K–12 schools. The curriculum focuses on three interrelated areas of study: curriculum and instruction, instructional technology integration, and leadership. The program seeks to produce graduates who have the knowledge and skills needed to incorporate technology effectively into pre-K–12 curricula, instruction, and assessment; demonstrate expertise in current and emerging instructional technologies; understand the role of technology in the contemporary school; and lead change efforts at the classroom, school, and district levels.

Note: The MEd is not an initial teacher preparation program. Graduates who wish to become K–12 teachers in the public schools and who do not yet have state licensure to teach may need to pursue an initial teacher certification program, based on state or national requirements.

Students interested in coursework related to teacher certification should refer to UMUC's Master of Arts in Teaching (p. 12) and Teacher Education Reading Strand (p. 84).

Program Objectives

Graduates of the program will be able to

- Integrate current and emerging technologies into curricula, instruction, and assessment to strengthen and transform teaching and student learning.
- Use a range of technologies to communicate and collaborate with students, colleagues, parents, and other audiences.
- Apply technology to meet the needs of a diverse school population.
- Create multimedia and Web-based products that support instruction.
- Develop standards-based, technology-supported lessons that promote global perspectives.
- Provide professional development for teachers and other educators in integrating technology to promote student learning.
- Lead and work with others to develop a vision for technology integration in schools, including designing technology plans and budgets, ensuring access, and acquiring resources.
- Apply classroom and school-based data, research, and reflection to make sound instructional decisions, advocate for change, and build program support.

Program Overview

The Master of Education degree program requires 33 credits of coursework, including 30 credits of core courses and a 3-credit integrative capstone project.

Technology Requirements

Students in the MEd and Technology Integration certificate programs are required to purchase a one-time \$100 subscription to Tk20 HigherEd before their first class. The subscription is good for seven years. Tk20 is a comprehensive assessment and management system that supports all education students at UMUC. Students may also need to access a webcam/microphone for certain assignments. More information is available online at www.umuc.edu/tk20.

More information about certificates, including gainful employment disclosures, is available at www.umuc.edu/grad/gradcertificates.

Course descriptions are found on pp. 86–126.

Career Paths

- Teacher leader in a school, especially related to technology integration
- Staff developer or technology integration specialist at the school, district, or state level
- Developer of multimedia for education or training
- Distance education teacher for virtual K–12 schools

Partnerships

UMUC currently offers programs in collaboration with public school districts, including Anne Arundel and Montgomery County Public Schools in Maryland.

Note: School or district administrators who are interested in developing a cohort program for their school(s) are encouraged to contact the department at 240-684-2488.

REQUIRED COURSES: MASTER OF EDUCATION IN INSTRUCTIONAL TECHNOLOGY

Initial Requirements <i>to be taken within the first 6 credits of study</i>	UCSP 611	Introduction to Graduate Library Research Skills (0)
Course Sequencing	• The first eight courses must be taken in the order listed; sequential courses may be taken concurrently. • Students must have completed 24 credits of coursework before taking EDTC 670. • It is recommended that students take EDTC 670 as the last course.	
Core Courses	EDTC 600	Foundations of Technology in Teaching and Learning (3)
	EDTC 605	Teaching Information and Media Literacies in the Digital World (3)
	EDTC 610	Web-Based Teaching and Learning: Design and Pedagogy (3)
	EDTC 615	Using Technology for Instructional Improvement: Research, Data, and Best Practices (3)
	EDTC 620	Technology in K–12 Education: Synchronous, Asynchronous, and Multimedia Technologies (3)
	EDTC 625	Hardware and Software in Instructional Development (3)
	EDTC 630	Administration of Technology Initiatives: Planning, Budgeting, and Evaluation (3)
	EDTC 640	Leading Technology Change in Schools (3)
	EDTC 645	Integration of Technology: Global Perspectives (3)
	EDTC 650	Teaching and Learning in K–12 Virtual Schools (3)
Capstone Course	EDTC 670	Integrative Capstone Project (3)

RELATED CERTIFICATE PROGRAM

Initial Requirements <i>to be taken within the first 6 credits of study</i>	UCSP 611	Introduction to Graduate Library Research Skills (0)
Instructional Technology Integration		
Course Sequencing	Courses must be taken in the order listed; sequential courses may be taken at the same time.	
Required Courses	EDTC 600	Foundations of Technology in Teaching and Learning (3)
	EDTC 605	Teaching Information and Media Literacies in the Digital World (3)
	EDTC 610	Web-Based Teaching and Learning: Design and Pedagogy (3)
	EDTC 615	Using Technology for Instructional Improvement: Research, Data, and Best Practices (3)

More information about certificates, including gainful employment disclosures, is available at www.umuc.edu/grad/gradcertificates.

Course descriptions are found on pp. 86–126.

MASTER'S DEGREE AND CERTIFICATE PROGRAMS

MASTER OF INTERNATIONAL MANAGEMENT



Program Description

In our increasingly globalized world, business leaders cannot ignore what goes on beyond U.S. borders. The Master of International Management (MIM) is designed for midcareer professionals who want to delve more deeply into international business and commerce and learn how to overcome obstacles to succeed in the field. The curriculum emphasizes developing skills for assessing the international competitive structure of industries, building marketing and business plans, formulating market-entry strategies, and managing country and global business risk. The goal is to help students develop a working knowledge of transnational business operations and the global environment and an understanding of how both affect their own organization and management.

Program Objectives

Graduates of the program will be able to

- Demonstrate a global perspective in business operations/processes.
- Increase the competitiveness of their organizations.

Program Overview

The curriculum requires 36 credits of coursework and consists of 12 credits of core courses, 21 credits of specialization courses, and a 3-credit capstone course.



Specializations

The Master of International Management degree program offers four 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.

International Emergency Management

The international emergency management specialization is designed for individuals who intend to assume greater management responsibility in helping global communities reduce vulnerability to hazards and cope with international disasters in both private and public settings. Students gain an essential understanding of the entire vision, mission, and principles of emergency management, with an emphasis on leadership, management, use of technology, and cross-agency collaboration. The curriculum covers management theories and their application, emergency management-related research (including hazard, vulnerability, and risk-related data and literature), and major principles of this cross-disciplinary field.

PARTNERSHIP

An articulation agreement between the Graduate School of Management and Technology and UMUC's School of Undergraduate Studies allows students who completed their undergraduate degree at UMUC with a major in emergency management to reduce their total coursework for the graduate degree by up to 12 credits (four courses) and complete both degrees with a total of 144 credits of coursework.

The Graduate School will accept the following courses toward the completion of a specialization in emergency management within the MIM or the MS in management or in technology management for a maximum of 12 credits:

More information about certificates, including gainful employment disclosures, is available at www.umuc.edu/grad/gradcertificates.

Course descriptions are found on pp. 86–126.

- EMGT 302 Concepts in Emergency Management in lieu of EMAN 600 Comprehensive Crisis and Emergency Management
- EMGT 310 Continuity of Operations Planning and Implementation in lieu of HSMN 630 Business Continuity: Disaster Recovery, Planning, and Response
- EMGT 312 Social Dimensions of Disaster in lieu of EMAN 610 Hazard, Risk, and Vulnerability Assessment
- HMLS 302 Introduction to Homeland Security in lieu of HSMN 610 Concepts in Homeland Security

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 be earned in the undergraduate class for the credits to be accepted at the graduate level. Admission requirements apply to all applicants.

CAREER PATHS

- Disaster response/recovery specialist
- Emergency management director
- Emergency management coordinating officer
- Emergency management program analyst
- Emergency planner
- Emergency response manager
- Emergency services coordinator
- Hazard or risk management specialist
- Humanitarian assistance specialist

International Enterprise Management

The international enterprise management specialization prepares managers to plan and execute strategies in a global environment, as well as to identify and take advantage of global business opportunities. The specialization covers international trade and economic policy, strategic investment and partnering, issues and practices in human resource management, financial management in organizations, multinational financial management, information systems for managers, and international marketing management.

CAREER PATHS

- Senior-level manager in a multinational enterprise
- International business generalist
- International business consultant
- Director of an international business unit
- Senior policy analyst for multinational enterprise

International Financial Management

The international financial management specialization prepares managers to deal with an organization's financial operations in a global context. The specialization covers international trade and economic policy; strategic investment and partnering; financial management in organizations; capital markets, institutions, and long-term financing; investment valuation; strategic financial management; and multinational financial management. The program emphasizes development of management skills and the use of financial analysis in decision making and performance management in global organizations.

CAREER PATHS

- Controller or treasurer for an international company/organization
- International financial manager
- Capital investment analyst
- Financial liaison with international business units
- Credit or cash manager
- International financial consultant or advisor
- International financial, budget, or management analyst

International Marketing Management

The international marketing management specialization creates a solid foundation for marketing management, with a particular focus on marketing in a global environment. It is designed for managers in the public, private, or nonprofit sectors who need to market their organization's products and services to consumers or other businesses domestically and internationally. The specialization focuses on the knowledge and skills that managers need to attract customers. Coursework covers defining the scope of 21st-century marketing, developing and executing effective marketing strategies, adapting to rapidly changing technologies, building customer satisfaction and retention, and facilitating communications successfully (from the international organization to the customer as well as from the international customer to the organization).

CAREER PATHS

- International marketing manager
- Internet marketing manager
- Direct marketing manager
- International product/brand manager
- International manufacturer's representative
- International account executive (business or consumer products)
- International market research analyst
- International promotions manager

More information about certificates, including gainful employment disclosures, is available at www.umuc.edu/grad/gradcertificates.

Course descriptions are found on pp. 86–126.

MASTER'S DEGREE AND CERTIFICATE PROGRAMS

REQUIRED COURSES: MASTER OF INTERNATIONAL MANAGEMENT		
Initial Requirements <i>to be taken within the first 6 credits of study</i>	UCSP 611	Introduction to Graduate Library Research Skills (0)
Course Sequencing	- IMAN 601 must be completed during the first session of enrollment. - Students must complete all program coursework except IMAN 670 before enrolling in IMAN 670.	
Core Courses	IMAN 601 Strategic Management in a Global Environment (3) MGMT 615 Intercultural Communication and Leadership (3) MGMT 640 Financial Decision Making (3) IMAN 635 Managing Country Risk (3)	
Capstone Course	IMAN 670	Managing Overseas Operations (3)
SPECIALIZATIONS	International Emergency Management	
	Course Sequencing	- EMAN 600 must be taken as one of the first two specialization courses. - EMAN 670 must be taken after all courses except IMAN 670.
	Specialization Courses	EMAN 600 Comprehensive Crisis and Emergency Management (3) EMAN 610 Hazard Risk and Vulnerability Assessment (3) EMAN 620 Information Technology in Emergency Management (3) HSMN 610 Concepts in Homeland Security (3) HSMN 630 Business Continuity: Disaster Recovery, Planning, and Response (3) EMAN 630 Crisis Communication for Emergency Managers (3) EMAN 670 Seminar in Emergency Management Leadership (3)
	International Enterprise Management	
	Course Sequencing	- MGMT 640 (core course) is prerequisite to FIN 610. - FIN 610 is prerequisite to FIN 640.
	Specialization Courses	IMAN 615 Strategic Investment and Partnering (3) IMAN 625 International Trade and Economic Policy (3) HRMD 610 Issues and Practices in Human Resource Management (3) FIN 610 Financial Management in Organizations (3) FIN 640 Multinational Financial Management (3) ISAS 600 Information Systems for Managers (3) MRKT 605 International Marketing Management (3)
	International Financial Management	
	Course Sequencing	- MGMT 640 (core course) is prerequisite to FIN 610. - FIN 610 is prerequisite to all other FIN courses. - FIN 610, 620, and 630 are prerequisite to FIN 660.
	Specialization Courses	IMAN 615 Strategic Investment and Partnering (3) IMAN 625 International Trade and Economic Policy (3) FIN 610 Financial Management in Organizations (3) FIN 620 Long-Term Financial Management (3) FIN 630 Investment Valuation (3) FIN 640 Multinational Financial Management (3) FIN 660 Strategic Financial Management (3)

More information about certificates, including gainful employment disclosures, is available at www.umuc.edu/grad/gradcertificates.

Course descriptions are found on pp. 86–126.

REQUIRED COURSES: MASTER OF INTERNATIONAL MANAGEMENT			
SPECIALIZATIONS	International Marketing Management		
	Course Sequencing	MGMT 650 must be completed before MRKT 604.	
	Specialization Courses	IMAN 615	Strategic Investment and Partnering (3)
		IMAN 625	International Trade and Economic Policy (3)
		MRKT 605	International Marketing Management (3)
		MRKT 601	Legal and Ethical Issues in Global Communications (3)
		MRKT 602	Consumer Behavior (3)
		MGMT 650	Statistics for Managerial Decision Making (3)
		MRKT 604	Marketing Intelligence and Research Systems (3)

RELATED CERTIFICATE PROGRAMS			
Initial Requirements <i>to be taken within the first 6 credits of study</i>		UCSP 611	Introduction to Graduate Library Research Skills (0)
International Marketing			
Course Sequencing		MRKT 605 must be taken first.	
Required Courses		MRKT 605	International Marketing Management (3)
		IMAN 625	International Trade and Economic Policy (3)
		MRKT 601	Legal and Ethical Issues in Global Communications (3)
		MRKT 602	Consumer Behavior (3)
International Trade			
Course Sequencing		Students must take IMAN 601 as the first course, followed by IMAN 615. The remaining courses can be taken in any order.	
Required Courses		IMAN 601	Strategic Management in a Global Environment (3)
		IMAN 615	Strategic Investment and Partnering (3)
		IMAN 625	International Trade and Economic Policy (3)
		MRKT 605	International Marketing Management (3)

More information about certificates, including gainful employment disclosures, is available at www.umuc.edu/grad/gradcertificates.

Course descriptions are found on pp. 86–126.

MASTER'S DEGREE AND CERTIFICATE PROGRAMS

MASTER OF SCIENCE IN ACCOUNTING AND FINANCIAL MANAGEMENT

DUAL DEGREE MS in Accounting and Financial Management SEE P. 71 FOR DETAILS ABOUT DUAL DEGREES.	+	Master of Science in Accounting and Information Systems
		Master of Science in Financial Management and Information Systems

Program Description

There is substantial demand in the workforce for professionals and managers who possess specialized skills, knowledge, and abilities in both the accounting and financial management disciplines. The Master of Science (MS) in accounting and financial management is designed to help those individuals who want to raise their knowledge base in these areas, rather than seek a general management or general business-related degree, to move either into a position in the chief financial officer (CFO) career path or simply to move into another career field without becoming so specialized that they lose flexibility.

The program emphasizes understanding the financial reporting process and its effect on financial markets, as well as using and analyzing financial information to make informed management decisions. Subject matter from the accounting and finance disciplines is integrated in a capstone course that focuses on the application of principles, theories, and techniques previously covered in the curriculum. The goal is to prepare students to assume positions of increasing responsibility within the financial operations of an organization.

Program Objectives

Graduates of this program will be able to

- Successfully apply accounting and financial management concepts and principles in the analysis and resolution of strategic and operational problems.
- Utilize technology in the accounting and financial management of their organizations to share access to information for the purpose of improving the quality of decision making enterprise-wide.

- Apply finance and accounting principles in evaluating the costs and benefits of strategic investments.
- Evaluate issues and innovations in accounting and financial management and their effects on managerial decision making.
- Evaluate the effects of international standards and international diversification on accounting and financial management decision making.
- Demonstrate understanding of the ethical problems facing accounting and financial management professionals.
- Assess and evaluate the state of corporate governance and internal controls.

Program Overview

The curriculum requires 36 credits, including 15 credits in accounting core courses, 18 credits in financial management core courses, and a 3-credit program capstone course.

Academic Preparation

Students must have completed 15 credits of undergraduate accounting coursework, with a grade of C or better in each course, before enrolling in any graduate accounting course. Students without recent coursework in accounting or economics are strongly advised to complete UCSP 620 and 621 before enrolling in MGMT 640 or ACCT 610.

Professional Certification

Successful completion of the program may satisfy the educational requirement for candidacy for the Certified Public Accountant (CPA) exam. Educational requirements to sit for the CPA exam vary among states. Students are responsible for staying abreast of the current requirements for the state in which they will sit for the exam or practice professionally.

Career Paths

- Chief financial officer
- Accounting or financial manager
- Fraud examiner

More information about certificates, including gainful employment disclosures, is available at www.umuc.edu/grad/gradcertificates.

Course descriptions are found on pp. 86–126.

- Financial, budget, or management analyst
- Government accountant or auditor
- Internal auditor
- Financial liaison with business units
- Financial consultant or advisor

Partnership

An articulation agreement between the Graduate School of Management and Technology and UMUC's School of Undergraduate Studies allows students who completed their undergraduate degree at UMUC with a major in accounting 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 the MS in accounting and financial management,

accounting and information systems, or management with a specialization in accounting for a maximum of 6 credits:

- Both ACCT 410 Accounting for Government and Not-for-Profit Organizations *and* ACCT 425 International Accounting in lieu of ACCT 665 Selected Topics in Accounting: International, Government, and Nonprofit Accounting
- Both ACCT 427 Advanced Auditing *and* ACCT 433 Audit and Control of Information in lieu of ACCT 612 Auditing Process

The substitutions listed above are the only substitutions 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 be earned in each of the undergraduate classes for the credits to be accepted at the graduate level. Admission requirements apply to all applicants.

REQUIRED COURSES: MASTER OF SCIENCE IN ACCOUNTING AND FINANCIAL MANAGEMENT

Initial Requirements <i>to be taken within the first 6 credits of study</i>	UCSP 611	Introduction to Graduate Library Research Skills (0)
Initial Recommendation	Students without a background in finance or accounting should take UCSP 620 and 621.	
Course Sequencing	• ACCT 610 must be taken before any other graduate accounting courses. • Students are strongly encouraged to take ACCT 612 before ACCT 608. • MGMT 640 is prerequisite to FIN 610. • FIN 610 is prerequisite to all other FIN courses. • FIN 620 and 630 are prerequisite to FIN 660. • FIN 630 is prerequisite to FIN 645. • Students must complete all courses (except FIN 645 or ACCT 665) before enrolling in MSAF 670.	
Accounting Core Courses	ACCT 610 ACCT 612 ACCT 608 ACCT 613 ACCT 665	Financial Accounting (3) Auditing Process (3) Fraud Examination and Accounting Ethics (3) Federal Income Taxation (3) Selected Topics in Accounting: International, Government, and Nonprofit Accounting (3)
Finance Core Courses	MGMT 640 FIN 610 FIN 620 FIN 630 FIN 645 FIN 660	Financial Decision Making for Managers (3) Financial Management in Organizations (3) Long-Term Financial Management (3) Investment Valuation (3) Behavioral Finance (3) Strategic Financial Management (3)
Capstone Course	MSAF 670	Accounting and Financial Management Capstone (3)

More information about certificates, including gainful employment disclosures, is available at www.umuc.edu/grad/gradcertificates.

Course descriptions are found on pp. 86–126.

MASTER'S DEGREE AND CERTIFICATE PROGRAMS

MASTER OF SCIENCE IN ACCOUNTING AND INFORMATION SYSTEMS

DUAL DEGREE

MS in
Accounting and
Information Systems

+

Master of Science in
Accounting and Financial
Management

SEE P. 71 FOR DETAILS ABOUT DUAL DEGREES.

Program Description

Information systems have become ubiquitous in the world of accounting, and expertise in both areas sets employees apart from their peers. The Master of Science (MS) in accounting and information systems is designed for students who have backgrounds in finance or accounting and want to improve their knowledge of accounting and information systems to advance their careers to either chief financial officer or chief information officer or to serve as liaisons between their organization's information technology department and executive leadership. It is also an appropriate track for professionals not currently in accounting or information technology who want to develop the skills they need to make a career change. The curriculum focuses on business processes with a broad business outlook and includes fraud examination, federal income taxation, accounting ethics, auditing, systems analysis and design, computer security, and more. The goal of the program is to give students the tools they need to bridge the gap between accounting and information systems in their organization and to develop ways to enhance that relationship.

Program Objectives

Graduates of this program will be able to

- Successfully apply accounting and information systems concepts, principles, and techniques in the analysis and resolution of accounting systems problems and opportunities within their organizations.
- Effectively communicate accounting and information systems ideas, concepts, and solutions.

- Evaluate the effects of technology on an organization's accounting system.
- Evaluate issues and innovations in accounting and in information systems and their effects on managerial decision making.
- Evaluate and design accounting and information systems to meet organizational goals.
- Develop and evaluate alternative solutions to organizational problems.

Program Overview

The curriculum requires 36 credits of coursework, including 18 credits in accounting core courses, 15 credits in information systems core courses, and one 3-credit program capstone course.

Academic Preparation

Students must have completed 15 credits of undergraduate accounting coursework, with a grade of C or better in each course, before enrolling in any graduate accounting course. Students without recent coursework in accounting are strongly advised to complete UCSP 620 before enrolling in ACCT 610.

Professional Certification

Successful completion of the program may satisfy the educational requirement for candidacy for the Certified Public Accountant (CPA) exam. Educational requirements to sit for the CPA exam vary among states. Students are responsible for staying abreast of the current requirements of the state in which they will sit for the exam or practice professionally.

Career Paths

- Liaison between the chief financial officer and chief information officer
- Public accountant or auditor
- Government accountant or auditor
- Management or systems analyst
- Fraud examiner or internal auditor

More information about certificates, including gainful employment disclosures, is available at www.umuc.edu/grad/gradcertificates.

Course descriptions are found on pp. 86–126.

Partnership

An articulation agreement between the Graduate School of Management and Technology and UMUC's School of Undergraduate Studies allows students who completed their undergraduate degree at UMUC with a major in accounting to reduce their total coursework for the graduate degree by up to 6 credits (two courses). Details are on p. 29.

REQUIRED COURSES: MASTER OF SCIENCE IN ACCOUNTING AND INFORMATION SYSTEMS

Initial Requirements <i>to be taken within the first 6 credits of study</i>	UCSP 611	Introduction to Graduate Library Research Skills (0)
Course Sequencing	- ACCT 610 must be taken before any other graduate accounting courses. - It is strongly recommended that ACCT 612 be taken before ACCT 608. - Students must complete all courses (except ACCT 665 or INFA 610) before enrolling in MSAS 670.	
Accounting Core Courses	ACCT 610 ACCT 612 ACCT 608 ACCT 614 ACCT 613 ACCT 665	Financial Accounting (3) Auditing Process (3) Fraud Examination and Accounting Ethics (3) Accounting Information Systems (3) Federal Income Taxation (3) Selected Topics in Accounting: International, Government, and Nonprofit Accounting (3)
Information Technology Core Courses	ISAS 610 ISAS 630 ISAS 650 INFA 610 IMAT 637	Information Systems Management and Integration (3) Systems Analysis and Design (3) Information Technology, the CIO, and Organizational Transformation (3) Computer Security, Software Assurance, Hardware Assurance, and Security Management (3) IT Acquisitions Management (3)
Capstone Course	MSAS 670	Accounting and Information Systems Capstone (3)

RELATED CERTIFICATE PROGRAM

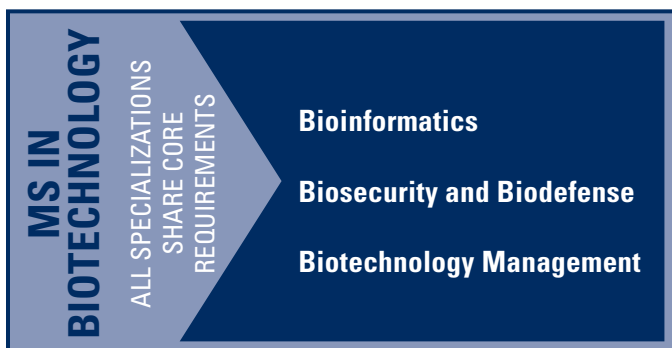
Initial Requirements <i>to be taken within the first 6 credits of study</i>	UCSP 611	Introduction to Graduate Library Research Skills (0)
Accounting and Information Systems		
Course Sequencing	ACCT 610 is prerequisite to all required accounting courses.	
Required Courses	ACCT 610 ACCT 614 IMAT 637 INFA 610	Financial Accounting (3) Accounting Information Systems (3) IT Acquisitions Management (3) Computer Security, Software Assurance, Hardware Assurance, and Security Management (3)

More information about certificates, including gainful employment disclosures, is available at www.umuc.edu/grad/gradcertificates.

Course descriptions are found on pp. 86–126.

MASTER'S DEGREE AND CERTIFICATE PROGRAMS

MASTER OF SCIENCE IN BIOTECHNOLOGY



Program Description

Biotechnology explores the delicate and complex relationship between technology and life. The Master of Science (MS) in biotechnology is designed for students with backgrounds in molecular biology who want to explore the ever-increasing role that technology plays in biological studies and research and in bio-businesses. The curriculum covers bioinformatics and societal and business issues in biotechnology. The goal is to provide graduates with the specific knowledge and expertise needed to take on more prominent roles, such as laboratory supervisor, production manager, research scientist, bioinformatics analyst, or computational biologist, at their organizations.

Program Objectives

The graduates of this program will be able to

- Explore and apply the technologies currently in use in the biotechnology industry.
- Effectively evaluate and understand the regulatory role of federal and state governmental agencies as well as international bodies and professional groups.
- Examine the business of biotechnology, including financial, strategic, and human resource management in the industry.
- Utilize molecular biology concepts and software tools to increase their knowledge of bioinformatics.



Program Overview

The curriculum requires 36 credits of coursework, including 15 credits of core courses, 18 credits of specialization courses, and a 3-credit capstone course.

Academic Preparation

Students without a molecular biology background are required to take a college-level molecular biology course before taking the required program core.

Recognition

UMUC's Master of Science in biotechnology has been designated a Professional Science Master's degree program through the Council of Graduate Schools.

Partnership

Students certified as Project Management Professionals by the Project Management Institute may receive credit for PMAN 634 Foundations of Project Management if they begin study for the master's degree within five years of earning certification. Graduate advisors can provide more information.

Specializations

The MS in biotechnology degree program offers three 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.

Bioinformatics

The bioinformatics specialization provides students with a comprehensive and deep understanding of the many aspects of

More information about certificates, including gainful employment disclosures, is available at www.umuc.edu/grad/gradcertificates.

Course descriptions are found on pp. 86–126.

molecular biology and computational science. The curriculum covers a broad range of subjects, including biostatistics, databases and data structures, algorithms, gene expression data analysis, and Perl and Java programming.

CAREER PATHS

- Bioinformatics analyst
- Bioinformatics specialist
- Computational biologist
- Biological database specialist
- Instructor

Biosecurity and Biodefense

Biosecurity and biodefense are emerging as integral subject areas in the 21st century, and students who choose this specialization will hone their skills in researching, analyzing, and/or writing about the most recent developments in the emerging fields. The curriculum covers agents of bioterrorism, threat analysis and response, and information technology as it relates to biodefense.

CAREER PATHS

- Biodefense policy writer
- Research scientist

Biotechnology Management

The biotechnology management specialization explores the biotechnology field as a commercial enterprise. The curriculum covers the commercialization of biotechnology, project selection and evaluation processes, and biomanufacturing.

CAREER PATHS

- Laboratory supervisor
- Manufacturing and production manager
- Project manager
- Instructor
- Regulatory affairs officer
- Public relations officer
- Sales representative
- Bioethicist

REQUIRED COURSES: MASTER OF SCIENCE IN BIOTECHNOLOGY

Initial Requirements <i>to be taken within the first 6 credits of study</i>			UCSP 611	Introduction to Graduate Library Research Skills (0)
Course Sequencing			• BIOT 640 must be taken as the first program course. • All core courses with the BIOT designator must be completed before starting any specialization. • BTMN 670 must be taken after completion of 27 credits of program coursework.	
Core Courses			BIOT 640	Societal Issues in Biotechnology (3)
			BIOT 630	Introduction to Bioinformatics (3)
			BIOT 645	The Business of Biotechnology (3)
			BIOT 643	Techniques of Biotechnology (3)
			PMAN 634	Foundations of Project Management (3)
Capstone Course			BTMN 670	Capstone in Biotechnology (3)
SPECIALIZATIONS	Bioinformatics			
	Course Sequencing	• Students without a background in statistics are strongly encouraged to take STAT 200 before the specialization courses. • BIFS 617 is prerequisite to BIFS 618 and 619.		
	Specialization Courses	BIFS 613	Statistical Processes for Biotechnology (3)	
		BIFS 617	Advanced Bioinformatics (3)	
		DBST 651	Relational Database Systems (3)	
		BIFS 618	Java for Biotechnology Applications (3)	
		BIFS 619	Gene Expression Data Analysis (3)	
		BIFS 614	Data Structures and Algorithms (3)	

More information about certificates, including gainful employment disclosures, is available at www.umuc.edu/grad/gradcertificates.

Course descriptions are found on pp. 86–126.

MASTER'S DEGREE AND CERTIFICATE PROGRAMS

REQUIRED COURSES: MASTER OF SCIENCE IN BIOTECHNOLOGY (continued)		
SPECIALIZATIONS	Biosecurity and Biodefense	
	Course Sequencing	Courses must be taken in the order listed, except that BTMN 632 can be taken at any time.
	Specialization Courses	BSBD 640 Agents of Bioterrorism (3)
		BSBD 641 Biosecurity and Bioterrorism (3)
		HSMN 630 Business Continuity: Disaster Recovery, Planning, and Response (3)
		BSBD 642 Advanced Biosecurity and Bioterrorism (3)
		BSBD 643 Strategies for Interagency Cooperation, Verification, and Global Countermeasures in Biodefense (6)
	Biotechnology Management	
	Specialization Courses	BTMN 632 Commercializing Biotechnology in Early-Stage Ventures (3)
		BTMN 634 Selection and Evaluation of Biotechnology Projects (3)
		BTMN 636 Biotechnology and the Regulatory Environment (3)
		TMAN 611 Principles of Technology Management (3)
		MRKT 600 Marketing Management (3)
		TMAN 625 Economics and Financial Analysis for Technology Managers (3)

RELATED CERTIFICATE PROGRAMS		
Initial Requirements <i>to be taken within the first 6 credits of study</i>	UCSP 611	Introduction to Graduate Library Research Skills (0)
Bioinformatics		
Required Courses	BIOT 630	Introduction to Bioinformatics (3)
	BIFS 613	Statistical Processes for Biotechnology (3)
	BIFS 617	Advanced Bioinformatics (3)
	DBST 651	Relational Database Systems (3)
	BIFS 614	Data Structures and Algorithms (3)
Biosecurity and Biodefense		
Required Courses	BSBD 640	Agents of Bioterrorism (3)
	BSBD 641	Biosecurity and Bioterrorism (3)
	BSBD 642	Advanced Biosecurity and Bioterrorism (3)
	BSBD 643	Strategies for Interagency Cooperation, Verification, and Global Countermeasures in Biodefense (6)
Biotechnology Management		
Required Courses	BIOT 640	Societal Issues in Biotechnology (3)
	BIOT 630	Introduction to Bioinformatics (3)
	BIOT 643	Techniques of Biotechnology (3)
	BTMN 636	Biotechnology and the Regulatory Environment (3)
	BTMN 632	Commercializing Biotechnology in Early-Stage Ventures (3)

More information about certificates, including gainful employment disclosures, is available at www.umuc.edu/grad/gradcertificates.

Course descriptions are found on pp. 86–126.

MASTER OF SCIENCE IN CYBERSECURITY

DUAL DEGREE
MS in
Cybersecurity



Master of Business
Administration

SEE P. 71 FOR DETAILS ABOUT DUAL DEGREES.

Program Description

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 provide students with a broad analytical framework for evaluating and solving cybersecurity problems. The goal of the program is to give students the knowledge and skills to combat cyber threats at enterprise, national, and global levels.

Program Objectives

Graduates of this program will be able to

- Analyze cybersecurity issues from different perspectives.
- Identify the root causes of cybersecurity problems.
- Propose effective countermeasures and preventive methods in cybersecurity.
- Lead teams of cybersecurity professionals.
- Work in concert with leaders in other, 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.

Technology Requirements

The cybersecurity curriculum makes extensive use of online multimedia 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

Partnership

An articulation agreement between the Graduate School of Management and Technology and UMUC's School of Undergraduate Studies 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 or cybersecurity policy 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 520 Human Aspects in Cybersecurity: Ethics, Legal Issues, and Psychology in lieu of CSEC 620 Human Aspects in Cybersecurity: Ethics, Legal Issues, and Psychology*
- *CSIA 530 Prevention and Protection Strategies in Cybersecurity in lieu of CSEC 630 Prevention and Protection Strategies in Cybersecurity or CSIA 535 National Cybersecurity Policy and Law in lieu of CSEC 635 National Cybersecurity Policy and Law*

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 be earned in the undergraduate class for the credits to be accepted at the graduate level. Admission requirements apply to all applicants.

More information about certificates, including gainful employment disclosures, is available at www.umuc.edu/grad/gradcertificates.

Course descriptions are found on pp. 86–126.

MASTER'S DEGREE AND CERTIFICATE PROGRAMS

REQUIRED COURSES: MASTER OF SCIENCE IN CYBERSECURITY

Initial Requirements <i>to be taken within the first 6 credits of study</i>	UCSP 611	Introduction to Graduate Library Research Skills (0)
Course Sequencing	Courses must be taken in the order listed.	
Core Courses	CSEC 610	Cyberspace and Cybersecurity (6)
	CSEC 620	Human Aspects in Cybersecurity: Ethics, Legal Issues, and Psychology (6)
	CSEC 630	Prevention and Protection Strategies in Cybersecurity (6)
	CSEC 640	Monitoring, Auditing, Intrusion Detection, Intrusion Prevention, and Penetration Testing (6)
	CSEC 650	Cyber Crime Investigation and Digital Forensics (6)
Capstone Course	CSEC 670	Cybersecurity Capstone (6)

RELATED CERTIFICATE PROGRAMS

Initial Requirements <i>to be taken within the first 6 credits of study</i>	UCSP 611	Introduction to Graduate Library Research Skills (0)
Foundations of Cybersecurity		
Course Sequencing	Courses must be taken in the order listed.	
Required Courses	CSEC 610	Cyberspace and Cybersecurity (6)
	CSEC 620	Human Aspects in Cybersecurity: Ethics, Legal Issues, and Psychology (6)
Cybersecurity Technology		
Course Sequencing	Courses must be taken in the order listed.	
Required Courses	CSEC 610	Cyberspace and Cybersecurity (6)
	CSEC 630	Prevention and Protection Strategies in Cybersecurity (6)
	CSEC 640	Monitoring, Auditing, Intrusion Detection, Intrusion Prevention, and Penetration Testing (6)

More information about certificates, including gainful employment disclosures, is available at www.umuc.edu/grad/gradcertificates.

Course descriptions are found on pp. 86–126.

MASTER OF SCIENCE IN CYBERSECURITY POLICY



Program Description

Our physical world is increasingly supported by a cyberspace infrastructure. The Master of Science (MS) in cybersecurity policy is designed for midcareer professionals who wish to help meet the challenges posed by increasing cyber threats at the policy level. The cybersecurity policy program examines strategies for societal responses to cybersecurity threats at enterprise, national, and global levels. The roles of government, interorganizational alliances, and international cooperatives are explored, as are legal concepts such as privacy, intellectual property, and civil liberties.

Program Objectives

Graduates of this program will be able to

- Assess the scope of the risk of potential cyber threats at enterprise, national, and global levels.
- Assess measures to prevent anticipated cyber intrusions and to ensure business continuity.
- Assess organizational controls that can detect cyber intrusions as quickly as possible.
- Assess responses to cyber intrusions to restore the operations of an organization as quickly as possible.
- Work with others to secure access to cyberspace and to design effective policies to counter specific cyber intrusions launched from anywhere in the world.
- Use the experiences from past cyber intrusions to mitigate future cyber threats.

- Formulate and implement policies on organizational, national, and international levels to help organizations successfully prevent, detect, and recover from cyber intrusions.
- Identify the requisite technical components of a response to help organizations successfully prevent, detect, and recover from cyber intrusions.

Program Overview

The degree program requires 36 credits of coursework, including a 6-credit capstone course.

Technology Requirements

The cybersecurity curriculum makes extensive use of online multimedia learning objects and interactive exercises. A minimum Internet connection speed of 512 KB per second is recommended.

Career Paths

- Cyber policy analyst
- Cyber intelligence analyst
- Federal, state, and local government manager
- Legislative aide

Partnership

Students who complete their undergraduate degree at UMUC with a major in cybersecurity or information assurance may be able to reduce their total coursework for the MS in cybersecurity policy by 18 credits (three courses) under an articulation agreement between the School of Undergraduate Studies and the Graduate School of Management and Technology. Details are on p. 35.

More information about certificates, including gainful employment disclosures, is available at www.umuc.edu/grad/gradcertificates.

Course descriptions are found on pp. 86–126.

MASTER'S DEGREE AND CERTIFICATE PROGRAMS

REQUIRED COURSES: MASTER OF SCIENCE IN CYBERSECURITY POLICY

Initial Requirements <i>to be taken within the first 6 credits of study</i>	UCSP 611	Introduction to Graduate Library Research Skills (0)
Course Sequencing	Courses must be taken in the order listed.	
Core Courses	CSEC 610	Cyberspace and Cybersecurity (6)
	CSEC 620	Human Aspects in Cybersecurity: Ethics, Legal Issues, and Psychology (6)
	CSEC 635	National Cybersecurity Policy and Law (6)
	CSEC 645	Enterprise Cybersecurity Policy (6)
	CSEC 655	Global Cybersecurity (6)
Capstone Course	CSEC 670	Cybersecurity Capstone (6)

RELATED CERTIFICATE PROGRAMS

Initial Requirements <i>to be taken within the first 6 credits of study</i>	UCSP 611	Introduction to Graduate Library Research Skills (0)
Foundations of Cybersecurity		
Details are provided on p. 36.		
Cybersecurity Policy		
Course Sequencing	Courses must be taken in the order listed.	
Required Courses	CSEC 610	Cyberspace and Cybersecurity (6)
	CSEC 635	National Cybersecurity Policy and Law (6)
	CSEC 645	Enterprise Cybersecurity Policy (6)

More information about certificates, including gainful employment disclosures, is available at www.umuc.edu/grad/gradcertificates.

Course descriptions are found on pp. 86–126.

MASTER OF SCIENCE IN ENVIRONMENTAL MANAGEMENT



Program Description

Employment of environmental scientists is expected to increase by 25 percent between 2006 and 2016, much faster than average job growth, according to the U.S. Department of Labor's *Occupational Outlook Handbook*. Employers will need more management-level professionals for positions created to meet this growth. The Master of Science (MS) in environmental management is designed for professionals with several years of experience in the environmental field who want a clear path to those management positions. The curriculum provides a solid conceptual and applied foundation in environmental management and includes waste management techniques; pollution prevention for water, air, and soil; environmental management systems; and options for effectively managing land and water resources. Graduates will have the skills, knowledge, and expertise to deftly evaluate various environmental issues and challenges and manage teams to respond to them effectively.

Program Objectives

Graduates of this program will be able to

- Describe the institutions and processes that have an impact on the development of environmental and energy laws and policy issues.
- Analyze, monitor, and mitigate impacts from an organization's operations.
- Analyze and communicate health, safety, and environmental risks.

- Manage, plan, and conduct comprehensive environmental compliance, managerial, and liability audits for various industrial and commercial facilities.
- Develop teams and manage environmental projects/programs for an organization or a government agency.

Program Overview

The degree program requires 36 credits of coursework, including a 3-credit capstone course.

Academic Preparation

Students should have completed at least one undergraduate course each in chemistry and biology.

Recognition

UMUC's Master of Science in environmental management has been designated a Professional Science Master's degree program through the Council of Graduate Schools.

Career Paths

- Environmental program/project specialist
- Environmental program/project manager
- Industrial compliance manager
- Environmental auditor
- Health and safety manager

More information about certificates, including gainful employment disclosures, is available at www.umuc.edu/grad/gradcertificates.

Course descriptions are found on pp. 86–126.

MASTER'S DEGREE AND CERTIFICATE PROGRAMS

REQUIRED COURSES: MASTER OF SCIENCE IN ENVIRONMENTAL MANAGEMENT

Initial Requirements <i>to be taken within the first 6 credits of study</i>	UCSP 611	Introduction to Graduate Library Research Skills (0)
Course Sequencing	ENVM 646 and 648 must be taken within the first 9 credits of study.	
Core Courses	ENVM 646	Environmental/Energy Law and Policy Development (3)
	ENVM 648	Fundamentals of Environmental Systems (3)
	ENVM 641	Environmental Auditing (3)
	ENVM 643	Environmental Communications and Reporting (3)
	ENVM 647	Environmental Risk Assessment (3)
	ENVM 649	Principles of Waste Management and Pollution Control (3)
	ENVM 644	New Technologies in Environmental Management (3)
	ENVM 650	Land and Water Resource Management (3)
	ENVM 651	Watershed Planning Management (3)
	ENVM 652	Principles of Air Quality Management (3)
	ENVM 653	Land Use Management (3)
Capstone Course	ENVM 670	Seminar in Environmental Management (3)

RELATED CERTIFICATE PROGRAM

Initial Requirements <i>to be taken within the first 6 credits of study</i>	UCSP 611	Introduction to Graduate Library Research Skills (0)
Environmental Management		
Course Sequencing	ENVM 646 must be taken first.	
Required Courses	ENVM 646	Environmental/Energy Law and Policy Development (3)
	ENVM 641	Environmental Auditing (3)
	ENVM 643	Environmental Communications and Reporting (3)
	ENVM 647	Environmental Risk Assessment (3)
	ENVM 649	Principles of Waste Management and Pollution Control (3)

More information about certificates, including gainful employment disclosures, is available at www.umuc.edu/grad/gradcertificates.

Course descriptions are found on pp. 86–126.

MASTER OF SCIENCE IN FINANCIAL MANAGEMENT AND INFORMATION SYSTEMS



Program Description

Today's financial managers are expected to have the knowledge and skills necessary to play an active role in the information systems operations of their organizations. The Master of Science (MS) in financial management and information systems is designed for midcareer financial professionals who want to learn to effectively manage information systems within their organization and/or to lead or integrate the specification, design, and implementation of financial systems within the organization. The program is ideal for information systems professionals, chief information officers, and chief financial officers who would like to learn more about the integration of these two fields. It is also appropriate for those not currently working in either field, but who have some academic background in business and want to transition into a position that focuses on financial management and information systems. The curriculum covers behavioral finance, investment valuation, financial decision making, capital markets, institutions, long-term financing, and more. The goal of the program is for graduates to be prepared to develop, implement, and manage effective information systems within a financial organization.

Program Objectives

Graduates of this program will be able to

- Successfully apply financial management and information systems concepts, principles, and analysis techniques in the strategic and operational decision-making processes within their organizations.

- Effectively communicate financial management and information systems ideas, concepts, and solutions.
- Evaluate issues and emerging trends in financial management and information systems technology and their potential impact on managerial decision making.
- Apply financial principles in evaluating the costs and benefits of information systems/technology investment.
- Evaluate and design financial information systems to meet organizational needs and objectives.

Program Overview

The curriculum requires 36 credits of coursework, including 18 credits of financial management core courses, 15 credits of information systems core courses, and a 3-credit program capstone course.

Career Paths

- Chief financial officer or chief information officer
- Financial manager
- Liaison between the chief financial officer and the chief information officer or from those offices to the business units
- Financial, budget, or management analyst

Academic Preparation

Students without recent coursework in accounting or economics are strongly advised to complete UCSP 620 and 621 before enrolling in MGMT 640.

More information about certificates, including gainful employment disclosures, is available at www.umuc.edu/grad/gradcertificates.

Course descriptions are found on pp. 86–126.

MASTER'S DEGREE AND CERTIFICATE PROGRAMS

REQUIRED COURSES: MASTER OF SCIENCE IN FINANCIAL MANAGEMENT AND INFORMATION SYSTEMS

Initial Requirements <i>to be taken within the first 6 credits of study</i>	UCSP 611	Introduction to Graduate Library Research Skills (0)
Course Sequencing	• MGMT 640 is prerequisite to FIN 610. • FIN 610 must be completed before any other financial management course. • FIN 620 and 630 are prerequisite to FIN 660. • FIN 630 is prerequisite to FIN 645. • Students must complete all courses (except FIN 645 or INFA 610) before enrolling in MSFS 670.	
Financial Management Core Courses	MGMT 640 FIN 610 FIN 615 FIN 620 FIN 630 FIN 645	Financial Decision Making for Managers (3) Financial Management in Organizations (3) Financial Analysis and Modeling (3) Long-Term Financial Management (3) Investment Valuation (3) Behavioral Finance (3)
Information Technology Core Courses	ISAS 610 ISAS 630 ISAS 650 INFA 610 IMAT 637	Information Systems Management and Integration (3) Systems Analysis and Design (3) Information Technology, the CIO, and Organizational Transformation (3) Computer Security, Software Assurance, Hardware Assurance, and Security Management (3) IT Acquisitions Management (3)
Capstone Course	MSFS 670	Financial Management and Information Systems Capstone (3)

RELATED CERTIFICATE PROGRAM

Initial Requirements <i>to be taken within the first 6 credits of study</i>	UCSP 611	Introduction to Graduate Library Research Skills (0)
Financial Management in Organizations		
Course Sequencing	• MGMT 640 is prerequisite to FIN 610. • FIN 610 must be completed before any other courses in financial management.	
Required Courses	MGMT 640 FIN 610 FIN 615 FIN 620 FIN 630	Financial Decision Making for Managers (3) Financial Management in Organizations (3) Financial Analysis and Modeling (3) Long-Term Financial Management (3) Investment Valuation (3)

More information about certificates, including gainful employment disclosures, is available at www.umuc.edu/grad/gradcertificates.

Course descriptions are found on pp. 86–126.

MASTER OF SCIENCE IN HEALTH ADMINISTRATION INFORMATICS

Program Description

The U.S. health care industry's move to electronic medical records and the meaningful use of health data makes health informatics one of the fastest growing career fields in the country. The Master of Science (MS) in health administration informatics is designed for health care professionals who want to gain a deeper understanding of the information technology systems on which their job executions rely and for information technology professionals who work in health care settings. The curriculum combines competencies in information technology, health, and management as they apply to health care administration. It covers computer security, software systems, hardware assurance, project management, data terminologies and analysis, legal and resource issues, and strategic planning. The goal of the program is to prepare students to take on added professional responsibilities in health informatics by broadening their understanding of the role that information science plays in the health care industry.

Program Objectives

Graduates of this program will be able to

- Develop management and technical competencies that are critical for overseeing the complex coordination and planning necessary to meet health administration informatics needs.
- Strategically plan, implement, and evaluate information systems and apply knowledge of legal, ethical, and quality management issues related to information technology for the health care setting.

Program Overview

The curriculum requires 36 credits of coursework, including 33 credits of core courses and a 3-credit integrative capstone course.

Career Paths

- Health administration/informatics consultant
- Health administration informatics products vendor
- Health informatics/data analyst
- Health care information services

REQUIRED COURSES: MASTER OF SCIENCE IN HEALTH ADMINISTRATION INFORMATICS

Initial Requirements <i>to be taken within the first 6 credits of study</i>	UCSP 611	Introduction to Graduate Library Research Skills (0)
Course Sequencing	• Taking HCAD 600 and ITEC 610 first is recommended. • Students will benefit most by taking the courses in the order listed. • Students should have successfully completed a 3-credit course in financial decision making (with a minimum grade of C for an undergraduate course, B for a graduate course) before enrolling in HCAD 640. • Students must complete HAIN 650 before taking HAIN 655. • Students must have successfully completed 30 credits, including HAIN 661, before enrolling in HAIN 670.	
Core Courses	HCAD 600 ITEC 610 HAIN 650 HAIN 655 INFA 610 HCAD 640 HCAD 650 HAIN 661 ITEC 640 DBST 651 IMAT 637	Introduction to Health Care Administration (3) Information Technology Foundations (3) Research Methods for Health Care Managers (3) Health Data Management (3) Computer Security, Software Assurance, Hardware Assurance, and Security Management (3) Financial Management for Health Care Organizations (3) Legal Aspects of Health Care Administration (3) Health Administration Informatics (3) Information Technology Project Management (3) Relational Database Systems (3) IT Acquisitions Management (3)
Capstone Course	HAIN 670	Health Administration Informatics Capstone (3)

More information about certificates, including gainful employment disclosures, is available at www.umuc.edu/grad/gradcertificates.

Course descriptions are found on pp. 86–126.

MASTER'S DEGREE AND CERTIFICATE PROGRAMS

MASTER OF SCIENCE IN HEALTH CARE ADMINISTRATION

DUAL DEGREE
MS in
Health Care
Administration
SEE P. 71 FOR DETAILS ABOUT DUAL DEGREES.

+

Master of Business
Administration

Program Description

The need for health care services—and professionals with expertise in health care administration—is expected to grow quickly as the U.S. population ages. In fact, the U.S. Department of Labor predicts the need for medical and health services managers will grow 16 percent between 2006 and 2016. The Master of Science (MS) in health care administration is designed to give midcareer professionals the specialized skills they need to fill those positions. It is also an appropriate program for those who have an undergraduate degree in health care but have not worked in the field. The curriculum covers financial decision making, research methods, information technology, long-term care, public health, legal issues, and more. The goal of the program is for students to garner a deeper understanding of the challenges the health care industry faces and apply their extensive knowledge of both the industry and management techniques to overcome those challenges.

Program Objectives

Graduates of this program will be able to

- Solve health care industry management challenges.
- Produce effective health care industry outcomes.
- Effect ethical decision making for managers in health care settings.

Program Overview

The curriculum requires 36 credits of coursework, including 6 credits in management foundation courses, 27 credits in health care administration core courses, and a 3-credit program capstone course.

Academic or Professional Preparation

The MS in health care administration is designed for students with educational and/or professional work experience in the health care field. Students who do not have an undergraduate degree in health care administration or a related field or who do not have professional health care industry work experience should choose the MS in management with a health care administration specialization.

Career Paths

- Health services manager
- Health care business operator
- Health service project administrator
- Managed care manager

More information about certificates, including gainful employment disclosures, is available at www.umuc.edu/grad/gradcertificates.

Course descriptions are found on pp. 86–126.

REQUIRED COURSES: MASTER OF SCIENCE IN HEALTH CARE ADMINISTRATION

Initial Requirements <i>to be taken within the first 6 credits of study</i>	UCSP 611	Introduction to Graduate Library Research Skills (0)
Course Sequencing	- Students are strongly encouraged to take HCAD 600 and MGMT 615 as the first courses in the program. - MGMT 615 is prerequisite to HCAD 660. - MGMT 640 is prerequisite to HCAD 640. - MGMT 640 and HAIN 650 should not be taken at the same time. - Students must complete 30 credits before enrolling in HCAD 670.	
Management Foundation Courses	MGMT 615 MGMT 640	Intercultural Communication and Leadership (3) Financial Decision Making for Managers (3)
Health Care Administration Core Courses	HCAD 600 HCAD 610 HCAD 620 HCAD 630 HCAD 635 HCAD 640 HAIN 650 HCAD 650 HCAD 660	Introduction to Health Care Administration (3) Information Technology for Health Care Administration (3) The U.S. Health Care System (3) Public Health Administration (3) Long-Term Care Administration (3) Financial Management for Health Care Organizations (3) Research Methods for Health Care Managers (3) Legal Aspects of Health Care Administration (3) Health Care Institutional Organization and Management (3)
Capstone Course	HCAD 670	Health Care Administration Capstone (3)

RELATED CERTIFICATE PROGRAM

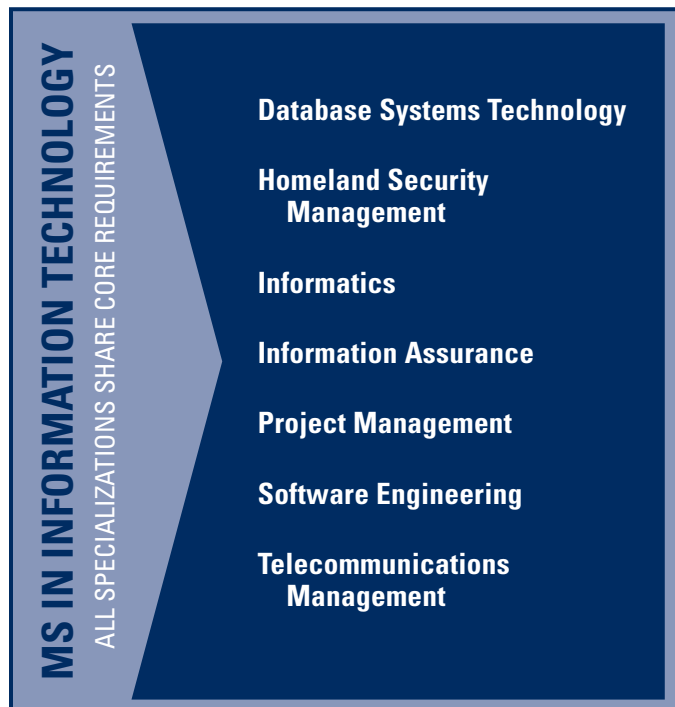
Initial Requirements <i>to be taken within the first 6 credits of study</i>	UCSP 611	Introduction to Graduate Library Research Skills (0)
Health Care Administration		
Course Sequencing	- MGMT 615 is prerequisite to HCAD 660. - MGMT 640 is prerequisite to HCAD 640. <i>Note:</i> Students who have not met course prerequisites may need to complete more than 18 credits to satisfy certificate requirements.	
Required Courses	HCAD 610 HCAD 620 HCAD 630 HCAD 640 HCAD 650 HCAD 660	Information Technology for Health Care Administration (3) The U.S. Health Care System (3) Public Health Administration (3) Financial Management for Health Care Organizations (3) Legal Aspects of Health Care Administration (3) Health Care Institutional Organization and Management (3)

More information about certificates, including gainful employment disclosures, is available at www.umuc.edu/grad/gradcertificates.

Course descriptions are found on pp. 86–126.

MASTER'S DEGREE AND CERTIFICATE PROGRAMS

MASTER OF SCIENCE IN INFORMATION TECHNOLOGY



Program Description

Information technology (IT) is a broad term for a career field that includes Web site designers, network administrators, telecommunications managers, and dozens of other occupations related to the development, implementation, and management of information systems. The Master of Science (MS) in information technology is designed for students with a variety of educational backgrounds and work experiences who want to pursue careers in IT development, find themselves taking on IT-related roles in their current job, would like to serve as IT liaisons, or would like to better understand how their organization's IT systems function and make use of them 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 understand-



ing of current and evolving technologies in the IT field with an emphasis on moving technology from the laboratory into business development.

Program Objectives

Graduates of this program will be able to

- Apply the principles and theories underlying applied information technology.
- Demonstrate an understanding of the technical and regulatory issues surrounding the Internet.
- Apply IT best practices to 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 curriculum 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 seven 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.

More information about certificates, including gainful employment disclosures, is available at www.umuc.edu/grad/gradcertificates.

Course descriptions are found on pp. 86–126.

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
- Manager of data management systems
- Database administrator

Homeland Security Management

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

PARTNERSHIP

An articulation agreement between the Graduate School of Management and Technology and UMUC's School of Undergraduate Studies allows students who completed their undergraduate degree at UMUC with a major in homeland security to reduce their total coursework for the graduate degree by up to 12 credits (four courses) and complete both degrees with a total of 144 credits of coursework.

The Graduate School will accept the following toward the completion of a specialization in homeland security management within the MS in information technology, management, or technology management for a maximum of 12 credits:

- HMLS 302 Introduction to Homeland Security in lieu of HSMN 610 Concepts in Homeland Security
- HMLS 408 Infrastructure Security Issues in lieu of HSMN 620 Physical Security

- EMGT 310 Continuity of Operations Planning and Implementation in lieu of HSMN 630 Business Continuity: Disaster Recovery, Planning, and Response
- HMLS 406 Legal and Political Issues of Homeland Security in lieu of INFA 660 Security Policy, Ethics, and the Legal Environment

The substitutions listed above are the only substitutions 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 be earned in the undergraduate class for the credits to be accepted at the graduate level. Admission requirements apply to all applicants.

CAREER PATHS

- Chief operation officer
- Facility or plant manager
- Facility security officer
- Military planner
- Federal, state, or local government emergency planner or policy maker
- Law enforcement, emergency, or medical practitioner or administrator

Informatics

The informatics specialization has a decidedly technical slant and is oriented toward the student seeking a generalist's view of IT. It offers a broadly based and strongly quantitative grounding in the various facets of information theory and best practices for developing a variety of systems and program products. Students receive an introduction to the major categories of IT endeavors, including networking, security, software development, databases, Web design, and IT acquisitions 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 (listed on p. 5) with which UMUC has partnership agreements.

CAREER PATHS

- Programming and applications software developer and acquisitions manager
- Software tester
- Network designer
- Customer service training/support manager
- Hardware acquisition and integration manager

More information about certificates, including gainful employment disclosures, is available at www.umuc.edu/grad/gradcertificates.

Course descriptions are found on pp. 86–126.

MASTER'S DEGREE AND CERTIFICATE PROGRAMS

- Interface designer
- Publications and systems documentation manager
- Software quality assurance administrator
- 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
- Network professional
- Security administrator
- Security architect
- Security manager
- Security professional
- Security officer
- System administrator
- System professional

RECOGNITION

UMUC's Master of Science in information technology with a specialization in information assurance has been designated a Professional Science Master's degree program through the Council of Graduate Schools.

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. They also apply emerging principles and methods in the project management field.

CAREER PATHS

- Program manager
- Project/product manager
- Government contractor

RECOGNITION/PROFESSIONAL CERTIFICATION

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

PARTNERSHIP

Students certified as Project Management Professionals by the Project Management Institute may receive credit for PMAN 634 Foundations of Project Management if they begin study for the master's degree within five years of earning certification. Graduate advisors can provide more information.

Software Engineering

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

CAREER PATHS

- Leader of a software development team
- Head of a development department
- Chief technical officer

RECOGNITION

UMUC's Master of Science in information technology with a specialization in software engineering has been designated a

More information about certificates, including gainful employment disclosures, is available at www.umuc.edu/grad/gradcertificates.

Course descriptions are found on pp. 86–126.

Professional Science Master's degree program through the Council of Graduate Schools.

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. It emphasizes critical management concepts, such as the structure and environment of the telecommunications industry, strategic planning, financial management, and quality improvement.

CAREER PATHS

- Telecommunication system development and deployment specialist

- Network security manager
- Network manager and designer for local and wide area, wired, and wireless systems
- Information systems development and deployment specialist
- Telecommunication system business manager
- Federal, state, or local government telecommunication manager or contractor

RECOGNITION

UMUC's Master of Science in information technology with a specialization in telecommunications management has been designated a Professional Science Master's degree program through the Council of Graduate Schools.

REQUIRED COURSES: MASTER OF SCIENCE IN INFORMATION TECHNOLOGY			
SPECIALIZATIONS	Initial Requirements <i>to be taken within the first 6 credits of study</i>	UCSP 611	Introduction to Graduate Library Research Skills (0)
	Course Sequencing	ITEC 610 must be taken in the first session of coursework.	
	Core Courses	ITEC 610	Information Technology Foundations (3)
		ITEC 620	Information Technology Infrastructure (3)
		ITEC 630	Information Systems Analysis, Modeling, and Design (3)
		ITEC 640	Information Technology Project Management (3)
		TMAN 625	Economics and Financial Analysis for Technology Managers (3)
SPECIALIZATIONS	Database Systems Technology		
	Course Sequencing	DBST 651 and 652 must be taken in order, followed by any three other DBST courses, before DBST 670 can be taken.	
	Specialization Courses	DBST 651	Relational Database Systems (3)
		DBST 652	Advanced Relational/Object-Relational Database Systems (3)
		DBST 663	Distributed Database Management Systems (3)
		DBST 665	Data Warehouse Technologies (3)
		DBST 667	Data Mining (3)
		DBST 668	Database Security (3)
		DBST 670	Database Systems Administration (3)
	Homeland Security Management		
	Course Sequencing	• HSMN 610 must be taken as one of the first two specialization courses. • HSMN 670 must be taken after all other specialization courses.	
	Specialization Courses	HSMN 610	Concepts in Homeland Security (3)
		HSMN 620	Physical Security (3)
		HSMN 630	Business Continuity: Disaster Recovery, Planning, and Response (3)
		INFA 660	Security Policy, Ethics, and the Legal Environment (3)
		BSBD 641	Biosecurity and Bioterrorism (3)
		HSMN 640	Energy Infrastructure Management and Security (3)
		HSMN 670	Seminar in Homeland Security (3)

More information about certificates, including gainful employment disclosures, is available at www.umuc.edu/grad/gradcertificates.

Course descriptions are found on pp. 86–126.

MASTER'S DEGREE AND CERTIFICATE PROGRAMS

REQUIRED COURSES: MASTER OF SCIENCE IN INFORMATION TECHNOLOGY (continued)			
SPECIALIZATIONS	Informatics		
	Course Sequencing	Students must complete 6 hours of core coursework before taking the first specialization course.	
	Specialization Courses	SWEN 603 DBST 651 SWEN 645 INFA 610 IMAT 637 IMAT 639 IMAT 670	Systems Engineering (3) Relational Database Systems (3) System and Software Standards and Requirements (3) Computer Security, Software Assurance, Hardware Assurance, and Security Management (3) IT Acquisitions Management (3) Internet Multimedia Applications (3) Contemporary Topics in Informatics (3)
	Information Assurance		
	Course Sequencing	Courses must be taken in the order listed.	
	Specialization Courses	INFA 610 INFA 620 INFA 630 INFA 640 INFA 650 INFA 660 INFA 670	Computer Security, Software Assurance, Hardware Assurance, and Security Management (3) Network and Internet Security (3) Intrusion Detection and Intrusion Prevention (3) Cryptology and Data Protection (3) Computer Forensics (3) Security Policy, Ethics, and the Legal Environment (3) Information Assurance Capstone (3)
	Project Management		
	Course Sequencing	PMAN 634 (or PMAN 600) must be taken as the first course.	
	Specialization Courses	PMAN 634 PMAN 637 PMAN 638 PMAN 639 PMAN 641 PMAN 650 PMAN 670	Foundations of Project Management (3) Project Risk Management (3) Project Communication Management (3) Project Quality Management (3) Project Procurement Management (3) Financial and Strategic Management of Projects (3) Advanced Project Methods (3)
	Alternate Course	PMAN 600 Project Management: Foundations and Advanced Methods (6) may be taken instead of PMAN 634 and 670.	
Software Engineering			
Course Sequencing	- Specialization courses must be taken in the order listed. - Students must complete 24 credits of program coursework, including all other SWEN courses and ITEC 610 and 620, before enrolling in SWEN 670.		
Specialization Courses	SWEN 603 SWEN 645 SWEN 651 SWEN 646 SWEN 647 SWEN 648 SWEN 670	Systems Engineering (3) System and Software Standards and Requirements (3) Usability Engineering (3) Software Design and Implementation (3) Software Verification and Validation (3) Software Maintenance (3) Software Engineering Project (3)	

More information about certificates, including gainful employment disclosures, is available at www.umuc.edu/grad/gradcertificates.

Course descriptions are found on pp. 86–126.

REQUIRED COURSES: MASTER OF SCIENCE IN INFORMATION TECHNOLOGY (continued)

SPECIALIZATIONS	Telecommunications Management		
	Course Sequencing	• ITEC 620 should be taken before any specialization courses. • Students must complete 27 credits of program coursework before taking TLMN 670.	
	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)	

RELATED CERTIFICATE PROGRAMS

Initial Requirements <i>to be taken within the first 6 credits of study</i>	UCSP 611	Introduction to Graduate Library Research Skills (0)
Chief Information Officer		
Details are provided on p. 70.		
Database Systems Technology		
Required Courses	DBST 651 DBST 652 DBST 663 DBST 665 DBST 670	Relational Database Systems (3) Advanced Relational/Object-Relational Database Systems (3) Distributed Database Management Systems (3) Data Warehouse Technologies (3) Database Systems Administration (3)
Foundations of Information Technology		
Required Courses	ITEC 610 ITEC 620 ITEC 630 ITEC 640 TMAN 625	Information Technology Foundations (3) Information Technology Infrastructure (3) Information Systems Analysis, Modeling, and Design (3) Information Technology Project Management (3) Economics and Financial Analysis for Technology Managers (3)
Homeland Security Management		
Course Sequencing	• HSMN 610 must be taken as one of the first two courses in the program. • HSMN 670 must be taken after all other specialization courses.	
Required Courses	HSMN 610 HSMN 620 HSMN 630 INFA 660 HSMN 670	Concepts in Homeland Security (3) Physical Security (3) Business Continuity: Disaster Recovery, Planning, and Response (3) Security Policy, Ethics, and the Legal Environment (3) Seminar in Homeland Security (3)

More information about certificates, including gainful employment disclosures, is available at www.umuc.edu/grad/gradcertificates.

Course descriptions are found on pp. 86–126.

MASTER'S DEGREE AND CERTIFICATE PROGRAMS

RELATED CERTIFICATE PROGRAMS (continued)

Informatics

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

Required Courses

ITEC 610	Information Technology Foundations (3)
ITEC 620	Information Technology Infrastructure (3)
DBST 651	Relational Database Systems (3)
INFA 610	Computer Security, Software Assurance, Hardware Assurance, and Security Management (3)
IMAT 637	IT Acquisitions Management (3)

Information Assurance

Required Courses

INFA 610	Computer Security, Software Assurance, Hardware Assurance, and Security Management (3)
INFA 620	Network and Internet Security (3)
INFA 630	Intrusion Detection and Intrusion Prevention (3)
INFA 640	Cryptology and Data Protection (3)
INFA 650	Computer Forensics (3)

Project Management

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

Required Courses

PMAN 634	Foundations of Project Management (3)
PMAN 637	Project Risk Management (3)
PMAN 638	Project Communication Management (3)
PMAN 639	Project Quality Management (3)
PMAN 670	Advanced Project Methods (3)

Alternate Course Choice PMAN 600 Project Management: Foundations and Advanced Methods (6) may be taken instead of PMAN 634 and 670.

Software Engineering

Required Courses

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

Telecommunications Management

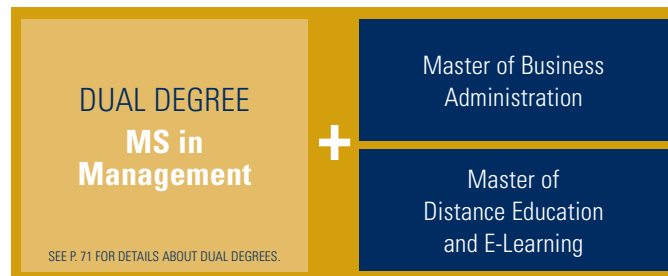
Required Courses

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

More information about certificates, including gainful employment disclosures, is available at www.umuc.edu/grad/gradcertificates.

Course descriptions are found on pp. 86–126.

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 looking to pursue management positions at new organizations. Throughout the curriculum, emphasis is on the effects rapid technological change has on organizations and administrative processes and the consequent ethical and moral responsibilities of managers to society at large. The goal of the program is to provide students with the skills and technical expertise that are the basis for success in modern organizations.

Program Objectives

Graduates of this program will be able to

- Utilize methods and conduct of organizational assessments.
- Evaluate the organization/environment relationship.
- Manage strategic planning.
- Demonstrate organizational communication and leadership.
- Budget and allocate resources.
- Manage organizational decision making.

Program Overview

The curriculum requires 36 credits of coursework, including 9 credits in core courses, 21 credits in specialization courses, a 3-credit statistics course, and a 3-credit capstone course.

More information about certificates, including gainful employment disclosures, is available at www.umuc.edu/grad/gradcertificates.

Course descriptions are found on pp. 86–126.

MASTER'S DEGREE AND CERTIFICATE PROGRAMS

Specializations

The MS in management degree program offers 15 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.

Accounting

The accounting specialization covers a broad range of accounting-related studies, especially in the areas of financial accounting, fraud detection and accounting ethics, management accounting, auditing process, income taxation, accounting information systems, and special topics that combine in-depth studies in management science and accounting.

PROFESSIONAL CERTIFICATION

Successful completion of the accounting specialization may satisfy the education requirements for candidacy for the Certified Public Accountant (CPA) examination. Educational requirements to sit for the CPA exam vary among states. Students are responsible for staying abreast of the current requirements of the state in which they will sit for the exam or practice professionally.

ACADEMIC PREPARATION

Students interested in the accounting specialization must have completed 15 credits of accounting coursework with a grade of C or better in each course before enrolling in any graduate-level accounting course.

CAREER PATHS

- Public accountant or auditor
- Accounting manager
- Internal control/forensics accounting specialist
- Management accountant
- Government accountant or auditor
- Internal auditor
- Financial, budget, or management analyst
- Fraud examiner

PARTNERSHIP

An articulation agreement between the Graduate School of Management and Technology and UMUC's School of Undergraduate Studies allows students who completed their undergraduate degree at UMUC with a major in accounting to reduce their total coursework for the graduate degree by up to 6 credits (two courses). Details are on p. 29.

Acquisition and Supply Chain Management

The acquisition and supply chain management specialization is designed for individuals who are involved in contract administration or procurement activities in the private, public, and not-for-profit sectors. The courses in this program provide a foundation for understanding both the strategic and operational aspects of the procurement function.

CAREER PATHS

- Contract specialist
- Contract officer
- Contract manager/administrator
- Procurement specialist
- Procurement manager/administrator
- Purchaser/buyer
- Logistics specialist
- Logistics analyst
- Logistics manager/administrator

Criminal Justice Management

The criminal justice management specialization provides 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.

More information about certificates, including gainful employment disclosures, is available at www.umuc.edu/grad/gradcertificates.

Course descriptions are found on pp. 86–126.

CAREER PATHS

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

Emergency Management

The emergency management specialization is designed for individuals who intend to assume greater management responsibility in helping communities reduce vulnerability to hazards and cope with disasters in both private and public settings. Students gain an essential understanding of the entire vision, mission, and principles of emergency management, with an emphasis on leadership, management, use of technology, and cross-agency collaboration. The curriculum covers management theories and their application, examines emergency management-related research (including hazard, vulnerability, and risk-related data and literature), and explores major principles of this cross-disciplinary field.

PARTNERSHIP

An articulation agreement between the Graduate School of Management and Technology and UMUC's School of Undergraduate Studies allows students who completed their undergraduate degree at UMUC with a major in emergency management to reduce their total coursework for the graduate degree by up to 12 credits (four courses). Details are on p. 24.

CAREER PATHS

- Director of emergency management
- Business continuity specialist
- Disaster or emergency management specialist
- Emergency operations manager or planner
- Emergency management program analyst
- Hazard/risk management specialist
- Disaster recovery specialist
- Emergency management training specialist

Financial Management

The financial management specialization covers financial management in organizations, financial analysis and modeling, capital markets, institutions and long-term financial management, investment valuation and multinational financial management, behavioral finance and cost management, and strategic financial management. The specialization emphasizes development of management skills and the use of financial analyses in decision making and performance management.

CAREER PATHS

- Controller or treasurer
- Financial manager
- Capital investment analyst
- Financial liaison with business units
- Credit or cash manager
- Financial consultant or advisor
- Financial, budget, or management analyst
- Cost analyst or program analyst

More information about certificates, including gainful employment disclosures, is available at www.umuc.edu/grad/gradcertificates.

Course descriptions are found on pp. 86–126.

MASTER'S DEGREE AND CERTIFICATE PROGRAMS

Health Care Administration

The health care administration specialization provides an introduction to the health care industry and is designed for students who have little or no educational or work experience in the field. The curriculum examines the U.S. health care system and the legal, information technology, and financial aspects of management in the health care field.

CAREER PATHS

- Health services manager
- Health care business planner

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 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, and local government emergency planner and policy maker
- Law enforcement, emergency, and medical practitioner and administrator

PARTNERSHIP

An articulation agreement between the Graduate School of Management and Technology and UMUC's School of Undergraduate Studies allows students who completed their undergraduate degree at UMUC with a major in homeland security to reduce their total coursework for the graduate degree by up to 12 credits (four courses). Details are on p. 47.

Human Resource Management

The human resource management specialization is designed for individuals who intend to become human resource professionals, as well as for managers who plan to supervise staff and need to comprehend the issues, policies, and procedures involved in effectively managing people. Courses provide the theory, research, knowledge, and procedures used by human resource executives, generalists, and specialists. They examine traditional functions, such as staffing, compensation, training, and change management, as well as investigate emerging disciplines.

CAREER PATHS

- Human resources executive
- Human resources generalist
- Employee relations manager
- Staffing director
- Compensation manager
- Director of human resource training and development
- Organizational development and change consultant

Information Systems and Services

The information systems and services specialization explores the ways a manager can procure and use computer-based information systems to enhance decision making and organizational effectiveness. The specialization is structured to accommodate the needs of students who have little or no experience with computers as well as those with advanced computer skills. In addition to receiving a technological foundation, students are exposed to the interaction of technology, organizational behavior, strategic planning, project management, and systems analysis used to support an organization through its information systems.

CAREER PATHS

- Systems or business analyst
- Systems development manager
- Information security project or program manager
- Information security consultant
- Chief information officer
- Information security-aware general manager

More information about certificates, including gainful employment disclosures, is available at www.umuc.edu/grad/gradcertificates.

Course descriptions are found on pp. 86–126.

Intelligence Management

The intelligence management specialization is designed for early- to midcareer intelligence professionals who want to assume management roles of increasing responsibility within the intelligence community in both private and public settings. The specialization offers students opportunities to apply solid management theories, while also acquiring the knowledge and skills necessary to engage in basic intelligence-related research and interpret intelligence-related data and literature. The curriculum is designed to provide an essential understanding of the entire intelligence community, with an emphasis on leadership, management, and cross-agency collaboration. Students gain an analytical understanding of the legal and ethical principles that guide the intelligence community as well as an understanding of how to manage the intelligence process, using technological advances and human resources, to prevent crime and enhance national security.

CAREER PATHS

- Intelligence operations officer
- Collections management supervisor
- Personnel, facility, and information security manager
- Intelligence analyst supervisor
- Signals intelligence manager
- Human intelligence analyst
- Imagery analyst supervisor
- Technical intelligence supervisor
- Federal, state, or local law enforcement intelligence analyst
- Business manager of competitive intelligence analysis
- Correctional administrator
- Security manager

Interdisciplinary Studies in Management

The interdisciplinary studies in management specialization is intended for students who want a broad exposure to major areas of study that are essential for managers in every organization. The curriculum covers fundamentals in human resources, project management, marketing, and information systems.

CAREER PATHS

- Human resource manager
- Marketing manager
- Board director
- General or regional manager

Marketing

The marketing specialization is designed for managers in the public, private, or nonprofit sectors who need to acquire customers for their products and services either internally or externally (business-to-business or business-to-consumer). The specialization focuses on the theories and skills managers need to know to attract customers: defining the scope of 21st-century marketing, developing and executing effective marketing strategies, adapting to rapidly changing technologies, building customer satisfaction and retention, and facilitating communication successfully from the organization to the customer as well as from the customer to the organization.

CAREER PATHS

- Marketing manager (business-to-business or business-to-consumer)
- Internet marketing manager
- Direct marketing manager
- Product/brand manager
- Manufacturer's representative
- Retail manager
- Account executive (business or consumer products)
- Market research analyst
- Promotions manager

Nonprofit and Association Management

The nonprofit and association management specialization is designed for current and potential managers of organizations in the nonprofit sector, including associations, development organizations, foundations, and political organizations. A thorough understanding of the sector is provided, with a special emphasis on management of nonprofit organizations; financial management; revenue generation and cost control issues; legal foundations and governance; recruitment and management of volunteers; approaches to promotion, marketing, and fundraising; and outcome and process evaluation of nonprofits. Contemporary

More information about certificates, including gainful employment disclosures, is available at www.umuc.edu/grad/gradcertificates.

Course descriptions are found on pp. 86–126.

MASTER'S DEGREE AND CERTIFICATE PROGRAMS

concerns such as organizational quality, diversity, and ethics also are examined.

CAREER PATHS

- Board member or director
- Executive director
- Executive vice president
- Chief executive officer
- Policy analyst
- Government liaison
- Director of marketing and development
- Program director
- Membership director
- Technical expert
- Social entrepreneur/nonprofit founder
- Volunteer

Project Management

The project management specialization provides a strong theoretical and practical foundation in project management. The 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. They also apply emerging principles and methods in the modern project management field.

CAREER PATHS

- Program manager
- Director
- Chief executive officer

RECOGNITION/PROFESSIONAL CERTIFICATION

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

PARTNERSHIP

Students certified as Project Management Professionals by the Project Management Institute may receive credit for PMAN 634 Foundations of Project Management if they begin study for the master's degree within five years of earning certification. Graduate advisors can provide more information.

Public Relations

The public relations specialization is designed to meet the needs of both entry-level employees and working professionals who seek a more formal grounding in the field. The specialization emphasizes public relations theory, legal and ethical issues, and the analytical and creative skills necessary to excel in the profession. The capstone experience provides an opportunity to observe and participate in the production and assessment of a public relations campaign in which students analyze the effects of various strategies and practices in the workplace.

CAREER PATHS

- Director of public relations
- Corporate communications manager
- Director of media relations
- Account manager
- Communications writer
- Director of public affairs
- Promotion director
- Internal communications manager

More information about certificates, including gainful employment disclosures, is available at www.umuc.edu/grad/gradcertificates.

Course descriptions are found on pp. 86–126.

REQUIRED COURSES: MASTER OF SCIENCE IN MANAGEMENT

Initial Requirements <i>to be taken within the first 6 credits of study</i>	UCSP 611	Introduction to Graduate Library Research Skills (0)
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 or HAIN 650. • Students must complete 24 credits of program coursework, including all core and research methods courses, before enrolling in MGMT 670.	
Core Courses	MGMT 610 MGMT 615 MGMT 640	Organizational Theory (3) Intercultural Communication and Leadership (3) Financial Decision Making for Managers (3)
Research Methods Course (students take one depending on specialization)	MGMT 650 HAIN 650	Statistics for Managerial Decision Making (3) <i>(for most specializations)</i> OR Research Methods for Health Care Managers (3) <i>(for the health care administration specialization)</i>
Capstone Course	MGMT 670	Strategic Management Capstone
Alternate Course	MGMT 630 Organizational Theory and Behavior in a Global Environment (6) may be taken instead of MGMT 610 and 615.	
SPECIALIZATIONS	Accounting	
	Course Sequencing	• ACCT 610 must be taken before any other graduate accounting courses. • Taking ACCT 612 before ACCT 608 is strongly recommended.
	Specialization Courses	ACCT 610 Financial Accounting (3) ACCT 611 Management Accounting (3) ACCT 612 Auditing Process (3) ACCT 608 Fraud Examination and Accounting Ethics (3) ACCT 614 Accounting Information Systems (3) ACCT 613 Federal Income Taxation (3) ACCT 665 Selected Topics in Accounting: International, Government, and Nonprofit Accounting (3)
	Acquisition and Supply Chain Management	
	Course Sequencing	Courses should be taken in the order listed.
	Specialization Courses	ASCM 626 Purchasing and Materials Management (3) ASCM 627 Legal Aspects of Contracting (3) ASCM 628 Contract Pricing and Negotiations (3) ASCM 629 Strategic Purchasing and Logistics (3) ASCM 630 Commercial Transactions in a Technological Environment: Law, Management, and Technology (3) ASCM 631 Integrative Supply Chain Management (3) ASCM 632 Contemporary Logistics (3)
	Alternate Course	ASCM 650 Legal Aspects of Contracting and Commercial Transactions (6) may be taken instead of ACSM 627 and 630.

More information about certificates, including gainful employment disclosures, is available at www.umuc.edu/grad/gradcertificates.

Course descriptions are found on pp. 86–126.

MASTER'S DEGREE AND CERTIFICATE PROGRAMS

REQUIRED COURSES: MASTER OF SCIENCE IN MANAGEMENT (continued)			
SPECIALIZATIONS	Criminal Justice Management		
	Course Sequencing	• Courses should be taken in the order listed. • CCJS 600 must be taken as the first specialization course. • Students must complete 30 credits of program coursework, including all core courses, before taking CJMS 660.	
	Specialization Courses	CJMS 600	Critical Analysis of the Criminal Justice System (3)
		CJMS 610	Perspectives in Law Enforcement Management (3)
		CJMS 620	Issues in Correctional Administration (3)
		CJMS 630	Seminar in Security Management (3)
		CJMS 640	Criminal Justice Intelligence Systems and Approaches (3)
		CJMS 650	Legal Aspects Within the Criminal Justice System (3)
		CJMS 660	Issues in Criminal Justice Leadership (3)
	Emergency Management		
	Course Sequencing	• EMAN 600 must be taken as one of the first two specialization courses. • EMAN 670 must be taken after all program coursework except MGMT 670.	
	Specialization Courses	EMAN 600	Comprehensive Crisis and Emergency Management (3)
		EMAN 610	Hazard Risk and Vulnerability Assessment (3)
		EMAN 620	Information Technology in Emergency Management (3)
		HSMN 610	Concepts in Homeland Security (3)
		HSMN 630	Business Continuity: Disaster Recovery, Planning, and Response (3)
		EMAN 630	Crisis Communication for Emergency Managers (3)
		EMAN 670	Seminar in Emergency Management Leadership (3)
	Financial Management		
	Course Sequencing	• MGMT 640 is prerequisite to FIN 610. • FIN 610 is prerequisite to all other FIN courses. • FIN 630 is prerequisite to FIN 645. • FIN 610, 620, and 630 are prerequisite to FIN 660.	
	Specialization Courses	FIN 610	Financial Management in Organizations (3)
		FIN 615	Financial Analysis and Modeling (3)
		FIN 620	Long-Term Financial Management (3)
		FIN 630	Investment Valuation (3)
		FIN 645	Behavioral Finance (3)
		FIN 660	Strategic Financial Management (3)
		FIN 640	Multinational Financial Management (3)
	Health Care Administration		
	Course Sequencing	• MGMT 640 is prerequisite to HCAD 640. • MGMT 615 is prerequisite to HCAD 660. Reminder: Health care administration students take HAIN 650 as the research methods course (see p. 59).	
	Specialization Courses	HCAD 610	Information Technology for Health Care Administration (3)
		HCAD 620	The U.S. Health Care System (3)
		HCAD 630	Public Health Administration (3)
		HCAD 640	Financial Management for Health Care Organizations (3)
		HCAD 650	Legal Aspects of Health Care Administration (3)
		HCAD 660	Health Care Institutional Organization and Management (3)
		TMAN 632	Organizational Performance Management (3)

More information about certificates, including gainful employment disclosures, is available at www.umuc.edu/grad/gradcertificates.

Course descriptions are found on pp. 86–126.

REQUIRED COURSES: MASTER OF SCIENCE IN MANAGEMENT (continued)			
SPECIALIZATIONS	Homeland Security Management		
	Course Sequencing	- HSMN 610 must be taken as one of the first two specialization courses. - HSMN 670 must be taken after all other specialization courses.	
	Specialization Courses	HSMN 610	Concepts in Homeland Security (3)
		HSMN 620	Physical Security (3)
		HSMN 630	Business Continuity: Disaster Recovery, Planning, and Response (3)
		INFA 660	Security Policy, Ethics, and the Legal Environment (3)
		BSBD 641	Biosecurity and Bioterrorism (3)
		HSMN 640	Energy Infrastructure Management and Security (3)
		HSMN 670	Seminar in Homeland Security (3)
	Human Resource Management		
	Course Sequencing	Courses should be taken in the order listed.	
	Specialization Courses	HRMD 610	Issues and Practices in Human Resource Management (3)
		HRMD 620	Employee and Labor Relations (3)
		HRMD 630	Recruitment and Selection (3)
		HRMD 640	Job Analysis, Assessment, and Compensation (3)
		HRMD 650	Organizational Development and Change (3)
		HRMD 651	Current Perspectives in Training and Development (3)
		HRMD 665	Managing Virtual and Global Teams (3)
	Information Systems and Services		
	Course Sequencing	ISAS 600 is a prerequisite for other ISAS courses	
	Specialization Courses	ISAS 600	Information Systems for Managers (3)
		ISAS 610	Information Systems Management and Integration (3)
		ISAS 620	Information Systems Sourcing Management (3)
		ISAS 630	Systems Analysis and Design (3)
		ISAS 640	Decision Support Systems and Expert Systems (3)
		ISAS 650	Information Technology, the CIO, and Organizational Transformation (3)
		IMAT 639	Internet Multimedia Applications (3)
	Intelligence Management		
	Course Sequencing	- INMS 600 and 610 must be taken as the first two specialization courses. - INMS 660 must be taken after all core and specialization courses.	
	Specialization Courses	INMS 600	Managing Intelligence Activities (3)
		INMS 610	Intelligence Collection: Sources and Challenges (3)
		INMS 620	Intelligence Analysis: Consumers, Uses, and Issues (3)
		INMS 630	Espionage and Counterintelligence (3)
		INMS 640	Intelligence-Led Enforcement (3)
		INMS 650	Intelligence Management and Oversight (3)
		INMS 660	Leadership Seminar (3)
	Interdisciplinary Studies in Management		
	Specialization Courses	HRMD 620	Employee and Labor Relations (3)
		MRKT 600	Marketing Management (3)
		ISAS 600	Information Systems for Managers (3)
		HRMD 610	Issues and Practices in Human Resources Management (3)
		HRMD 650	Organizational Development and Change (3)
		MRKT 601	Legal and Ethical Issues in Global Communications (3)
		PMAN 634	Foundations of Project Management (3)
	Alternate Course	MRKT 620 Marketing Principles, Regulation, and Ethical Issues (6) may be taken instead of MRKT 600 and 601.	

More information about certificates, including gainful employment disclosures, is available at www.umuc.edu/grad/gradcertificates.

Course descriptions are found on pp. 86–126.

MASTER'S DEGREE AND CERTIFICATE PROGRAMS

REQUIRED COURSES: MASTER OF SCIENCE IN MANAGEMENT (continued)			
SPECIALIZATIONS	Marketing		
	Course Sequencing	- Students must complete MRKT 600 and 601 (or MRKT 620) as their first specialization course(s). - MGMT 650 must be completed before MRKT 604 and 606.	
	Specialization Courses	MRKT 600 MRKT 601 MRKT 602 MRKT 603 MRKT 604 MRKT 605 MRKT 606	Marketing Management (3) Legal and Ethical Issues in Global Communications (3) Consumer Behavior (3) Brand Management (3) Marketing Intelligence and Research Systems (3) International Marketing Management (3) Integrated Direct Marketing (3)
	Alternate Course	MRKT 620 Marketing Principles, Regulation, and Ethical Issues (6) may be taken instead of MRKT 600 and 601.	
	Nonprofit and Association Management		
	Course Sequencing	- NPMN 600 must be taken as the first specialization course. - Taking NPMN 650 before NPMN 655 is strongly recommended.	
	Specialization Courses	NPMN 600 NPMN 610 NPMN 620 NPMN 640 NPMN 650 NPMN 655 NPMN 660	Nonprofit and Association Organizations and Issues (3) Nonprofit and Association Law and Governance (3) Nonprofit and Association Financial Management (3) Marketing, Development, and Public Relations in Nonprofit Organizations and Associations (3) Fundamentals of Association Management (3) Outcome and Process Evaluation Management (3) Strategic Management in Nonprofit Organizations and Associations (3)
	Project Management		
	Course Sequencing	PMAN 634 (or PMAN 600) must be taken as the first course.	
	Specialization Courses	PMAN 634 PMAN 637 PMAN 638 PMAN 639 PMAN 641 PMAN 650 PMAN 670	Foundations of Project Management (3) Project Risk Management (3) Project Communications Management (3) Project Quality Management (3) Project Procurement Management (3) Financial and Strategic Management of Projects (3) Advanced Project Methods (3)
Alternate Course	PMAN 600 Project Management: Foundations and Advanced Methods (6) may be taken instead of PMAN 634 and 670.		
Public Relations			
Course Sequencing	- PRPA 601 is prerequisite to PRPA 602. - PRPA 602 is prerequisite to PRPA 610 and 620. - MRKT 600 and 601 (or MRKT 620) must be completed before PRPA 610. - Students must complete all courses (except MGMT 670) before taking PRPA 650.		
Specialization Courses	MRKT 600 MRKT 601 PRPA 601 PRPA 602 PRPA 610 PRPA 620 PRPA 650	Marketing Management (3) Legal and Ethical Issues in Global Communications (3) Public Relations Theory and Practice (3) Public Relations Techniques (3) Crisis Communication Management (3) Global Public Relations (3) Public Relations Campaigns (3)	
Alternate Course	MRKT 620 Marketing Principles, Regulation, and Ethical Issues (6) may be taken instead of MRKT 600 and 601.		

More information about certificates, including gainful employment disclosures, is available at www.umuc.edu/grad/gradcertificates.

Course descriptions are found on pp. 86–126.

RELATED CERTIFICATE PROGRAMS

Initial Requirements
to be taken within the first 6 credits of study

UCSP 611	Introduction to Graduate Library Research Skills (0)
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Accounting

Academic Preparation Students must have 15 credits in undergraduate accounting with a minimum grade of “C” in each course to enroll in this certificate program.

Course Sequencing ACCT 610 is prerequisite to all required accounting courses.

Required Courses

ACCT 610	Financial Accounting (3)
ACCT 611	Management Accounting (3)
ACCT 612	Auditing Process (3)
ACCT 614	Accounting Information Systems (3)

Acquisition and Supply Chain Management

Course Sequencing

ASCM 626	Purchasing and Materials Management (3)
ASCM 627	Legal Aspects of Contracting (3)
ASCM 628	Contract Pricing and Negotiations (3)
ASCM 629	Strategic Purchasing and Logistics (3)
ASCM 630	Commercial Transactions in a Technological Environment: Law, Management, and Technology (3)

Criminal Justice Management

Course Sequencing CJMS 600 must be taken first.

Required Courses

CJMS 600	Critical Analysis of the Criminal Justice System (3)
CJMS 610	Perspectives in Law Enforcement Management (3)
CJMS 620	Issues in Correctional Administration (3)
CJMS 630	Seminar in Security Management (3)

Financial Management in Organizations

Details are provided on p. 42.

Foundations of Human Resource Management

Course Sequencing Courses should be taken in order.

Required Courses

MGMT 615	Intercultural Communication and Leadership (3)
HRMD 610	Issues and Practices in Human Resource Management (3)
HRMD 620	Employee and Labor Relations (3)
HRMD 650	Organizational Development and Change (3)

Health Care Administration

Details are provided on p. 45.

Homeland Security Management

Details are provided on p. 51.

More information about certificates, including gainful employment disclosures, is available at www.umuc.edu/grad/gradcertificates.

Course descriptions are found on pp. 86–126.

MASTER'S DEGREE AND CERTIFICATE PROGRAMS

RELATED CERTIFICATE PROGRAMS (continued)

Integrated Direct Marketing

Course Sequencing MGMT 650 and MRKT 600 must be taken as the first courses, before the other marketing courses.

Required Courses

MGMT 650	Statistics for Managerial Decision Making (3)
MRKT 600	Marketing Management (3)
MRKT 604	Marketing Intelligence and Research Systems (3)
MRKT 606	Integrated Direct Marketing (3)

Intelligence Management

Course Sequencing INMS 600 and 610 should be taken first.

Required Courses

INMS 600	Managing Intelligence Activities (3)
INMS 610	Intelligence Collection: Sources and Challenges (3)
INMS 620	Intelligence Analysis: Consumers, Uses, and Issues (3)
INMS 630	Espionage and Counterintelligence (3)

Leadership and Management

Required Courses

MGMT 610	Organizational Theory (3)
MGMT 615	Intercultural Communication and Leadership (3)
HRMD 610	Issues and Practices in Human Resource Management (3)
HRMD 650	Organizational Development and Change (3)

Nonprofit and Association Financial Management

Course Sequencing

- Students without recent coursework in accounting or economics are strongly advised to complete UCSP 620 and 621 before enrolling in MGMT 640 and FIN 610.
- MGMT 640 is prerequisite to FIN 610.
- Students are encouraged to take NPMN 660 as the last course.

Required Courses

MGMT 640	Financial Decision Making for Managers (3)
FIN 610	Financial Management in Organizations (3)
NPMN 620	Nonprofit and Association Financial Management (3)
NPMN 660	Strategic Management in Nonprofit Organizations and Associations (3)

Project Management

Details are on p. 52.

More information about certificates, including gainful employment disclosures, is available at www.umuc.edu/grad/gradcertificates.

Course descriptions are found on pp. 86–126.

RELATED CERTIFICATE PROGRAMS (continued)

Public Relations

Course Sequencing

- Students must complete MRKT 600 and 601 (or MRKT 620) as the first course(s).
- PRPA 601 and 602 and MRKT 600 and 601 must be completed before PRPA 610.

Required Courses

MRKT 600	Marketing Management (3)
MRKT 601	Legal and Ethical Issues in Global Communications (3)
PRPA 601	Public Relations Theory and Practice (3)
PRPA 602	Public Relations Techniques (3)
PRPA 610	Crisis Communication Management (3)

Alternate Course

MRKT 620 Marketing Principles, Regulation, and Ethical Issues (6) may be taken instead of MRKT 600 and 601.

Systems Analysis

Course Sequencing

ISAS 600 is prerequisite to all other certificate courses.

Required Courses

ISAS 600	Information Systems for Managers (3)
ISAS 610	Information Systems Management and Integration (3)
ISAS 620	Information Systems Sourcing Management (3)
ISAS 630	Systems Analysis and Design (3)
ISAS 650	Information Technology, the CIO, and Organizational Transformation (3)

More information about certificates, including gainful employment disclosures, is available at www.umuc.edu/grad/gradcertificates.

Course descriptions are found on pp. 86–126.

MASTER'S DEGREE AND CERTIFICATE PROGRAMS

MASTER OF SCIENCE IN TECHNOLOGY MANAGEMENT



Program Description

Technology management is a versatile field of study that prepares students to work in a wide range of careers, from e-business and homeland security to information systems and services and beyond. The Master of Science (MS) in technology management program is designed for students who wish to focus on the successful management and leadership of technology within organizations. Core courses in subjects like economics, organizational performance, and strategic management focus on a common management competency while specializations allow students to customize depth in technology toward their long-term career goals. After completing the program, students will have a broad-based core of management competency in central business functions and a deep understanding of the technologies that enable specific business capabilities.

Program Objectives

Graduates of this program will be able to

- Manage the fast pace of technological change that is vitally important to both private- and public-sector organizations.
- Manage businesses and public organizations through technology.
- Evaluate the technological basis of management activities that are essential for modern management.



Program Overview

The curriculum requires 36 credits of coursework, including 15 credits of core coursework and 21 credits of specialization coursework.

Specializations

The MS in technology management degree program offers four 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.

Emergency Management

The emergency management specialization is designed for individuals who intend to assume greater management responsibility in helping communities reduce vulnerability to hazards and cope with disasters in both private and public settings. Students gain an essential understanding of the entire vision, mission, and principles of emergency management, with an emphasis on leadership, management, use of technology, and cross-agency collaboration. The curriculum covers management theories and their application, examines emergency management-related research (including hazard, vulnerability, and risk-related data and literature), and explores major principles of this cross-disciplinary field.

CAREER PATHS

- Director of emergency management
- Business continuity specialist

More information about certificates, including gainful employment disclosures, is available at www.umuc.edu/grad/gradcertificates.

Course descriptions are found on pp. 86–126.

- Disaster or emergency management specialist
- Emergency operations manager or planner
- Emergency management program analyst
- Hazard/risk management specialist
- Disaster recovery specialist
- Emergency management training specialist

PARTNERSHIP

An articulation agreement between the Graduate School of Management and Technology and UMUC's School of Undergraduate Studies allows students who completed their undergraduate degree at UMUC with a major in emergency management to reduce their total coursework for the graduate degree by up to 12 credits (four courses). Details are on p 24.

Homeland Security Management

The homeland security management specialization prepares managers for man-made and natural threats 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
- Federal, state, or local government emergency planner or policy maker
- Military planner
- Law enforcement, emergency, or medical practitioner or administrator

PARTNERSHIP

An articulation agreement between the Graduate School of Management and Technology and UMUC's School of Undergraduate Studies allows students who completed their undergraduate degree at UMUC with a major in homeland security to reduce their total coursework for the graduate degree by up to 12 credits (four courses). Details are on p. 47.

Information Systems and Services

The information systems and services specialization examines the ways a manager can procure and use computer-based information systems to enhance decision making and organizational effectiveness. This specialization is structured to accommodate the needs of students who have little or no experience with computers as well as those with advanced computer skills. In addition to receiving a technological foundation, students are exposed to the interaction of technology, organizational behavior, strategic planning, project management, and systems analysis used to support an organization through its information systems.

CAREER PATHS

- Systems or business analyst
- Systems development manager
- Information security project or program manager
- Information security consultant
- Chief information officer
- Information security-aware general manager

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
- Director
- Chief executive officer

RECOGNITION/PROFESSIONAL CERTIFICATION

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

More information about certificates, including gainful employment disclosures, is available at www.umuc.edu/grad/gradcertificates.

Course descriptions are found on pp. 86–126.

MASTER'S DEGREE AND CERTIFICATE PROGRAMS

PARTNERSHIP

Students certified as Project Management Professionals (PMP) by the Project Management Institute may receive credit for PMAN 634 Foundations of Project Management if they begin study for the master's degree within five years of earning certification. Graduate advisors can provide more information.

REQUIRED COURSES: MASTER OF SCIENCE IN TECHNOLOGY MANAGEMENT

SPECIALIZATIONS	Initial Requirements <i>to be taken within the first 6 credits of study</i>	UCSP 611	Introduction to Graduate Library Research Skills (0)
	Core Courses	TMAN 611 TMAN 614 TMAN 625 TMAN 632 TMAN 633	Principles of Technology Management (3) Strategic Management of Technology and Innovation (3) Economics and Financial Analysis for Technology Managers (3) Organizational Performance Management (3) Managing People in Technology-Based Organizations (3)
	Alternate Course Choice	• TMAN 600 Foundations of Management and Technology (6) may be taken instead of TMAN 611 and 633. • TMAN 680 Managing Strategy and Performance in Technology-Based Organizations (6) may be taken instead of TMAN 614 and 632.	
	Emergency Management		
	Course Sequencing	• EMAN 600 must be taken as one of the first two specialization courses. • EMAN 670 must be taken after all other core and specialization courses (except for MGMT 670).	
	Specialization Courses	EMAN 600 EMAN 610 EMAN 620 HSMN 610 HSMN 630 EMAN 630 EMAN 670	Comprehensive Crisis and Emergency Management (3) Hazard Risk and Vulnerability Assessment (3) Information Technology in Emergency Management (3) Concepts in Homeland Security (3) Business Continuity: Disaster Recovery, Planning, and Response (3) Crisis Communication for Emergency Managers (3) Seminar in Emergency Management Leadership (3)
	Homeland Security Management		
	Course Sequencing	• HSMN 610 must be taken as one of the first two specialization courses. • HSMN 670 must be taken after all other specialization courses.	
	Specialization Courses	HSMN 610 HSMN 620 HSMN 630 INFA 660 BSBD 641 HSMN 640 HSMN 670	Concepts in Homeland Security (3) Physical Security (3) Business Continuity: Disaster Recovery, Planning, and Response (3) Security Policy, Ethics, and the Legal Environment (3) Biosecurity and Bioterrorism (3) Energy Infrastructure Management and Security (3) Seminar in Homeland Security (3)

More information about certificates, including gainful employment disclosures, is available at www.umuc.edu/grad/gradcertificates.

Course descriptions are found on pp. 86–126.

REQUIRED COURSES: MASTER OF SCIENCE IN TECHNOLOGY MANAGEMENT			
SPECIALIZATIONS	Information Systems and Services		
	Course Sequencing	ISAS 600 is prerequisite to all other ISAS courses.	
	Specialization Courses	ISAS 600	Information Systems for Managers (3)
		ISAS 610	Information Systems Management and Integration (3)
		ISAS 620	Information Systems Sourcing Management (3)
		ISAS 630	Systems Analysis and Design (3)
		ISAS 640	Decision Support Systems and Expert Systems (3)
		ISAS 650	Information Technology, the CIO, and Organizational Transformation (3)
		IMAT 639	Internet Multimedia Applications (3)
	Project Management		
	Course Sequencing	PMAN 634 (or PMAN 600) must be taken as the first course.	
SPECIALIZATIONS	Specialization Courses	PMAN 634	Foundations of Project Management (3)
		PMAN 637	Project Risk Management (3)
		PMAN 638	Project Communications Management (3)
		PMAN 639	Project Quality Management (3)
		PMAN 641	Project Procurement Management (3)
		PMAN 650	Financial and Strategic Management of Projects (3)
		PMAN 670	Advanced Project Methods (3)
	Alternate Course	PMAN 600 Project Management: Foundations and Advanced Methods (6) may be taken instead of PMAN 634 and 670.	

RELATED CERTIFICATE PROGRAMS		
Initial Requirements <i>to be taken within the first 6 credits of study</i>	UCSP 611	Introduction to Graduate Library Research Skills (0)
Homeland Security Management		
Details are provided on p. 51.		
Project Management		
Details are provided on p. 52.		
Systems Analysis		
Details are provided on p. 65.		

More information about certificates, including gainful employment disclosures, is available at www.umuc.edu/grad/gradcertificates.

Course descriptions are found on pp. 86–126.

EXECUTIVE CERTIFICATE PROGRAM

CHIEF INFORMATION OFFICER (CIO)

Program Description

The 12-month Chief Information Officer (CIO) certificate program has been designed in partnership with the U.S. General Services Administration's CIO University to meet the needs of midcareer and senior-level government and private-sector IT professionals. The curriculum provides a senior-level executive focus on the management and leadership challenges that are faced by 21st century leaders in the rapidly changing information technology (IT) industry. Encompassing all the competencies cited in the Information Technology Management and Reform Act (Clinger-Cohen) and identified by the Federal CIO Council, the program covers all areas of management required to effectively lead the design, development, acquisition, implementation, planning, and maintenance of an organization's information technology structure. Clinger-Cohen guidelines hold that CIOs must move beyond management to leadership. Therefore, the CIO certificate program incorporates the expertise of the National Leadership Institute to provide comprehensive leadership assessments and executive team coaching to support individual leadership, team building, and decision-making capabilities. Participants receive both a federal government and UMUC CIO certificate. In addition, all credits earned in the program may be applied toward a master's degree program.

Program Objectives

Graduates of the program will be able to

- Understand the dimensions of Clinger-Cohen and how to employ them effectively in the operation of an organization.
- Lead organizational change by fostering innovation and integrating emerging technologies.

- Build effective partnerships and high performing information technology teams.
- Lead the design, development, acquisition, implementation, planning, and maintenance of an organization's information technology structure.

Program Overview

This program requires the completion of 24 credits of specified coursework. Participants receive both a federal government and UMUC CIO certificate. Graduates of this certificate program may take an additional 12 credits of coursework from UMUC to earn a master's degree in either information technology or technology management

Partnership

The CIO certificate is offered in partnership with the U.S. General Services Administration's CIO University.

Career Paths

- Chief information officer
- Chief technology officer
- Senior information technology staff members and planners
- Consultants in the field of information technology

REQUIRED COURSES: CIO CERTIFICATE

Initial Requirements <i>to be taken within the first 6 credits of study</i>	UCSP 611 (or UCSP 611e)	Introduction to Graduate Library Research Skills (0)
Required Courses	CIOC 610 CIOC 620 CIOC 630 CIOC 640	The Strategic Management of Technology (6) Leading Change and Innovation in Technology (6) Information Security and Finance (6) Program Management (6)

More information about certificates, including gainful employment disclosures, is available at www.umuc.edu/grad/gradcertificates.

Course descriptions are found on pp. 86–126.

DUAL DEGREE PROGRAMS

The Graduate School of Management and Technology offers many dual degree options, which enable students to acquire two graduate degrees for substantially fewer credits than would be required if the two degrees were earned separately. Because the two programs share and build upon core content, students generally need take no more than 18 credits of coursework in the second degree. However, both degrees must be earned within the established time limit. (Information on time limits is on p. 140.)

Students must complete all requirements for the first degree before beginning the second degree.

Please note that while some specializations (such as homeland security) may be earned within two or three different degree programs as part of a first degree, they may only be earned within the Master of Science in technology management as part of a second degree. The Master of Business Administration may be earned as a first degree either through the regular format or through the one-year program.

Note: Students should refer to the individual program pages for requirements for completing a first graduate degree, as well as for recommendations related to course sequencing.

MASTER OF ARTS IN TEACHING + MASTER OF EDUCATION IN INSTRUCTIONAL TECHNOLOGY

THE MASTER OF ARTS IN TEACHING MUST BE COMPLETED FIRST

Master of Arts in Teaching graduates must complete the following courses to earn the Master of Education in instructional technology:

Required Courses	EDTC 610	Web-Based Teaching and Learning: Design and Pedagogy (3)
	EDTC 620	Technology in K–12 Education: Synchronous, Asynchronous, and Multimedia Technologies (3)
	EDTC 630	Administration of Technology Initiatives: Planning, Budgeting, and Evaluation (3)
	EDTC 640	Technology Change Management in Schools (3)
	EDTC 645	Integration of Technology: Global Perspectives (3)
	EDTC 670	Integrative Capstone Project (3)

MASTER OF BUSINESS ADMINISTRATION + MASTER OF DISTANCE EDUCATION AND E-LEARNING

EITHER DEGREE MAY BE COMPLETED FIRST*

If the Master of Business Administration is completed first, students must complete the following courses to earn the Master of Distance Education and E-Learning:

Required Courses	OMDE 601	Foundations of Distance Education and E-Learning (3)
	OMDE 603	Technology in Distance Education and E-Learning (3)
	OMDE 610	Teaching and Learning in Online Distance Education (3)
	OMDE 606	Costs and Economics of Distance Education and E-Learning (3)
	OMDE 608	Learner Support in Distance Education and Training (3)
	DEPM 622	The Business of Distance Education and E-Learning (3)

If the Master of Distance Education and E-Learning is completed first, students must complete the following courses to earn the Master of Business Administration:

Required Courses	DMBA 610	Ethical Leadership in Organizations and Society (6)
	DMBA 620	Effective Financial and Operational Decision Making (6)
	DMBA 630	Marketing and Strategy Management in the Global Marketplace (6)

* The MBA may be completed through the one-year program only as the first degree in a dual degree program.

Course descriptions are found on pp. 86–126.

DUAL DEGREE PROGRAMS

MASTER OF BUSINESS ADMINISTRATION + MASTER OF INTERNATIONAL MANAGEMENT

EITHER DEGREE MAY BE COMPLETED FIRST *

If the Master of Business Administration is completed first, students must complete the following courses to earn the Master of International Management:

Required Courses	IMAN 601	Strategic Management in a Global Environment (3)
	IMAN 615	Strategic Investment and Partnering (3)
	IMAN 625	International Trade and Economic Policy (3)
	IMAN 635	Managing Country Risk (3)
	FIN 640	Multinational Financial Management (3)
	MRKT 605	International Marketing Management (3)

If the Master of International Management is completed first, students must complete the following courses to earn the Master of Business Administration:

Required Courses	DMBA 610	Ethical Leadership in Organizations and Society (6)
	DMBA 620	Effective Financial and Operational Decision Making (6)
	DMBA 630	Marketing and Strategy Management in the Global Marketplace (6)

MASTER OF BUSINESS ADMINISTRATION + MASTER OF SCIENCE IN BIOTECHNOLOGY

EITHER DEGREE MAY BE COMPLETED FIRST *

If the Master of Business Administration is completed first, students must complete the following courses to earn the Master of Science in biotechnology:

Required Courses	BIOT 640	Societal Issues in Biotechnology (3)
	BIOT 630	Introduction to Bioinformatics (3)
	BIOT 645	The Business of Biotechnology (3)
	BIOT 601	Molecular Biology for Business Managers (3)
	BTMN 636	Biotechnology and the Regulatory Environment (3)
	BTMN 670	Capstone in Biotechnology (3)

If the Master of Science in biotechnology is completed first, students must complete the following courses to earn the Master of Business Administration:

Required Courses	DMBA 610	Ethical Leadership in Organizations and Society (6)
	DMBA 620	Effective Financial and Operational Decision Making (6)
	DMBA 630	Marketing and Strategy Management in the Global Marketplace (6)

* The MBA may be completed through the one-year program only as the first degree in a dual degree program.

Course descriptions are found on pp. 86–126.

MASTER OF BUSINESS ADMINISTRATION + MASTER OF SCIENCE IN CYBERSECURITY

THE MASTER OF SCIENCE IN CYBERSECURITY MUST BE COMPLETED FIRST

Master of Science in cybersecurity graduates must complete the following courses to earn the Master of Business Administration:

Required Courses	DMBA 610	Ethical Leadership in Organizations and Society (6)
	DMBA 620	Effective Financial and Operational Decision Making (6)
	DMBA 630	Marketing and Strategy Management in the Global Marketplace (6)

MASTER OF BUSINESS ADMINISTRATION + MASTER OF SCIENCE IN CYBERSECURITY POLICY

EITHER DEGREE MAY BE COMPLETED FIRST*

If the Master of Business Administration is completed first, students must complete the following courses to earn the Master of Science in cybersecurity policy:

Required Courses	CSEC 610	Cybersecurity and Cyberspace (6)
	CSEC 635	National Cybersecurity Policy and Law (6)
	CSEC 645	Enterprise Cybersecurity Policy (6)

If the Master of Science in cybersecurity policy is completed first, students must complete the following courses to earn the Master of Business Administration:

Required Courses	DMBA 610	Ethical Leadership in Organizations and Society (6)
	DMBA 620	Effective Financial and Operational Decision Making (6)
	DMBA 630	Marketing and Strategy Management in the Global Marketplace (6)

* The MBA may be completed through the one-year program only as the first degree in a dual degree program.

Course descriptions are found on pp. 86–126.

DUAL DEGREE PROGRAMS

MASTER OF BUSINESS ADMINISTRATION



MASTER OF SCIENCE IN ENVIRONMENTAL MANAGEMENT

EITHER DEGREE MAY BE COMPLETED FIRST *

If the Master of Business Administration is completed first, students must complete the following courses to earn the Master of Science in environmental management:

Required Courses	ENVM 646	Environmental/Energy Law and Policy Development (3)
	ENVM 641	Environmental Auditing (3)
	ENVM 643	Environmental Communications and Reporting (3)
	ENVM 647	Environmental Risk Assessment (3)
	ENVM 649	Principles of Waste Management and Pollution Control (3)
	ENVM 650	Land and Water Resource Management (3)

If the Master of Science in environmental management is completed first, students must complete the following courses to earn the Master of Business Administration:

Required Courses	DMBA 610	Ethical Leadership in Organizations and Society (6)
	DMBA 620	Effective Financial and Operational Decision Making (6)
	DMBA 630	Marketing and Strategy Management in the Global Marketplace (6)

MASTER OF BUSINESS ADMINISTRATION



MASTER OF SCIENCE IN FINANCIAL MANAGEMENT AND INFORMATION SYSTEMS

EITHER DEGREE MAY BE COMPLETED FIRST *

If the Master of Business Administration is completed first, students must complete the following courses to earn the Master of Science in financial management and information systems:

Required Courses	FIN 620	Long-Term Financial Management (3)
	FIN 630	Investment Valuation (3)
	ISAS 610	Information Systems Management and Integration (3)
	INFA 610	Computer Security, Software Assurance, Hardware Assurance, and Security Management (3)
	IMAT 637	IT Acquisitions Management (3)
	MSFS 670	Financial Management and Information Systems Capstone (3)

Course Sequencing Students must complete all program coursework (except INFA 610) before taking MSFS 670.

If the Master of Science in financial management and information systems is completed first, students must complete the following courses to earn the Master of Business Administration:

Required Courses	DMBA 610	Ethical Leadership in Organizations and Society (6)
	DMBA 620	Effective Financial and Operational Decision Making (6)
	DMBA 630	Marketing and Strategy Management in the Global Marketplace (6)

* The MBA may be completed through the one-year program only as the first degree in a dual degree program.

Course descriptions are found on pp. 86–126.

MASTER OF BUSINESS ADMINISTRATION + MASTER OF SCIENCE IN HEALTH CARE ADMINISTRATION

EITHER DEGREE MAY BE COMPLETED FIRST *

If the Master of Business Administration is completed first, students must complete the following courses to earn the Master of Science in health care administration:

Required Courses	HCAD 600	Introduction to Health Care Administration (3)
	HCAD 620	The U.S. Health Care System (3)
	HCAD 630	Public Health Administration (3)
	HCAD 650	Legal Aspects of Health Care Administration (3)
	HCAD 660	Health Care Institutional Organization and Management (3)
	HCAD 670	Health Care Administration Capstone (3)

Academic/Professional Preparation Students should have educational or work experience in the health care industry.

Course Sequencing

- HCAD 600 should be completed as first course.
- Students must complete at least 12 credits of HCAD coursework before taking HCAD 670.

If the Master of Science in health care administration is completed first, students must complete the following courses to earn the Master of Business Administration:

Required Courses	DMBA 610	Ethical Leadership in Organizations and Society (6)
	DMBA 620	Effective Financial and Operational Decision Making (6)
	DMBA 630	Marketing and Strategy Management in the Global Marketplace (6)

MASTER OF BUSINESS ADMINISTRATION + MASTER OF SCIENCE IN INFORMATION TECHNOLOGY

EITHER DEGREE MAY BE COMPLETED FIRST *

If the Master of Business Administration is completed first, students must complete the following courses to earn the Master of Science in information technology:

Required Courses	ITEC 610	Information Technology Foundations (3)
	ITEC 620	Information Technology Infrastructure (3)
	ITEC 630	Information Systems Analysis, Modeling, and Design (3)
	ITEC 640	Information Technology Project Management (3)
	TMAN 625	Economics and Financial Analysis for Technology Managers (3)
	INFA 610	Computer Security, Software Assurance, Hardware Assurance, and Security Management (3)

If the Master of Science in information technology is completed first, students must complete the following courses to earn the Master of Business Administration:

Required Courses	DMBA 610	Ethical Leadership in Organizations and Society (6)
	DMBA 620	Effective Financial and Operational Decision Making (6)
	DMBA 630	Marketing and Strategy Management in the Global Marketplace (6)

* The MBA may be completed through the one-year program only as the first degree in a dual degree program.

Course descriptions are found on pp. 86–126.

DUAL DEGREE PROGRAMS

MASTER OF BUSINESS ADMINISTRATION + MASTER OF SCIENCE IN MANAGEMENT

EITHER DEGREE MAY BE COMPLETED FIRST *

If the Master of Business Administration is completed first, students must complete the required courses in the specialization of their choice to earn the Master of Science in management:

Accounting

Required Courses	ACCT 610	Financial Accounting (3)
	ACCT 611	Management Accounting (3)
	ACCT 612	Auditing Process (3)
	ACCT 608	Fraud Examination and Accounting Ethics (3)
	ACCT 614	Accounting Information Systems (3)
	ACCT 613	Federal Income Taxation (3)

Academic Preparation Students must have 15 credits in accounting with a minimum grade of C in each course.

Course Sequencing ACCT 610 is prerequisite to all other required accounting courses.

Acquisition and Supply Chain Management

Required Courses	ACSM 626	Purchasing and Materials Management (3)
	ACSM 627	Legal Aspects of Contracting (3)
	ACSM 628	Contract Pricing and Negotiations (3)
	ACSM 629	Strategic Purchasing and Logistics (3)
	ACSM 630	Commercial Transactions in a Technological Environment: Law, Management, and Technology (3)
	ACSM 631	Integrative Supply Chain Management (3)

Alternate Course ASCM 650 Legal Aspects of Contracting and Commercial Transactions (6) may be taken instead of ACSM 627 and 630.

Criminal Justice Management

Required Courses	CJMS 600	Critical Analysis of the Criminal Justice System (3)
	CJMS 610	Perspectives in Law Enforcement Management (3)
	CJMS 620	Issues in Correctional Administration (3)
	CJMS 630	Seminar in Security Management (3)
	CJMS 640	Criminal Justice Intelligence Systems and Approaches (3)
	CJMS 650	Legal Aspects Within the Criminal Justice System (3)

Course Sequencing CJMS 600 must be taken as the first specialization course.

Financial Management

Required Courses	FIN 615	Financial Analysis and Modeling (3)
	FIN 620	Long-Term Financial Management (3)
	FIN 630	Investment Valuation (3)
	FIN 645	Behavioral Finance (3)
	FIN 660	Strategic Financial Management (3)
	FIN 640	Multinational Financial Management (3)

Course Sequencing

- FIN 630 is prerequisite to FIN 645.
- FIN 620 and 630 are prerequisite to FIN 660

* The MBA may be completed through the one-year program only as the first degree in a dual degree program.

Course descriptions are found on pp. 86–126.

MBA + MS IN MANAGEMENT (continued from previous page)

Health Care Administration

Required Courses	HCAD 610	Information Technology for Health Care Administration (3)
	HCAD 620	The U.S. Health Care System (3)
	HCAD 630	Public Health Administration (3)
	HCAD 640	Financial Management for Health Care Organizations (3)
	HCAD 650	Legal Aspects of Health Care Administration (3)
	HCAD 660	Health Care Institutional Organization and Management (3)

Human Resource Management

Required Courses	HRMD 610	Issues and Practices in Human Resources Management (3)
	HRMD 620	Employee and Labor Relations (3)
	HRMD 630	Recruitment and Selection (3)
	HRMD 640	Job Analysis, Assessment, and Compensation (3)
	HRMD 650	Organizational Development and Change (3)
	HRMD 651	Current Perspectives in Training and Development (3)

Course Sequencing HRMD 610 should be taken as the first course.

Intelligence Management

Required Courses	INMS 600	Managing Intelligence Activities (3)
	INMS 610	Intelligence Collection: Sources and Challenges (3)
	INMS 620	Intelligence Analysis: Consumers, Uses, and Issues (3)
	INMS 630	Espionage and Counterintelligence (3)
	INMS 640	Intelligence-Led Enforcement (3)
	INMS 650	Intelligence Management and Oversight (3)

Course Sequencing INMS 600 and 610 must be taken as the first two specialization courses.

Marketing

Required Courses	MRKT 601	Legal and Ethical Issues in Global Communications (3)
	MRKT 602	Consumer Behavior (3)
	MRKT 603	Brand Management (3)
	MRKT 604	Marketing Intelligence and Research Systems (3)
	MRKT 605	International Marketing Management (3)
	MRKT 606	Integrated Direct Marketing (3)

Nonprofit and Association Management

Required Courses	NPMN 600	Nonprofit and Association Organizations and Issues (3)
	NPMN 610	Nonprofit and Association Law and Governance (3)
	NPMN 620	Nonprofit and Association Financial Management (3)
	NPMN 650	Fundamentals of Association Management (3)
	NPMN 655	Outcome and Process Evaluation Management (3)
	NPMN 660	Strategic Management in Nonprofit Organizations and Associations (3)

* The MBA may be completed through the one-year program only as the first degree in a dual degree program.

Course descriptions are found on pp. 86–126.

DUAL DEGREE PROGRAMS

MBA + MS IN MANAGEMENT (continued from previous page)		
Public Relations		
Required Courses	MRKT 601	Legal and Ethical Issues in Global Communications (3)
	PRPA 601	Public Relations Theory and Practice (3)
	PRPA 602	Public Relations Techniques (3)
	PRPA 610	Crisis Communication Management (3)
	PRPA 620	Global Public Relations (3)
	PRPA 650	Public Relations Campaigns (3)
Course Sequencing	• PRPA 601 is prerequisite to PRPA 602. • PRPA 602 is prerequisite to PRPA 610 and 620. • MRKT 600 and 601 (or MRKT 620) must be completed before PRPA 610. • Students must complete all other specialization courses before taking PRPA 650.	
If the Master of Science in management is completed first, students must complete the following courses to earn the Master of Business Administration:		
Required Courses	DMBA 610	Ethical Leadership in Organizations and Society (6)
	DMBA 620	Effective Financial and Operational Decision Making (6)
	DMBA 630	Marketing and Strategy Management in the Global Marketplace (6)

* The MBA may be completed through the one-year program only as the first degree in a dual degree program.

Course descriptions are found on pp. 86–126.

MASTER OF BUSINESS ADMINISTRATION + MASTER OF SCIENCE IN TECHNOLOGY MANAGEMENT

EITHER DEGREE MAY BE COMPLETED FIRST *

If the Master of Business Administration is completed first, students must complete the required courses in the specialization of their choice to earn the Master of Science in technology management:

Emergency Management

Required Courses	EMAN 600	Comprehensive Crisis and Emergency Management (3)
	EMAN 610	Hazard Risk and Vulnerability Assessment (3)
	EMAN 620	Information Technology in Emergency Management (3)
	HSMN 610	Concepts in Homeland Security (3)
	HSMN 630	Business Continuity: Disaster Recovery, Planning, and Response (3)
	EMAN 630	Crisis Communication for Emergency Managers (3)

Homeland Security Management

Required Courses	HSMN 610	Concepts in Homeland Security (3)
	HSMN 620	Physical Security (3)
	HSMN 630	Business Continuity: Disaster Recovery, Planning, and Response (3)
	INFA 660	Security Policy, Ethics, and the Legal Environment (3)
	BSBD 641	Biosecurity and Bioterrorism (3)
	HSMN 670	Seminar in Homeland Security (3)

Information Systems and Services

Required Courses	ISAS 600	Information Systems for Managers (3)
	ISAS 610	Information Systems Management and Integration (3)
	ISAS 620	Information Systems Sourcing Management (3)
	ISAS 630	Systems Analysis and Design (3)
	ISAS 640	Decision Support Systems and Expert Systems (3)
	ISAS 650	Information Technology, the CIO, and Organizational Transformation (3)

Project Management

Required Courses	PMAN 634	Foundations of Project Management (3)
	PMAN 637	Project Risk Management (3)
	PMAN 638	Project Communications Management (3)
	PMAN 639	Project Quality Management (3)
	PMAN 641	Project Procurement Management (3)
	PMAN 670	Advanced Project Methods (3)

Alternate Course Students may take PMAN 600 Project Management: Foundations and Advanced Methods (6) instead of PMAN 634 and 670.

If the Master of Science in technology management is completed first, students must complete the following courses to earn the Master of Business Administration:

Required Courses	DMBA 610	Ethical Leadership in Organizations and Society (6)
	DMBA 620	Effective Financial and Operational Decision Making (6)
	DMBA 630	Marketing and Strategy Management in the Global Marketplace (6)

* The MBA may be completed through the one-year program only as the first degree in a dual degree program.

Course descriptions are found on pp. 86–126.

DUAL DEGREE PROGRAMS

MASTER OF DISTANCE EDUCATION AND E-LEARNING + MASTER OF SCIENCE IN MANAGEMENT

EITHER DEGREE MAY BE COMPLETED FIRST

If the Master of Distance Education and E-Learning is completed first, students must complete the following courses to earn the Master of Science in management:

Required Courses	MGMT 610	Organizational Theory (3)
	MGMT 615	Intercultural Communication and Leadership (3)
	MGMT 640	Financial Decision Making for Managers (3)
	MGMT 650	Statistics for Managerial Decision Making
	HRMD 651	Current Perspectives in Training and Development (3)
	MGMT 670	Strategic Management Capstone (3)

- Course Sequencing**
- MGMT 640 and 650 should not be attempted simultaneously.
 - All other MGMT classes must be completed before taking MGMT 670.

If the Master of Science in management is completed first, students must complete the following courses to earn the Master of Distance Education and E-Learning:

Required Courses	OMDE 601	Foundations of Distance Education and E-Learning (3)
	OMDE 603	Technology in Distance Education and E-Learning (3)
	OMDE 610	Teaching and Learning in Online Distance Education (3)
	OMDE 606	Costs and Economics of Distance Education and E-Learning (3)
	OMDE 608	Learner Support in Distance Education and Training (3)
	DETT 621	Training at a Distance (3)

MASTER OF DISTANCE EDUCATION AND E-LEARNING + MASTER OF SCIENCE IN TECHNOLOGY MANAGEMENT

EITHER DEGREE MAY BE COMPLETED FIRST

If the Master of Distance Education and E-Learning is completed first, students must complete the following courses to earn the Master of Science in technology management:

Required Courses	TMAN 611	Principles of Technology Management (3)
	TMAN 614	Strategic Management of Technology and Innovation (3)
	TMAN 632	Organizational Performance Management (3)
	TMAN 633	Managing People in Technology-Based Organizations (3)
	TMAN 625	Economics and Financial Analysis for Technology Managers (3)
	PMAN 634	Foundations of Project Management (3)

Alternate Course Choice	• TMAN 600 Foundations of Management and Technology (6) may be taken instead of TMAN 611 and 633. • TMAN 680 Managing Strategy and Performance in Technology-Based Organizations (6) may be taken instead of TMAN 614 and 632.	
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If the Master of Science in technology management is completed first, students must complete the following courses to earn the Master of Distance Education and E-Learning:

Required Courses	OMDE 601	Foundations of Distance Education and E-Learning (3)
	OMDE 603	Technology in Distance Education and E-Learning (3)
	OMDE 610	Teaching and Learning in Online Distance Education (3)
	OMDE 606	Costs and Economics of Distance Education and E-Learning (3)
	OMDE 608	Learner Support in Distance Education and Training (3)
	DETC 630	Emerging Technology Trends and Issues in Distance Education and E-Learning (3)

MASTER OF EDUCATION IN INSTRUCTIONAL TECHNOLOGY + MASTER OF DISTANCE EDUCATION AND E-LEARNING

EITHER DEGREE MAY BE COMPLETED FIRST

If the Master of Education is completed first, students must take the following courses to earn the Master of Distance Education and E-Learning:

Required Courses	OMDE 601	Foundations of Distance Education and E-Learning (3)
	OMDE 603	Technology in Distance Education and E-Learning (3)
	OMDE 610	Teaching and Learning in Online Distance Education (3)
	OMDE 606	Costs and Economics of Distance Education and E-Learning (3)
	OMDE 608	Learner Support in Distance Education and Training (3)
	DETT 621	Training at a Distance (3)

If the Master of Distance Education and E-Learning is completed first, students must take the following courses to earn the Master of Education:

Required Courses	EDTC 600	Foundations of Technology in Teaching and Learning (3)
	EDTC 605	Digital Information Literacy for K–12 Educators (3)
	EDTC 615	Using Technology for Instructional Improvement: Research, Data, and Best Practices (3)
	EDTC 640	Technology Change Management in Schools (3)
	EDTC 645	Integration of Technology: Global Perspectives (3)
	EDTC 670	Integrative Capstone Project (3)

Course descriptions are found on pp. 86–126.

DUAL DEGREE PROGRAMS

MASTER OF SCIENCE IN ACCOUNTING AND FINANCIAL MANAGEMENT



MASTER OF SCIENCE IN ACCOUNTING AND INFORMATION SYSTEMS

EITHER DEGREE MAY BE COMPLETED FIRST

If the Master of Science in accounting and financial management is completed first, students must complete the following courses to earn the Master of Science in accounting and information systems:

Required Courses	ISAS 610	Information Systems Management and Integration (3)
	ISAS 630	Systems Analysis and Design (3)
	ISAS 650	Information Technology, the CIO, and Organizational Transformation (3)
	IMAT 637	IT Acquisitions Management (3)
	INFA 610	Computer Security, Software Assurance, Hardware Assurance, and Security Management (3)
	MSAS 670	Accounting and Information Systems Capstone (3)

Course Sequencing Students must complete all coursework (except INFA 610) before taking MSAS 670.

If the Master of Science in accounting and information systems is completed first, students must complete the following courses to earn the Master of Science in accounting and financial management:

Required Courses	MGMT 640	Financial Decision Making for Managers (3)
	FIN 610	Financial Management in Organizations (3)
	FIN 620	Long-Term Financial Management (3)
	FIN 630	Investment Valuation (3)
	FIN 645	Behavioral Finance (3)
	MSAF 670	Accounting and Financial Management Capstone (3)

Course Sequencing

- MGMT 640 is prerequisite to FIN 610.
- FIN 610 is prerequisite to all other FIN courses.
- FIN 630 is prerequisite to FIN 645.
- Students must complete all coursework (except FIN 645) before taking MSAF 670.

MASTER OF SCIENCE IN ACCOUNTING AND FINANCIAL MANAGEMENT + MASTER OF SCIENCE IN FINANCIAL MANAGEMENT AND INFORMATION SYSTEMS

EITHER DEGREE MAY BE COMPLETED FIRST

If the Master of Science in accounting and financial management is completed first, students must complete the following courses to earn the Master of Science in financial management and information systems:

Required Courses	ISAS 610	Information Systems Management and Integration (3)
	ISAS 630	Systems Analysis and Design (3)
	ISAS 650	Information Technology, the CIO, and Organizational Transformation (3)
	INFA 610	Computer Security, Software Assurance, Hardware Assurance, and Security Management (3)
	IMAT 637	IT Acquisitions Management (3)
	MSFS 670	Financial Management and Information Systems Capstone (3)

Course Sequencing Students must complete all coursework (except INFA 610) before taking MSFS 670.

If the Master of Science in financial management and information systems is completed first, students must complete the following courses to earn the Master of Science in accounting and financial management:

Required Courses	ACCT 610	Financial Accounting (3)
	ACCT 608	Fraud Examination and Accounting Ethics (3)
	ACCT 612	Auditing Process (3)
	ACCT 613	Federal Income Taxation (3)
	ACCT 665	Selected Topics in Accounting: International, Government, and Nonprofit Accounting (3)
	MSAF 670	Accounting and Financial Management Capstone (3)

Course Sequencing

- ACCT 610 must be completed before taking any other ACCT courses.
- Students must complete all coursework (except ACCT 665) before taking MSAF 670.

MASTER OF SCIENCE IN INFORMATION TECHNOLOGY + MASTER OF SCIENCE IN CYBERSECURITY POLICY

THE MASTER OF SCIENCE IN INFORMATION TECHNOLOGY MUST BE EARNED FIRST

Master of Science in information technology graduates with a specialization in information assurance must take the following courses to earn the Master of Science in cybersecurity policy:

Required Courses	CSEC 635	National Cybersecurity Policy and Law (3)
	CSEC 645	Enterprise Cybersecurity Policy (3)
	CSEC 655	Global Cybersecurity (3)

Master of Science in information technology graduates with a specialization in any area other than information assurance must take the following courses to earn the Master of Science in cybersecurity policy:

Required Courses	CSEC 610	Cyberspace and Cybersecurity (3)
	CSEC 635	National Cybersecurity Policy and Law (3)
	CSEC 645	Enterprise Cybersecurity Policy (3)

NONDEGREE TEACHER EDUCATION PROGRAM

TEACHER EDUCATION READING STRAND: READING COURSES IN ELEMENTARY AND SECONDARY EDUCATION

Program Description

The reading courses in elementary education (four courses) and secondary education (two courses) are designed for teachers seeking to meet Maryland certification and recertification requirements. They provide a thorough foundation in the theories, processes, and acquisition of reading needed for the teaching of reading to elementary and secondary students. All reading courses have been approved by the Maryland State Department of Education to meet the state's reading requirements for certification and recertification.

Program Objectives

Students who take the reading courses in elementary and secondary education will be able to

- Utilize effective instructional and assessment methods and materials in the design of reading programs to meet the needs of diverse learners.
- Apply the cognitive, linguistic, social, and physiological factors involved in oral and written language development and associated strategies to support content area learning and literacy development.

- Explore a variety of techniques for integrating reading and writing across the curriculum and enhancing understanding of text and other media.
- Identify intervention strategies and ways to modify instruction that best support content area instruction and literacy development for students with exceptional learning needs.
- Implement technology and multimedia resources for effective reading instruction that facilitates the reading process.
- Use reflection, critical thinking, and research to make sound decisions with regard to evaluating and modifying materials, resources, and strategies for the effective teaching of reading.

Program Overview

The reading courses for elementary education consist of 12 credits of coursework; the reading courses for secondary education consist of 6 credits of coursework.

Career Paths

- Elementary or secondary school teacher
- Reading specialist
- Reading tutor

REQUIRED COURSES: READING COURSES IN ELEMENTARY EDUCATION

Required Courses	EDRS 620	Processes and Acquisitions of Reading (3)
	EDRS 625	Instruction of Reading (3)
	EDRS 630	Assessment for Reading Instruction (3)
	EDRS 635	Materials for Reading (3)

REQUIRED COURSES: READING COURSES IN SECONDARY EDUCATION

Course Sequencing	Secondary reading courses must be taken in order listed.	
Required Courses	EDRS 600	Reading in the Secondary Content Areas I (3)
	EDRS 605	Reading in the Secondary Content Areas II (3)

More information about certificates, including gainful employment disclosures, is available at www.umuc.edu/grad/gradcertificates.

Course descriptions are found on pp. 86–126.

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COURSE DESCRIPTIONS

ACCT (Accounting)

ACCT 608 Fraud Examination and Accounting Ethics (3)

Prerequisite: ACCT 610. A study of the nature of fraud, including its elements, prevention, detection, investigation, and resolution. Emphasis is on the use of forensic accounting techniques to analyze what lies behind the data generated by the accounting system, to detect internal control weaknesses, and to map out a fraud investigation program. The role of accounting ethics is explored in detail and considered in the context of laws, regulations, and the organization's culture.

ACCT 610 Financial Accounting (3)

Prerequisite: 15 credits of undergraduate accounting. A study of accounting theory in a strategic framework. An overview of relevant theory provides a foundation for further study. Focus is on developing skills in critical thinking and applying accounting concepts and principles. Topics include the preparation and interpretation of corporate financial statements in accordance with generally accepted accounting practices (GAAP); accounting standards and the standard setting process; the use of electronic technology in financial accounting; effective communication; professional ethics; and current issues, debates, and research in accounting.

ACCT 611 Management Accounting (3)

Prerequisite: ACCT 610. An examination of the control and decision-making methodologies used by management accountants in solving strategic problems for business. Methodologies covered include break-even analysis, regression analysis, the balanced scorecard, activity-based costing/management, value chain analysis, total quality management, and performance evaluation/assessment. Business problems examined range from ethical issues to product costing.

THE UNIT OF CREDIT

The unit of credit defines the amount of university-level credit to be awarded for course completion. 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 should have acquired before enrolling in a given course. Students will not be able to register for courses for which prerequisites have not been met.

ACCT 612 Auditing Process (3)

Prerequisite: ACCT 610. An in-depth examination of Generally Accepted Auditing Standards (GAAS), as well as standards for attestation and other services. Alternative audit models are evaluated for both their practical relevance and their theoretical justification as informed by current research and emerging information technology. The use of computer-assisted auditing techniques (CAAT) and other computer-related technology for obtaining evidence is evaluated in terms of its effectiveness and suitability in diverse audit environments. Methods of evaluating internal control are considered in light of the risks encountered in new ways of conducting business, such as e-commerce. Professional ethical and legal responsibilities, as shaped by the contemporary professional, legal, and regulatory environments, are examined as they relate to audit risk, risk assessment, and audit program planning. The use of audit reports and other services as tools to support management control and decision making are considered.

ACCT 613 Federal Income Taxation (3)

Prerequisite: ACCT 610. A case study–based, problem-oriented examination of fundamental federal tax concepts. Tax issues and controversies are explored in-depth. Emphasis is on applying tax laws, as opposed to learning individual tax rules. Methods of case analysis and research that are typically involved in tax planning and litigation are covered. Important definitions, judicially created rules, and other tax conventions are explored in great detail through the study of each one's genesis and purpose. Topics include gross income, identification of the proper taxpayer, deductions, timing, income and deduction characterization, and deferral and capital gains and losses.

ACCT 614 Accounting Information Systems (3)

Prerequisite: ACCT 610. A study of the use of information systems in the accounting process, with an emphasis on computer systems and internal controls. Focus is on the analytical tools necessary to evaluate users' accounting information needs and design, implement, and maintain an accounting information system to support business processes and cycles. Topics include the components of contemporary accounting information systems; security and internal controls, particularly within Internet and e-commerce environments; traditional flow charts and data-flow diagrams; computer networks; theory and application of relational databases; and relational database management systems. Assignments include designing an accounting information system using a commercial database software package.

ACCT 665 Selected Topics in Accounting: International, Government, and Nonprofit Accounting (3)

Prerequisite: ACCT 610. An exploration of international, government, and nonprofit accounting and financial reporting. Focus is on international accounting standards, the management of risk associated with multiple currencies, and evolving reporting requirements under International Financial Reporting Standards (IFRS). Discussion covers the financial accounting standards applicable to public-sector and not-for-profit organizations in the United States and the unique reporting requirements of such entities.

AMBA (Business Administration)

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)

(Formerly AMBA 601.) 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, and organizational theory and design—are examined.

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

(Formerly AMBA 602.) 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.

AMBA 630 The Economics of Management Decisions (6)

(Formerly AMBA 605.) Prerequisite: AMBA 620. A study of economic decision making, as applied to a wide variety of managerial situations, including financial statement analysis; asset valuation; budgeting; cost management; and performance evaluation of organizations, organizational units, products, and managers. Focus is on applying critical thinking to make connections among concepts from the disciplines of microeconomics, finance, managerial accounting, and financial accounting. Discussion addresses the current legal and ethical issues surrounding financial accounting, as well as the valuation of tangible, financial, and intangible assets in a domestic and global context. Topics also include activity-based costing and performance measurement techniques, such as the balanced scorecard.

COURSE DESCRIPTIONS

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

(Formerly AMBA 604.) 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 the student's own work organization as a model. Assignments include the development of an international information systems management plan.

AMBA 650 Marketing Management and Innovation (6)

(Formerly AMBA 603.) Prerequisite: AMBA 640. An exploration of the essentials of marketing management: setting marketing goals for an organization based on 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.

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)

(Formerly AMBA 607.) Prerequisite: AMBA 660. An investigation of strategy, value creation, and value capture in different business contexts. Currently, companies compete simultaneously in domestic, global, and electronic markets. 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.

ASCM (Acquisition and Supply Chain Management)

ASCM 626 Purchasing and Materials Management (3)

(Formerly PCMS 626.) An overview of the procurement and contracting cycle, along with other organizational functions. Discussion covers methods of purchasing and source selection, with a focus on receipt, inspection, and quality assurance. Documentation and reporting specifics are examined, as are surplus, salvage, and disposal issues. Inventory, physical distribution, and logistics are considered.

ASCM 627 Legal Aspects of Contracting (3)

(Formerly PCMS 627 and PMAN 636.) A study of the law of commercial purchasing, including the law of agency, contracts, sales, torts, and antitrust. The Federal Acquisition Regulation and American Bar Association model procurement codes for state and local governments are examined. Topics include the authority of purchasing, unauthorized purchases, rights and duties of sellers and buyers under a contract, buyer rights upon receipt of nonconforming goods, ability to terminate a sales contract, formation of government contracts, and formal dispute resolution. Students may receive credit for only one of the following courses: ASCM 627, ASCM 650, PCMS 627, or PCMS 650.

ASCM 628 Contract Pricing and Negotiations (3)

(Formerly PCMS 628.) A study of techniques for planning, conducting, and managing negotiated procurement. Focus is on analytical techniques for conducting price and cost analysis in preparation for negotiations. Techniques for critically examining all categories of costs, including profit, are examined. The theory and practice of negotiations are studied, and opportunities to practice negotiation techniques to achieve a fair and reasonable contract price are given. Emphasis is on practice in preparing negotiation positions through analysis of cases containing detailed cost and pricing data. Ethical decision making throughout these processes is addressed.

ASCM 629 Strategic Purchasing and Logistics (3)

(Formerly PCMS 629.) An investigation of issues and methodologies related to strategic purchasing and logistics. Topics include the ethics, social responsibility, and accountability considerations in procurement, logistics, and contract management. Discussion also covers the professional development of staff, just-in-time management, electronic data interchange, vendor assessment and development, pricing and negotiation, and international procurement issues.

ASCM 630 Commercial Transactions in a Technological Environment: Law, Management, and Technology (3)

(Formerly PCMS 630.) Recommended: ASCM 627. A presentation of the legal issues and management methodologies related to commercial transactions in a technological environment. Topics include the law, ethics, accountability, and contract management considerations in the procurement of technology products and services. Discussion also covers commercial sales transactions, government commercial item acquisition, private and government contracts for services, assignment and protection of proprietary rights in technology products, technology transfers, and international contractual issues in the procurement of products and services. Students may receive credit for only one of the following courses: ASCM 630, ASCM 650, PCMS 630, or PCMS 650.

ASCM 631 Integrative Supply Chain Management (3)

(Formerly PCMS 631.) A study of supply chain issues, techniques, methodologies, and strategies designed to enhance organizational procurement efficiency. Integrated supply chain management is explored as a core competitive strategy that affects the organization's bottom line. Topics include the integration of information, supplies and materials flows across multiple supply chain channels, and how these flows can be streamlined and optimized for more efficient procurement. Discussion also covers the role of information systems and technology in supply chain management, e-commerce strategies, managing the flow of materials across the supply chain, developing and maintaining supply chain partnerships and other relationships, and future challenges in integrative supply chain management.

ASCM 632 Contemporary Logistics (3)

(Formerly PCMS 632.) A study of logistical issues, techniques, methodologies, and strategies designed to enhance organizational efficiency. Topics include the total cost approach to logistics; logistical planning and implementation; logistical concepts; systems relationships and integration; demand forecasting; interplant movement; inventory management and control; order management and processing; packaging; plant and warehouse selection; production scheduling; traffic and transportation management; warehouse and distribution management; recycling; and other logistical strategies, techniques, and methodologies.

ASCM 650 Legal Aspects of Contracting and Commercial Transactions (6)

(Formerly PCMS 650.) A study of the law relevant to commercial, governmental, and international purchasing, contracting, and other legal transactions. Focus is on agency law, contracts, sales, torts, antitrust, ethics, and accountability. Discussion covers contract management considerations in the procurement of products and services. Topics include commercial sales transactions, government commercial item acquisition, private and government contracts for services, the assignment and protection of propriety rights in technology products, technology transfers, and international contractual issues in the procurement of products and services. The Federal Acquisition Regulation (FAR) and American Bar Association model procurement codes for state and local government are investigated. The authority of purchasing, unauthorized purchases, rights and duties of sellers and buyers under a contract, buyer rights upon receipt on non-conforming goods, ability to terminate a sales contract, formation of government contracts, and formal dispute resolution are also addressed. Students may receive credit for only one of the following: ASCM 627/630, ASCM 650, PCMS 627/630, or PCMS 650.

COURSE DESCRIPTIONS

BIFS (Bioinformatics)

BIFS 613 Statistical Processes for Biotechnology (3)

(Formerly BIOT 613.) Prerequisite: Knowledge of basic statistics. A study of statistical tools—such as Bayesian statistics, Markov processes, and information theoretic indices—and how they can be used to analyze sequence homology, the presence of motifs in sequences, gene expression, and gene regulation. Topics include information content, mutual information, long-range correlation, repeats, Fourier analysis, and linguistic methods.

BIFS 614 Data Structures and Algorithms (3)

An introduction to the definitions, implementations, and applications of the most basic data structures used in bioinformatics. Basic formalism and concepts used in algorithm design and the analysis of algorithms are also introduced. The relative efficiency of the algorithms is estimated by application of these concepts to biological data analysis. Algorithms and data structures discussed include those for database searches, motif finding, sequence alignment, gene prediction, and microarray analysis.

BIFS 617 Advanced Bioinformatics (3)

(Formerly BIOT 617.) An overview of the basic programming tools for performing bioinformatic analyses in both the UNIX and MS DOS/Windows environments. Focus is on the use of Perl and BioPerl as the basic programming tools. Basic programming skills are developed and practiced on such problems as codon usage/bias, open reading frame, CpG islands detection, and gene identification.

BIFS 618 Java for Biotechnology Applications (3)

Prerequisite: BIFS 617. A study of basic concepts in Java and object-oriented programming in bioinformatics application development. Emphasis is on Web-based, graphical, and database-driven application design. Review covers the function and design of some Java-based bioinformatics tools. Some commonly used libraries in the BioJava project are introduced, and developments of reusable modular application objects are examined. Basic problem-solving skills in the field of biotechnology using Java programming are developed through practical projects.

BIFS 619 Gene Expression Data Analysis (3)

Prerequisite: BIFS 617. A study of high-throughput technologies for transcriptome and genomic aberration profiling. Topics include statistical theories, algorithms and data analysis tools for microarray experiments, array comparative genome hybridization, SNP array experiments, and supervised and unsupervised machine learning technologies for class discovery and classifier identifications. Practice is provided in the preprocess of empirical gene expression profiling and the postprocess of microarray data analysis for identifying differentially regulated genes related to biological functions. Several legacy databases and data integration strategies in gene expression profiling are explored through data mining and functional annotation of interesting genes; statistical principles and theories are illustrated.

BIOT (Biotechnology Studies)

BIOT 601 Molecular Biology for Business Managers (3)

A thorough grounding in the fundamentals of biology, including a broad review of the life sciences with emphasis on molecular biology. Topics include the basic concepts and processes of cell biology, molecular biology, and immunology. The components of a cell, the processes occurring in a single cell, and the functioning of a multicellular organism are explained. Discussion also covers the use of model organisms to understand basic and applied biology.

BIOT 630 Introduction to Bioinformatics (3)

(Formerly BIOT 610.) An introduction to bioinformatics. Emphasis is on the interpretation of data. Topics include new, sophisticated DNA, RNA, and protein sequence analyses and pattern recognition and DNA computing, as well as more traditional mathematical modeling (using Bayesian probability and basic algorithms, machine learning and neural networks, and Markov models and dynamic programming). Discussion also covers the analysis of tridimensional structures, phylogenetic relationships, and genomic and proteomic data.

BIOT 640 Societal Issues in Biotechnology (3)

An examination of current societal issues in biotechnology from several perspectives. Topics include the commercialization of biotechnology; biohazards; managerial views of legal issues and bioethics; the need for public scrutiny; environmental and cultural issues; and the role of governmental regulatory agencies in researching, developing, and commercializing biotechnology. An overview of the early history and modern developments of biotechnology is provided.

BIOT 643 Techniques of Biotechnology (3)

(Formerly BTMN 643.) A comprehensive review of current techniques in biotechnology research and applications. The development and use of some of the techniques are placed in historical context. Discussion covers techniques used in genomics, transcriptomics, and proteomics and the applications of these techniques. Current plant and animal transformation methods are explained. High throughput technologies, including sequencing, real time RT-PCR, SAGE, and microarrays, are also explored. Topics also include therapeutic applications of biotechnology, such as gene therapy, stem cell technology, and RNA interference. Emerging technologies in this field are introduced.

BIOT 645 Bioprocessing and the Business of Biotechnology (3)

A detailed exploration of the business of biotechnology, its structure and operation, and the science upon which this relatively new global industry sector was founded. Discussion covers a wide range of biotechnology applications, from biopharmaceuticals to biofuels, and the technical advances behind them. Focus is on methods and economics of bioprocessing and unique aspects of the funding, alliances, and global models used in the business of biotechnology.

BSBD (Biosecurity and Biodefense)

BSBD 640 Agents of Bioterrorism (3)

An examination of the probable weapons of biowarfare, including biological, chemical, and nuclear weapons, from several perspectives. Topics include their mechanism of action, biological impact, detection and recognition, epidemiology, and treatment. Their potential dangers and effectiveness are evaluated, and strategies for defense against attacks by such weapons are investigated. Discussion covers the bioethical challenges of anti-bioterror research.

BSBD 641 Biosecurity and Bioterrorism (3)

(Formerly BIOT 681.) A review of bioterrorism, biosecurity, and government biodefense strategy, including the history and science of biological agents in agriculture and society. Discussion covers surveillance; public health preparedness; response; and recovery at the community, state, and federal government levels. Various aspects of the law, including the Posse Comitatus Act and federal and state quarantine powers, are introduced. The mental health consequences of bioterrorism are also discussed. A case study of a hypothetical biological attack is analyzed in detail.

BSBD 642 Advanced Biosecurity and Bioterrorism (3)

(Formerly BIOT 683.) Prerequisite: BIOT 681 or BSBD 641. A thorough examination of special and advanced topics in bioterrorism and biosecurity issues. Topics include the hidden biological warfare programs of the 20th century; advances in biotechnology and molecular microbiology and the dilemma of dual use research; domestic and foreign terrorist groups, including rogue states; state-of-the-art microbial forensics; ethics and civil rights; and current trends in policy development, consequence management, and public health responses to new threats to homeland security. Discussion also addresses special topics of the students' choice. Future challenges in biosecurity are also discussed as part of a comprehensive bioterrorism exercise and the analysis of case studies of hypothetical threats.

BSBD 643 Strategies for Interagency Cooperation, Verification, and Global Countermeasures in Biodefense (6)

An in-depth study of the verification procedures used in global countermeasures and strategies. Global biosecurity and oversight is examined using real-world examples. Discussion covers the epidemiology of emerging infectious diseases as they relate to defense against threats from nonconventional sources. Topics also include the evolution and current status of the Biological Weapons Convention; the integration of responses from local, state, and multiple federal agencies; and other challenges facing public health departments, including the potential economic, political, and social impacts of bioterrorism.

BTMN (Biotechnology Management)

BTMN 632 Commercializing Biotechnology in Early-Stage Ventures (3)

(Formerly BIOT 641.) An overview of the methods for planning and organizing biotechnology ventures. The elements of a business plan are considered, as are methods for assessing various needs, such as capital, personnel, technology, and marketing. Emphasis is on approaches to marketing technology and developing joint ventures. The advantages and disadvantages of forming international ventures are weighed. Discussion also covers the importance of maintaining relations with external constituents and the need for managing public awareness.

BTMN 634 Selection and Evaluation of Biotechnology Projects (3)

(Formerly BIOT 642.) A study of the applications of methodologies of technology forecasting, technology assessment, project management, and data auditing to the selection and evaluation of biotechnology projects. The underlying rationale, principles, procedures, and cost effectiveness of data auditing are examined. A systems approach to performance evaluation is presented.

COURSE DESCRIPTIONS

BTMN 636 Biotechnology and the Regulatory Environment (3)

(Formerly BIOT 644.) A comprehensive review of the role of regulation in biotechnology products and services development and commercialization. Emphasis is on the roles of the federal government, state government agencies, international bodies, and professional groups, especially the regulatory roles of the Environmental Protection Agency, the Department of Agriculture, and the Food and Drug Administration. Discussion covers human subject protection, good laboratory practices, and good manufacturing practices.

BTMN 670 Capstone in Biotechnology (3)

(Formerly BIOT 671.) Prerequisite: 27 credits of program coursework. The application of knowledge gained from previous study to real-world business, technical, and ethical issues. Topics include entrepreneurship and new venture creation, progress in biotechnology and prediction of future trends, and ethical development and management. Discussion also covers professional goals and an action plan to put knowledge and experience gained in the program to use. Focus is on demonstrating analytical, communication, and leadership skills through case analysis of promising technologies and teamwork through group development of a strategic product development plan for a start-up biotechnology venture.

CIOC (Information Technology—Leadership)

CIOC 610 The Strategic Management of Technology (6)

A study of how technology, especially information technology, can be used as an essential component of the global strategy of an enterprise. Emphasis is on linking technology policy with corporate strategy and identifying technology options that will ensure the most effective execution of organizational strategy. Electronic commerce is examined as a strategic technology application. Topics also include external and internal strategic analysis, technology forecasting, benchmarking, corporate intelligence, knowledge management, and planning and control strategies. Strategic technology planning is examined from a historical perspective; concepts essential to technology security and information assurance are introduced.

CIOC 620 Leading Change and Innovation in Technology (6)

Prerequisite: CIOC 610. Analysis of the role the chief information or technology officer in leading the new fast-paced, information age organization. Practical study of leadership provides the foundation for the application of decision-making strategies, systems thinking, teamwork, and knowledge management and the allocation of human capital within an intercultural framework. Readings, conferences, exercises, case studies, and simulations provide an introduction to research in cognitive weaknesses and bias in management and decision making. Leading-edge thought in innovation and the process of change is explored. Characteristics of the high-performing organization within the technology function are appraised. The interaction of people, processes, and technology is a cross-cutting theme.

CIOC 630 Information Security and Finance (6)

Prerequisite: CIOC 620. A critical analysis of risk assessment and security within cyberspace and technology. Focus is on the people, processes, and technology used in securing an information infrastructure. A risk-based framework involving threats, vulnerabilities, and countermeasures for the evaluation of information security needs is highlighted. Discussion covers the Sarbanes-Oxley and Federal Information Security Management Acts and their costs, as well as the practical financial management skills of the technology officer: general accounting, capital planning, asset and contract management, and activity-based costing. Exercises and assignments address the practical implications of an integrative strategy focus on concepts of total cost of ownership, balanced scorecard, and performance measurement.

CIOC 640 Program Management (6)

Prerequisite: CIOC 630. A study of the concepts, processes, and theory of program and project management, as well as their organizational application within program management offices. Topics include the coordinated strategic management of interdependent projects and the tactical application of knowledge, skills, tools, and techniques to project activities to meet project requirements. Various programs, program offices, projects, and executive roles within an organization are assessed. Discussion covers the ability of the executive to analyze program and program office issues and the relationship of the program to the strategic goals of the organization. The legal and ethical ramifications of program and project management are also examined. Emphasis is on acquiring skills in developing effective outcome measures for programs and projects and understanding the implications of program and project management on the information needs of internal managers.

CJMS (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 that are 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)

A study of 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 program coursework, including all core courses. 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.

CMBA (Business Administration—One Year)

CMBA 610 The Role of Managers in Organizations (4.5)

An exploration of the responsibilities that 21st-century managers fulfill within their organizations. Essential concepts and theories that provide a foundation in business administration and management, including systems thinking, critical thinking, management theory, and organizational design, are examined.

CMBA 620 Legal and Ethical Issues in Business (4.5)

Prerequisite: CMBA 610. An examination of legal and ethical issues that affect the practice of management in business firms. Discussion covers business formation, ethical decision making, and corporate social responsibility from a global perspective.

CMBA 630 Leading People and Groups in the Workplace (4.5)

Prerequisite: CMBA 620. An analysis of the challenges and opportunities associated with leading business firms in today's complex global marketplace. Lessons from research and practice on building a high-performing workforce are examined.

COURSE DESCRIPTIONS

CMBA 640 Measuring Financial Performance (4.5)

Prerequisite: CMBA 630. An exploration of the measurement of the financial performance of business firms. The analysis of financial information to evaluate the economic performance of companies, products, and managers is addressed. Review covers performance measurement techniques that supplement financial information with nonfinancial information to effectively analyze organizational performance.

CMBA 650 Financial Decision Making (4.5)

Prerequisite: CMBA 640. An exploration of the fundamentals of effective financial decision making. Focus is on the valuation of both individual assets and new business ventures and acquisitions. Critical thinking is used to make connections among concepts in microeconomics, accounting, and finance.

CMBA 660 Marketing Management (4.5)

Prerequisite: CMBA 650. An exploration of the essentials of marketing management. Topics include setting marketing goals for an organization (taking internal resources and marketing opportunities into consideration), planning and executing activities to meet these goals, and measuring progress toward their achievement. Emphasis is on a holistic approach to marketing and the global environment of modern business.

CMBA 680 Business Strategy in the Global Marketplace (4.5)

Prerequisite: CMBA 670. An investigation of strategy, value creation, and value capture in different business contexts. Focus is on frameworks and models for understanding the structural characteristics of industries and how companies can achieve sustainable competitive advantage, taking appropriate action in the global environment.

CMBA 690 Business Practicum Part 1 (2)

Prerequisite: CMBA 610. The first segment of a practicum experience focusing on applying academic content to the workplace. A template is used to ensure focus on topics and issues that can have the greatest impact on the performance of managers and leaders in organizations.

CMBA 691 Business Practicum Part 2 (2)

Prerequisite: CMBA 630. The second segment of a practicum experience focusing on continued application of academic content to the workplace. A template is used to ensure focus on topics and issues that can have the greatest impact on the performance of managers and leaders in organizations.

CMBA 692 Business Practicum Part 3 (2)

Prerequisite: CMBA 630. The third and final segment of a practicum experience focusing on continued application of academic content to the workplace. A template is used to ensure focus on topics and issues that can have the greatest impact on the performance of managers and leaders in organizations.

COMM (Communication Studies)

COMM 600 Academic Writing for Graduate Students (3)

The development of the writing and critical-thinking skills needed for effective academic writing. Emphasis is on developing well-organized, well-supported, and clear arguments; demonstrating the appropriate use of sources; and refining grammar and mechanics. Discussion covers the writing process, including planning, drafting, revising, and completing a final project that demonstrates advanced writing and critical-thinking skills.

CSEC (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)

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. Topics also include business continuity plans and disaster recovery plans. Strategies for large-scale prevention, such as critical infrastructure protection, international collaboration, and law enforcement, are examined.

CSEC 635 National Cybersecurity Policy and Law (6)

An exploration of the role of government in securing cyberspace. Topics include federal, state, and local entities involved in cybersecurity; relevant laws and regulation; concepts of civil liberties, intellectual property, and privacy; policy formulation and analysis; law enforcement; development and diffusion of standards; and national security. Discussion also covers public/private engagement models and opportunities and tools for government to encourage cybersecurity education, awareness, and research.

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

Prerequisite: CSEC 630. 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 645 Enterprise Cybersecurity Policy (6)

Prerequisite: CSEC 635. An exploration of organizational policies to respond to cybersecurity threats. Topics include strategic cybersecurity initiatives, cybersecurity in interorganizational relationships, increasing cybersecurity awareness in the organization, compliance issues, liability, and promoting a culture of sensitivity to cybersecurity issues.

CSEC 650 Cyber Crime Investigation and Digital Forensics (6)

Prerequisite: CSEC 640. An in-depth study of the theory and practice of digital forensics. Topics include computer, network, and cell phone forensics, as well as other types of digital forensics. Discussion also covers identification, collection, acquisition, authentication, preservation, examination, analysis, and presentation of evidence for prosecution purposes.

CSEC 655 Global Cybersecurity (6)

Prerequisite: CSEC 645. An in-depth study of cybersecurity from a global perspective. Topics include cyberterrorism, cyber crime, and cyber warfare; the international legal environment; nation- and region-specific norms regarding privacy and intellectual property; international standard setting; effects on trade (including offshore outsourcing); and opportunities for international cooperation.

CSEC 670 Cybersecurity Capstone (6)

Prerequisite: CSEC 650 or CSEC 655. 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.

DBST (Database Systems Technology)

DBST 651 Relational Database Systems (3)

(Formerly CSMN 661.) An introduction to relational databases, one of the most pervasive technologies today. Presentation covers fundamental concepts necessary for the design, use, and implementation of relational database systems. Focus is on basic concepts of database modeling and design, the languages and facilities provided by database management systems, and techniques for implementing relational database systems. Topics include implementation concepts and techniques for database design, query optimization, concurrency control, recovery, and integrity. A foundation for managing databases in important environments is provided. Assignments require use of a remote access laboratory.

COURSE DESCRIPTIONS

DBST 652 Advanced Relational/Object-Relational Database Systems (3)

(Formerly CSMN 662.) Prerequisite: CSMN 661 or DBST 651. A continuation of the study of relational database systems, exploring advanced concepts. Topics include logical design, physical design, performance, architecture, data distribution, and data sharing in relational databases. The concepts of object-relational design and implementation are introduced and developed. Assignments require the use of a remote access laboratory.

DBST 663 Distributed Database Management Systems (3)

(Formerly CSMN 663.) Prerequisite: CSMN 661 or DBST 651. An introduction to the development of distributed database management, focusing on concepts and technical issues. Survey covers distributed database management systems and architecture, distributed database design, query processing and optimization, distributed transaction management and concurrency control, distributed and heterogeneous object management systems, and database inoperability.

DBST 665 Data Warehouse Technologies (3)

(Formerly CSMN 665.) Prerequisite: CSMN 661 or DBST 651. A study of the design and implementation of data warehouses. Topics include data model approaches such as the star schema and denormalization, loading the warehouse, performance challenges, and other concepts unique to the warehouse environment. Assignments require use of a remote access laboratory.

DBST 667 Data Mining (3)

(Formerly CSMN 667.) Prerequisite: CSMN 661 or DBST 651. An overview of the data mining component of the knowledge discovery process. Data mining applications are introduced, and algorithms and techniques useful for solving different problems are identified. Topics include the application of well-known statistical, machine learning, and database algorithms, including decision trees, similarity measures, regression, Bayes theorem, nearest neighbor, neural networks, and genetic algorithms. Discussion also covers researching data mining applications and integrating data mining with data warehouses.

DBST 668 Database Security (3)

(Formerly: CSMN 668.) Prerequisite: CSMN 661 or DBST 651. An overview of both the theory of and applications for providing effective security in database management systems. Topics include conceptual frameworks for discretionary and mandatory access control, data integrity, availability and performance, secure database design, data aggregation, data inference, secure concurrency control, and secure transactions processing. Models for multilevel secure databases for both relational and object-relational databases are analyzed. Assignments focus on database security concepts and require use of a remote access laboratory.

DBST 670 Database Systems Administration (3)

(Formerly CSMN 666.) Prerequisite: CSMN 661 or DBST 651. An introduction to the knowledge, skills, and tools needed to successfully administer operational database systems. The conceptual and operational tools for analysis and resolution of problems such as performance, recovery, design, and technical issues are provided. Tools used to assist in the administration process are also included.

DEPM (Distance Education Policy and Management)

DEPM 604 Management and Leadership in Distance Education and E-Learning (3)

(Formerly OMDE 604.) An introduction to the organization, management, and administration of distance education and e-learning training programs and systems. Topics include management theory and practice, organizational behavior and change, leadership roles and styles, and planning and policy. Discussion covers education and training in academic and corporate settings and the knowledge and skills necessary for a distance education practitioner to function effectively in either type of organizational environment. Assignments include individual and group case-study analyses, brief essays, and literature searches related to distance education and e-learning leadership.

DEPM 609 Distance Education and E-Learning Systems (3)

(Formerly OMDE 609.) Prerequisites: OMDE 601, 603, and 608 and DETT 607 (or OMDE 607). An introduction to frameworks for analyzing the nature of distance education from a functionalist, interpretive, or emancipatory systems approach. Appropriate diagramming techniques are used as a means to examine the organization and management of distance education systems.

DEPM 622 The Business of Distance Education and E-Learning (3)

(Formerly OMDE 622.) An examination of the highly competitive global business environment for distance education and training. Topics include the supply and demand of education services in emerging and existing markets, the competitive positioning of organizations, and increasing reliance on collaborations. Emphasis is on the skills distance education managers need in planning and developing programs, products, and services that are targeted to specific markets and cost-effective.

DEPM 625 Distance Education, Globalization, and Development (3)

(Formerly OMDE 625.) A study of distance education from an international perspective, highlighting developing countries. Processes are explored through concrete case studies in the areas of higher education and internationalization; teacher education, school networks, and mobile learning; alternative routes to schooling; nonformal education, community radio, telecenters, and radio browsing; and vocational education and training. Topics also cover national and international policies on distance education, including the role of the state; international organizations (such as the World Bank or UNESCO) and their policies (e.g. the Millennium Development Goals); telecommunication infrastructure; transnational corporations and the commercialization of education; and the World Trade Organization (WTO) and the General Agreement on Trade in Services (GATS).

DEPM 650 Practitioner Research in Distance Education and E-Learning (3)

Prerequisites: OMDE 601, 603, and 608. An introduction to a variety of quantitative and qualitative research methods used in the social sciences as applied in distance education and e-learning. Emphasis is on planning and designing research and evaluation projects, including choosing appropriate methods of investigation and learning the practical aspects of quantitative and qualitative data collection and analysis. Major research paradigms are explored, and an overview of the various research fields in distance education and e-learning is provided. The Statistical Package for the Social Sciences (SPSS) is used to manage and analyze data. Skills in collecting quantitative and qualitative data and in analyzing, interpreting, and reporting the results of empirical investigations are developed.

DETC (Distance Education Technology)**DETC 620 Training and Learning with Multimedia (3)**

(Formerly OMDE 620. Developed by Joachim Hasebrook of Germany.) An examination of the use of digital media in a variety of educational settings to identify properties, strengths, and weaknesses of multimedia in different learning contexts. Basic psychological processes of perception, understanding, and learning are introduced. Focus is on multimedia and instructional design for online learning systems, such as Web-based training. Hands-on experiences with several multimedia and online learning and information systems are provided. Topics also include groupware and collaborative learning technologies, intelligent systems, instructional simulations, and virtual reality systems.

DETC 630 Emerging Technology Trends and Issues in Distance Education and E-Learning (3)

An examination of emerging and advanced technologies that affect teaching and learning, as well as areas of support and management, in the field of distance education. Topics include emerging synchronous and asynchronous technology functions, mobile technologies, and social media tools for development and delivery, as well as technologies used in providing learner, faculty, and managerial support to distance education. Technologies are explored critically in both a theoretical and applied contexts. Analysis covers trends and critical issues associated with the adoption of such technologies.

DETT (Distance Education Teaching and Training)**DETT 607 Instructional Design and Course Development in Distance Education and E-Learning (3)**

(Formerly OMDE 607.) An examination of the instructional design process, its history and place in today's course development efforts, and the use of instructional design components in practice. Emphasis is on the nature of learning and the requirements for effective instruction. The theoretical underpinnings of learning are explored and applied to the design of a prototype classroom. Management issues surrounding course and curriculum development efforts are discussed, and a comprehensive curriculum management plan is developed.

COURSE DESCRIPTIONS

DETT 611 Library and Intellectual Property Issues in Distance Education and E-Learning (3)

(Formerly OMDE 611.) An overview of the development and delivery of digital resources for distance education. Discussion covers the intellectual property issues affecting the use of copyrighted works in distance education, the development and delivery of library resources online to a faculty and student population, and the future of digital information delivery and the impact of digital rights management (DRM) technologies and social networking.

DETT 621 Training at a Distance (3)

(Formerly OMDE 621.) An examination of the role of distance training in business, nonprofit, and government organizations. A wide variety of issues, problems, and solutions in Web-based training are explored. Topics include the economics of distance training, distance technology in the business organization, synchronous versus asynchronous interactive tools, collaborative and problem-solving tools, authoring tools, insourcing versus outsourcing, and the role of multimedia in distance training. Emphasis is on the concept of the corporate virtual university and its design and operation.

DMBA (Business Administration—Dual Degree)

DMBA 610 Ethical Leadership in Organizations and Society (6)

Prerequisite: Completion of all requirements for the first degree of an approved dual-degree program. An examination and application of core knowledge and skills for managerial and organizational success in the competitive global marketplace. Emphasis is on effective ethical decision making for optimal organizational performance. A foundation in systems and critical thinking is provided. Topics include the legal environment of business, forms of business and nonprofit organizations, employment issues and practices, workforce recruitment and retention, conflict management and alternative dispute resolution, management of diverse virtual teams, ethical and legal conduct of domestic and international business, and corporate social responsibility.

DMBA 620 Effective Financial and Operational Decision Making (6)

Prerequisite: DMBA 610. A study of sound decision making in business, focusing on financial analysis and operational issues found in every enterprise. Discussion covers economics, financial reporting and analysis, information systems, and project management in an international context. The goal is to understand and apply the principles and techniques of effective management planning, control, and decision making in the global environment.

DMBA 630 Marketing and Strategy Management in the Global Marketplace (6)

Prerequisite(s): DMBA 620. An investigation of marketing and strategy and how they lead to value creation and value capture in different business contexts. Discussion covers marketing strategy and customer orientation in the context of strategic frameworks for industry analysis and achievement of sustainable competitive advantage. Global business and technology environments are assessed to determine strategic options for growth and profitability, leading to specific marketing plans and strategic decisions. Examples from personal work situations are applied to the concepts of both marketing and strategy management.

DMCC (Community College Policy and Administration)

DMCC 800 Foundations of Management Theory and Strategic Thinking (6)

A comprehensive foundation in the history of management and the structure and function of organizations. Focus is on developing a new way of understanding and managing operational and strategic issues in public and private organizations in the face of accelerating social, economic, and technological changes. Topics include organizational theory, strategic thinking and strategic management, theories of decision making, leadership, organizational culture, and management in a postindustrial society. Problem-solving, application, and evaluation skills are used to analyze the theories and practices of current and emerging organizational challenges and opportunities. The goal is to be able to critically assess the ideas of others and defend one's own ideas through the application of scholarship. Students may receive credit for only one of the following courses: DMCC 800 or DMGT 800.

DMCC 810 Leadership and Change (6)

A study of leadership—not just for survival but for sustainability—in environments where external pressure for change is the dominant feature. Discussion examines change and leadership issues in varied industries, as well as one's own organization, by identifying and analyzing theories and concepts, assessing the applicability of classic works and current perspectives, testing ideas using case studies, and developing various scenarios and strategies. Topics include the knowledge and abilities needed for managing change, such as improvisation and reinvention; the roles and skills needed at all levels for leading in new organizational models involving virtual teams; and the impact of change (particularly frequent change) on individuals and organizations. The goal is to recognize the link between leadership, change, and organizational resilience and apply the lessons. Students may receive credit for only one of the following courses: DMCC 810 or DMGT 810.

DMCC 821 Higher Education Policy (6)

An examination of national, state, and local education policy formation and an analysis of the educational policy process, including antecedents, framing of problems and solutions within policies, policy implementation, and policy consequences in the context of the community college environment. Topics include financial stewardship, enrollment management, external stakeholder relationships, educational outcomes, market-driven innovation and change, organizational development, student-centric culture, and technology leadership. Key leadership competencies, including strategic planning, decision making, resource management, communication, collaboration, and advocacy, are considered as they support effective policy development.

DMCC 830 Research Methods (6)

An applied study of how to design, interpret, and critique both quantitative and qualitative research. Methods are grounded in the philosophy of science to provide a solid foundation that will support the identification and analysis of researchable questions. At least one qualitative and one quantitative methodology are studied. Assignments include short analyses representative of the different methodological traditions. Students may receive credit for only one of the following courses: DMCC 830 or DMGT 830.

DMCC 841 Institutional Assessment in the Community College Environment (6)

An exploration of institutional assessment as it contributes to continual improvement in student learning and faculty development by collecting, analyzing, and reporting research data on academic programs, student learning outcomes, and curricular development in community colleges. Assessment activities cover a wide range of topics, from academic programs and faculty activities to student retention, graduation rates, and employer satisfaction. The role of regional and specialized accreditation is examined. Focus is on how community college leaders can engage a broad array of organizational and administrative activities to build an effective student assessment and faculty development culture.

DMCC 851 Community College Advocacy and Accountability (6)

An exploration of the process that creates effective leaders who are enthusiastic advocates for the mission, vision, and goals of the community college. Discussion covers promoting equity, open access, teaching, learning, and innovation as primary goals for the college; understanding how these change over time; and facilitating discussion with all stakeholders. Focus is on advancing lifelong learning and supporting a learner- and learning-centered environment. Skills needed to represent the community college in the local community, in the broader educational community, at various levels of government, and as a model of higher education that can be replicated in international settings are developed.

DMGT (Doctoral Studies in Management)

DMGT 600 Foundations of Doctoral Studies (3)

An overview of doctoral studies in management. Topics include the purpose and context of the doctoral degree program; the role and value of research and statistical analysis in the practice of management; and key concepts in management, leadership, change, and organizational theory. Degree requirements and the dissertation process are explored. Exercises, including the development of an individual journal, are used to evaluate skills in critical thinking, argumentation, and writing expression.

COURSE DESCRIPTIONS

DMGT 800 Foundations of Management Theory and Strategic Thinking (6)

A comprehensive foundation in the history of management and the structure and function of organizations. Focus is on developing a new way of understanding and managing operational and strategic issues in public and private organizations in the face of accelerating social, economic, and technological changes. Topics include organizational theory, strategic thinking and strategic management, theories of decision making, leadership, organizational culture, and management in a postindustrial society. Problem-solving, application, and evaluation skills are used to analyze the theories and practices of current and emerging organizational challenges and opportunities. The goal is to be able to critically assess the ideas of others and defend one's own ideas through the application of scholarship. Students may receive credit for only one of the following courses: DMCC 800 or DMGT 800.

DMGT 810 Leadership and Change (6)

A study of leadership—not just for survival but for sustainability—in environments where external pressure for change is the dominant feature. Discussion examines change and leadership issues in varied industries, as well as one's own organization, by identifying and analyzing theories and concepts, assessing the applicability of classic works and current perspectives, testing ideas using case studies, and developing various scenarios and strategies. Topics include the knowledge and abilities needed for managing change, such as improvisation and reinvention; the roles and skills needed at all levels for leading in new organizational models involving virtual teams; and the impact of change (particularly frequent change) on individuals and organizations. The goal is to recognize the link between leadership, change, and organizational resilience and apply the lessons. Students may receive credit for only one of the following courses: DMCC 810 or DMGT 810.

DMGT 830 Research Methods and Design (6)

An applied study of how to design, interpret, and critique both quantitative and qualitative research. Methods are grounded in the philosophy of science to provide a solid foundation that will support the identification and analysis of researchable questions throughout the program. At least one qualitative and one quantitative methodology are studied. Assignments include short analyses representative of the different methodological traditions. Students may receive credit for only one of the following courses: DMCC 830 or DMGT 830.

DMGT 835 Research Methods II (6)

A practical study of critical analysis techniques, applied to both foundational and contemporary management scholarship. Analyses are conducted in the critical realist tradition, in which objectivity arises from the continued scrutiny and critique of published research by peers. Assignments include comprehensive analyses of published management research and encompass critique of initial assumptions, conceptual frameworks, methodological choice, design and execution, and conclusions.

DMGT 845 Global Business (6)

A study of global business issues that demonstrate a firm's success through examination of region-, nation-, industry-, and firm-specific factors. Topics include global strategy, organizational structure and control, regional trading groups, marketing, international ethics, sustainability, social responsibility, economics, and the impact of technology. Discussion also covers the cultural forces and values that have an overall impact on firms and industries that operate in a transnational environment.

DMGT 850 Innovation and Sustainable Development (6)

A study of how technological innovation drives the long-term competitiveness of global organizations. The objective is to acquire skills in developing conceptual frameworks for managing sustainable organizational growth in both private and public sectors. Focus is on critically evaluating the actors and factors for technological innovation and developing concepts for managing technological innovations to improve the creation and delivery of new goods and services in a productivity-based international competitive environment. Discussion covers issues related to technology resources, technological capacities, capabilities and competencies, and technology strategies for sustained competitive advantage in the global marketplace. Decision-making roadmaps are developed and applied to ensure that technological and socioeconomic/ethical/legal considerations are integrated for desired results.

DMGT 890 Dissertation Part I (4)

The identification and refinement of the dissertation topic. Focus is on identifying research questions relevant to the chosen topic, conducting a review of the literature on that topic, and developing a conceptual model and associated hypotheses.

DMGT 891 Dissertation Part II (4)

The selection of the dissertation's research methodology to evaluate the conceptual model and hypotheses. Focus is on identifying appropriate sources of data, collecting and analyzing the data in the context of the chosen methodology, and drawing conclusions regarding the conceptual model and associated hypotheses.

DMGT 892 Dissertation Part III (4)

A discussion of the future impact of the dissertation research on the management of organizations. The chosen area of specialty is examined more broadly in the context of such organizational issues as innovation, sustainable development, information assurance, and enterprise continuity.

DMGT 899 Continuing Registration (1)

Continuing refinement of the dissertation to prepare for final submission and defense.

EDRS (Education: Reading)

EDRS 600 Reading in the Secondary Content Areas I (3)

(Formerly OMAT 607.) A study of the selection and evaluation of materials and resources for the effective teaching of reading. Emphasis is on the effective use of text and other media to best meet diverse reader needs. Discussion also covers the role of the parent and the community in fulfilling the goals of literacy programs.

EDRS 605 Reading in the Secondary Content Areas II (3)

(Formerly OMAT 608.) Prerequisite: EDRS 600 or state-approved equivalent. An examination of how to implement a coherent literacy program that supports content area learning as well as literacy. Focus is on the use of effective instructional methods and materials in designing reading programs to meet the diverse needs and backgrounds of students.

EDRS 610 Reading and Multiple Literacies (6)

A study of the essentials of literacy for middle and high school classrooms, including design principles for guided inquiry, self-directed learning, collaboration, and effective use of media to meet the needs of diverse learners in the 21st century. Discussion covers purposes and types of reading, assessment, cognitive strategies in reading, reading strategy instruction for constructing meaning from text, and intrinsic and extrinsic motivational strategies. Topics include essential competencies for teaching and learning content area reading and the new literacies and for applying and adapting them to diverse learners and learners with exceptionalities. Competencies developed include use of evidence-based instructional strategies, formative and summative assessment, critical thinking, technology as a tool for learning, and literate environments. Focus is on the importance of research, collaboration, and self-assessment for the professional development of teachers.

EDRS 620 Processes and Acquisitions of Reading (3)

(Formerly OMAT 620. For elementary, special education, and pre-K–12 teachers.) A study of the theories, processes, and acquisition of reading and language arts skills in the elementary school. Emphasis is on the cognitive, linguistic, social, and physiological factors involved in oral and written language development. Concepts central to emergent literacy and the relationship between language and reading acquisition are explored.

EDRS 625 Instruction of Reading (3)

(Formerly OMAT 621. For elementary, special education, and pre-K–12 teachers.) An examination of the selection and application of strategies for developing oral reading, comprehension, and literacy skills. A variety of techniques for building word recognition, integrating reading and writing, and enhancing understanding of text are addressed. Emphasis is on the development of a balanced literacy program that is attentive to early identification of reading difficulties and meeting diverse reader needs.

EDRS 630 Assessment for Reading Instruction (3)

(Formerly OMAT 622. For elementary, special education, and pre-K–12 teachers.) An examination of the techniques, processes, and instruments for assessment of reading performance. Topics include the administration of assessment tools, interpretation of assessment data, and diagnosis of reading deficiencies. Discussion also covers the appropriate use of national, state, local, and classroom data for selecting instructional methods, facilitating instructional decisions, and monitoring student performance.

EDRS 635 Materials for Reading (3)

(Formerly OMAT 623. For elementary, special education, and pre-K–12 teachers.) An examination of the selection and evaluation of materials and resources for the effective teaching of reading. Discussion covers the effective use of text and other media to best meet diverse reader needs. The role of the parent and community in fulfilling the goals of the literacy program also is explored.

COURSE DESCRIPTIONS

EDTC (Education: Instructional Technology)

EDTC 600 Foundations of Technology in Teaching and Learning (3)

(Formerly OMED 600.) An introduction to the integration of technology in the schools focusing on how instructional technology affects and advances K–12 learning. Topics include principles of integrating technology to strengthen standards-based curricula, instruction, and assessment; selection of software and other technological materials; uses of technology for collaboration with school-related audiences; issues of digital equity and ethics; and strategies for using digital technology with special needs populations.

EDTC 605 Teaching Information and Media Literacies in the Digital World (3)

(Formerly OMED 610.) Prerequisite or corequisite: EDTC 600. A study of the expanding types of literacies required for teaching and learning in the K–12 schools, with a concentration on digital information and media literacies. Analysis of core information literacy skills serves as the foundation for a discussion of the effects of current and emerging media on the evaluation and creation of knowledge. Topics include the effective use of online databases and search engines to access information and media resources; application of the research process; information and media literacy skills needed for reading and navigating the Web environment and creating new content; options for age-appropriate, subject-specific research assignments that involve K–12 students in project-based learning; and issues related to ethical uses of information and digital citizenship across literacies.

EDTC 610 Web-Based Teaching and Learning: Design and Pedagogy (3)

(Formerly OMED 620.) Prerequisite or corequisite: EDTC 605. An examination of the theory that informs Web-based education and the implementation of best pedagogical practices. Challenges related to the original design and/or adaptation of effective Web-based instruction are explored. Focus is on developing the knowledge and skills to create multiple types of Web-based assignments and units for K–12 students using Web authoring software. Topics also include constructing evaluation tools to assess K–12 student learning outcomes across different content areas and grade levels. Strategies for effective online group collaboration are discussed and implemented.

EDTC 615 Using Technology for Instructional Improvement: Research, Data, and Best Practices (3)

(Formerly OMED 640.) Prerequisite or corequisite: EDTC 610. Overview of systematic planning, development, and evaluation of media-rich classroom instruction. Research and assessment data are analyzed for their use in promoting student learning and technology integration. Topics include collecting, summarizing, analyzing, and applying assessment data to classroom improvement and techniques for organizing and participating in a grade-level or school-wide collaborative team.

EDTC 620 Technology in K–12 Education: Synchronous, Asynchronous, and Multimedia Technologies (3)

(Formerly OMED 630.) Prerequisite or corequisite: EDTC 615. A study of various technologies to assist teachers in strengthening content delivery and K–12 student learning. Focus is on designing and developing instructionally effective visual materials and multimedia for incorporation into the classroom. Examples include presentations, graphics, and a classroom Web site with instructional and administrative components. Knowledge and skills are also developed in the educational applications of real-time technologies that enable video- and audioconferencing in classroom and schools.

EDTC 625 Hardware and Software in Instructional Development (3)

(Formerly OMED 650.) Prerequisite or corequisite: EDTC 620. A study of the application of hardware and software programs in K–12 classroom and school settings. Various operating systems and network issues commonly found in schools are examined. Topics include a wide range of instructional software packages related to specific subjects and grade levels, assistive technologies appropriate for different student needs, and free Web 2.0 tools for classroom instruction and professional growth. Discussion also covers hardware and software choices compatible with curricular goals and troubleshooting strategies—both technical and instructional—for teachers and students. Research on specific hardware and software is analyzed. Emerging technology-enabled curricular innovations are also examined.

EDTC 630 Administration of Technology Initiatives: Planning, Budgeting, and Evaluation (3)

(Formerly OMED 660.) Prerequisite or corequisite: EDTC 625. An overview of the administration of technology in K–12 school systems. The impact of technology in schools is explored from a variety of perspectives, including access, planning, budgeting, maintenance, and life cycle management at the classroom, school, and district levels. Criteria for making financial and instructional decisions about technology are developed and evaluated. Emphasis is on knowledge and skills (such as grant writing and public-/private-sector partnerships) that teachers can use to acquire classroom technology.

EDTC 640 Leading Technology Change in Schools (3)

(Formerly OMED 670.) Prerequisite or corequisite: EDTC 630. An overview of the theories, approaches, and strategies that help teachers assume leadership roles in implementing technology change in K–12 schools. Topics include the role of change agents in K–12 schools, strategies to meet the needs of technologically unskilled teachers, tools and techniques to respond to diverse competency levels, and various training models and approaches for adult learners. Structured observation is employed to critically assess the effectiveness of various technology training formats. In a guided project, a technology-training seminar is designed, developed, and implemented for delivery to colleagues.

EDTC 645 Integration of Technology: Global Perspectives (3)

(Formerly OMED 690.) Prerequisite or corequisite: EDTC 640. Exploration of global perspectives on advancing K–12 student learning through technology. Investigation covers how schools design innovative units and programs that take full advantage of technology's ability to reach beyond national borders and promote global understanding and how various nations approach the challenge of technology integration in the schools. Focus is on evaluating best practices in the United States and other nations and on analyzing the role of policy in shaping the way resources are deployed to advance effective technology integration. Major projects include designing models for integrating global understanding into curriculum and instruction, developing case studies of technology integration in various countries, and evaluating relevant research.

EDTC 650 Teaching and Learning in K–12 Virtual Schools (3)

Prerequisite: EDTC 640 or DETC 620. An introduction to K–12 distance education, including the policies and structures of K–12 virtual schools, teaching and course development strategies appropriate for K–12 online courses, and current issues involved in the K–12 virtual enterprise. Emphasis is on K–12 schools that offer courses over the Internet. Discussion covers principles that apply to other forms of K–12 distance education, such as television and correspondence courses. Topics include different models of current K–12 virtual schools; district, state, and national regulations governing these schools; role of parental involvement and student support systems; social and collaborative aspects of learning at a distance; and training and mentoring of online K–12 teachers. Trends in international K–12 virtual schools are compared with those in the United States. The effectiveness of virtual schools and courses at the elementary and secondary school level are explored.

EDTC 670 Integrative Capstone Project (3)

(Formerly OMED 680.) Prerequisite: 24 credits of program coursework, including the first eight courses in the program. A self-directed project, in which teachers collaborate with colleagues within or across grade levels or departments to incorporate innovations into their curricula. A portfolio is built to demonstrate the development, implementation, and outcomes of the project. Study is designed to provide teachers the opportunity to apply knowledge and skills gained from previous coursework.

EDTP (Education: Teacher Preparation)**EDTP 600 Professional Fundamentals of Teaching and Learning (6)**

Preparation for effective entry into the classroom as a teacher. Topics include teaching in the contemporary school; human development; approaches to learning, diversity, and collaboration beyond the classroom; learners with exceptional needs; curriculum, instruction, and assessment; teaching in the content area; and synthesis and application. Course materials and assignments focus on documents created and/or typically utilized by school systems and incorporate current school district initiatives. School district personnel may participate as guests.

COURSE DESCRIPTIONS

EDTP 635 Adolescent Development and Learning Needs (6)

Preparation to support the unique development of adolescents from various backgrounds, with varying beliefs, and with varied abilities. Learners are examined from the standpoint of developmental characteristics; social, cultural, racial, and gender affiliation; socioeconomic status; religious influences; learning styles; special needs; and exceptionality. Adolescents are also examined from biological, psychological, cognitive, and social perspectives; within the tapestry of their family and community; and through the influences of societal and cultural norms. Discussion covers theories and concepts associated with human growth and development across the lifespan, focusing on typical and atypical development of the adolescent.

EDTP 645 Subject Methods and Assessment (6)

An introduction to instructional strategies and curriculum for teaching secondary content that emphasizes effective instruction based in understanding assessment and how assessment informs effective instruction. Topics include development of comprehensive assessment strategies and their interrelationships with creation of learning objectives, selection of instructional techniques, and preparation of instructional plans. Current trends in secondary school structures, issues of traditional and authentic assessments, and teacher effect on student achievement are explored. Focus is on meeting individual needs and use content knowledge to inform instructional practice by drawing on knowledge gained through previous study and knowledge bases that reflect current research and best practices in secondary content areas.

EDTP 650 Professional Internship and Seminar (6)

Prerequisites: EDTP 600, 635, and 645 and EDRS 610. An opportunity to apply the concepts, techniques, methods, and theories learned in previous coursework and field-based experiences through a professional internship. Internship activities require completing observations, activities, and clinical practice in an approved secondary classroom appropriate for the selected content area certification, under the supervision of school-based mentor teacher and university field supervisor. An ongoing seminar establishes a learning community that assures a continuing support system and provides a forum for feedback and discussion of common readings, experiences, questions, and issues. An electronic portfolio is completed.

EMAN (Emergency Management)

EMAN 600 Comprehensive Crisis and Emergency Management (3)

An analysis of all hazards, phases (mitigation, preparedness, response, and recovery), and actors involved in crisis and emergency management. Discussion covers the definition of crises, emergencies, and disasters and concepts and issues in crisis and emergency management. Focus is on developing crisis, contingency, and incident management plans. Current frameworks, management systems, and command systems for organizing a response, deploying resources, managing the response organization, supporting crisis communication, and making decisions in a turbulent environment are examined. Topics are discussed from U.S. and international perspectives.

EMAN 610 Hazard Risk and Vulnerability Assessment (3)

An examination of risk, hazard, and vulnerability. Topics include systematic hazard risk assessment, risk mitigation (reduction), risk transfer, and risk analysis. Discussion covers contemporary approaches to risk assessment and management of naturally or technologically induced hazards. Environmental hazard assessment is also examined. Seminal works published in the area are reviewed.

EMAN 620 Information Technology in Emergency Management (3)

An overview of the role of information in crisis and response management. Discussion covers disaster and crisis information requirements; information technologies and decision support tools applied to crisis, disaster, and emergency management; and information problems encountered during emergencies. Tools used include the global positioning system (GPS), geographical information systems (GIS), computer hardware, and hazard and emergency management-related software packages, as well as decision analysis methods. Assignments include practical case studies.

EMAN 630 Crisis Communication for Emergency Managers (3)

An exploration of current strategies and tactics for managing the range of communication responsibilities and issues that arise during a variety of crisis situations. Traditional and new media methods for analyzing crisis and communications management issues (including the use of current technologies) are applied using relevant public relations research, theory, and case examples. A strategic approach is used to better identify issues, goals, stakeholders, messaging, and other aspects involved in developing community-specific public responses to crisis situations.

EMAN 670 Seminar in Emergency Management Leadership (3)

Prerequisite: 30 credits of program coursework, including all core and specialization courses. An examination of successful leadership in managing crises, disasters, and emergencies through analysis of case studies. Discussion covers the various characteristics and leadership styles that are most effective in emergency management. Various theories, models, historical examples, and practical applications are reviewed. Topics include breaking down barriers between bureaucratic systems and methods of operation; seeking to create a culture of disaster prevention and preparedness; acquiring resources for risk assessments; developing plans; training; and exercising. Ethics and legal issues in emergency management and the procurement of facilities and supplies are also examined. Focus is on understanding how integrated plans must address specific hazards, community vulnerabilities, and risks.

ENVM (Environmental and Waste Management)**ENVM 641 Environmental Auditing (3)**

An examination of methods for attaining statutory, regulatory, and permitting compliance. The protection of workers and other stakeholders is also examined in the context of organizational, budgetary, and other constraints. Emphasis is on methods of defining auditing objectives to meet organizational goals and of designing auditing programs for effective compliance under each of the 12 major environmental statutes—including air, water, solid, and hazardous waste management laws and pollution prevention initiatives.

ENVM 643 Environmental Communications and Reporting (3)

An overview of the range of communication practices required of environmental managers in fulfilling legal, regulatory, ethical, and organizational responsibilities. The various populations with whom environmental managers must communicate and interact—including plant supervisors, corporate executives, regulators, the legal community, civic groups, labor unions, and the media—are identified and examined. Discussion covers various types of communication, including decision memoranda environmental impact statements, presentations of corporate environmental policies before affected communities, and development/conveyance of technical evidence for obtaining permit variances.

ENVM 644 New Technologies in Environmental Management (3)

An overview of new waste management and waste minimization technologies, such as physical and chemical treatment of hazardous wastes, bioreactors and bioremediation, and reverse osmosis and ultrafiltration. Review covers disposal technologies, such as landfill design and operation, incineration, and encapsulation methods. Pollution prevention technologies, including process redesign and computer-aided process control, as well as the substitution of toxic materials, are also presented.

ENVM 646 Environmental/Energy Law and Policy Development (3)

An examination of U.S. environmental and energy law and policy, including its development, implementation, and enforcement; legislative, executive, and judicial perspectives; and the roles and impact government institutions have made on environmental and energy law and policy. Leading laws and their ensuing policies, such as the National Environmental Policy Act, the Clean Air Act, the Clean Water Act, the Resource Conservation and Recovery Act, the 1992 National Energy Policy Act, the FDR-Era Federal Policy Act, the Public Utility Holding Company Act, and the Carter-Era Public Utility Regulatory Policy Act, are examined.

ENVM 647 Environmental Risk Assessment (3)

An overview of the basic concepts of risk assessment. Topics include the four core parts of a risk assessment, as denoted by the National Academy of Sciences: hazard assessment, dose-response assessment, exposure assessment, and risk characterization. Methods of measurement and modeling are discussed, along with key questions concerning uncertainty. Differences in the risk characterizations of substances under different use conditions and legal requirements are studied. Significant case studies serve to illustrate the assessment process.

ENVM 648 Fundamentals of Environmental Systems (3)

(For students lacking a strong science background or experience in the environmental field.) An introduction to the basic concepts of environmental chemistry, physics, geology, and risk. Topics include the gaseous, liquid, and solid effluents from various industrial activities, as well as management methods and the statutory and regulatory requirements of major federal environmental laws affecting this management. Discussion also covers fundamental principles relating to the transport and fate of contaminants and industrial wastes and the basic vocabulary of the field.

COURSE DESCRIPTIONS

ENVM 649 Principles of Waste Management and Pollution Control (3)

An introduction to various methods of waste management, including waste collection, transportation, recycling, treatment, and disposal and environmental monitoring. Focus is on hazardous and municipal solid waste, pollution prevention techniques, and waste minimization. An introduction to the process of disposal-facility site selection, design, and operation is also provided.

ENVM 650 Land and Water Resource Management (3)

An introduction to the development of multiple-use resource management strategies and the role of public policy in land and water resource management. Topics include free markets, market failure, and distributional equity issues; the Public Trust Doctrine; Native American Trust responsibilities; land use regulations; and enforcement of land and water restrictions, ex post liability schemes, and public purchase of private land and water rights.

ENVM 651 Watershed Planning Management (3)

An introduction to the concepts of watershed management and the development of watershed-related management planning documents. The physical characteristics of watersheds and their role in maintaining healthy environments and providing a natural resource to society are examined. Focus is on examining management techniques for the conservation and maintenance of watersheds.

ENVM 652 Principles of Air Quality Management (3)

An overview of management techniques for addressing air quality issues and managing air quality programs. Topics include air pollution law; air pollutants and their sources; effects of air pollution on health and welfare; sampling and analysis of air pollutants; standards, regulations, and enforcement systems; and quality assurance principles.

ENVM 653 Land Use Management (3)

An introduction to the powers, process, and practice of managing the patterns and land use implications of human settlement and the built environment. Topics include where to build, where not to build, how to build, and when to build. Discussion also covers the settlement history of the United States, as well as the constitutional and legislative mandates for government, private-sector participants, and institutions that shape land use policy. Emphasis is on the role of local government. Land use and environmental community planning, as well as best practices in land use management, are examined.

ENVM 670 Seminar in Environmental Management (3)

A capstone study of environmental management that integrates knowledge gained in previous study for the solution of environmental management problems encountered in industrial, commercial, institutional, and military organizations. Focus is on management guidelines, such as ISO 14001, that provide an organizational framework for developing an environmental management system that can be integrated with other management requirements to help organizations support environmental protection in balance with socioeconomic goals. Case studies are used to illustrate applications of environmental management systems to various types of organizations. The capstone project requires assessment of the efficiency and effectiveness of an environmental management system at an organization and the development of recommendations for improvement.

FIN (Financial Management)

FIN 610 Financial Management in Organizations (3)

(Formerly ADMN 631. For students in an accounting or financial management specialization or program.) Prerequisite: MGMT 640. An investigation of financial management theory and applications in organizations. Discounted cash flow and rate-of-return analysis are used to evaluate projects and financial instruments. Discussion covers the role of the cost of capital and the Capital Asset Pricing Model (CAPM) in capital investment analysis and selection. Capital budgeting, stock and bond valuation, breakeven analysis, capital market efficiency, real options, short-term financial management, and international finance are introduced.

FIN 615 Financial Analysis and Modeling (3)

(Formerly ADMN 632.) Prerequisite: FIN 610. An exploration of how financial managers use financial modeling, analysis, and research to build forecasts and projections, evaluate financial alternatives, and support financial decision making in both operational and strategic contexts. Models are developed using Microsoft Excel; exercises and extended case studies are utilized to interpret and employ results. Topics include financial statements and ratio analysis, cash flow forecasting, operations budgeting, breakeven and leverage analysis, time value of money applications, and capital budgeting and risk assessment.

FIN 620 Long-Term Financial Management (3)

(Formerly ADMN 633.) Prerequisite: FIN 610. An exploration of the long-term financial needs of an organization and the roles of the capital markets. Topics include the financial environment of organizations, options and futures instruments, long-term financing, the capital budgeting decision process, capital structure management, dividend and share repurchase policy, and investment banking and restructuring. Various types of long-term funding sources—including term loans, derivatives, debt and equity securities, and leasing—are analyzed. Alternate policies related to financial leverage, capital structure, dividends, and the issuance of preferred stock are evaluated. Mergers, leveraged buyouts, and divestitures are examined as special situations to create value.

FIN 630 Investment Valuation (3)

(Formerly ADMN 634.) Prerequisite: FIN 610. An in-depth exploration and application of valuation models to support managerial decision making in a strategic framework. The theory, concepts, and principles underlying the valuation of firms, business/product lines, and mergers and acquisitions are addressed using extended exercises and applications. The discounted cash flow model is used as a tool. Discussion covers the financial drivers of value, including assessing and determining risk, competitive advantage period, and sales and earnings growth estimates. Other valuation techniques using earnings, revenues, and price/earnings multiples are also discussed and applied in selected examples.

FIN 640 Multinational Financial Management (3)

(Formerly ADMN 639.) Prerequisite: FIN 610. A study of financial management issues in multinational organizations. Topics include the environment of international financial management, foreign exchange markets, risk management, multinational working capital management, and foreign investment analysis. The financing of foreign operations, international banking, and the role of financial management in maintaining global competitiveness are also considered.

FIN 645 Behavioral Finance (3)

Prerequisite: FIN 630. A study of the key psychological obstacles to value-maximizing behavior and steps that managers can take to mitigate their effects, using the traditional tools of corporate finance. Focus is on understanding the underlying factors and processes that result in nonoptimal decision making by financial managers. Topics include perceptions about risk and reward and financial decision making in the areas of investing, trading, valuation, capital budgeting, capital structure, dividend policy, agency conflicts, corporate governance, and mergers and acquisitions. The key role played by emotions and recent findings from neuroscience are explored.

FIN 660 Strategic Financial Management (3)

(Formerly FIN 670.) Prerequisites: FIN 620 and 630. An integrative study of financial management using applied problems and case studies. Topics reflect the changing environment of financial management in organizations and include capital investment decision making, the role of intangibles in value creation, financial performance metrics, strategic financial planning and control, strategic valuation decisions, growth strategies for increasing value, the restructuring of financial processes, corporate governance and ethics, value-based management, strategic cost management, and the impact of information technology on the organization's financial systems. A finance simulation is used as an integrating mechanism.

HAIN (Health Administration Informatics)

HAIN 650 Research Methods for Health Care Managers (3)

An examination of how managers organize, analyze, and interpret health 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 health care decision making, including accounting, finance, clinical practice, public health, 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.

HAIN 655 Health Data Management (3)

Prerequisite: HAIN 650 or MGMT 650. An examination of how data helps in attaining organizational goals by optimizing the effectiveness and quality of health care. Topics include the challenges and opportunities for applying health informatics to different health care services, the analysis of relevant data sources, the mapping of data terminologies and data structures, data architecture, and the development of related policies and procedures. Discussion also covers the importance of data stewardship, knowledge management, and analysis of data for evidence-based practices. Technology and management principles are applied to health informatics issues and the administration of health informatics projects.

COURSE DESCRIPTIONS

HAIN 661 The Application of Information Technology in Health Care Administration (3)

Prerequisite: HAIN 655. An integrative study of the information technology (IT) used in all facets of health care administration. Emphasis is on the management, synthesis, and transformation of information for tactical and strategic decision making throughout the health care enterprise. Topics include strategic information for systems planning, grant and contract development, e-health and electronic medical records, IT deployment and adoption, data security and data interoperability, privacy, confidentiality, information management planning, and legal and ethical issues related to IT and their implications on practice for the health care administrator. Evolving industry, government, and global initiatives and policies are applied in the practice of health care administration.

HAIN 670 Health Administration Informatics Capstone (3)

Prerequisite: 30 credits of program coursework. Creation of a written capstone project that integrates knowledge and experience in the fields of health care administration and informatics and applies them to the delivery of health care services. Key elements are examined from the perspectives of both health care administration and informatics. These include informatics issues and challenges in U.S. and global health care systems, potential new health care delivery models, approaches to strategically shaping local and national informatics policy, and the role of information technology (IT) in supporting the full continuum of care in health organizations. Tools and methods for strategic planning, implementing, using, and evaluating the efficacy of IT systems are explored.

HCAD (Health Care Administration)

HCAD 600 Introduction to Health Care Administration (3)

An introduction to the principles of management and leadership as the foundations for the administration of health care products and service delivery. The evolution of management principles and practices are traced, and the bases for health care administration are analyzed. Emphasis is on the management of global health care systems in technological societies and the need for innovation and creativity in health care administration. Focus is on mastering graduate-level critical thinking, writing, and ethical decision making skills.

HCAD 610 Information Technology for Health Care Administration (3)

(Formerly ADMN 669.) An overview of the management of information technology (IT) and how health care administrators can use IT to maximize organizational performance. Fundamental principles of IT and data management and their implications for health care administrators are reviewed. Discussion explores the use of technology, databases, and other analytical tools to structure, analyze, and present information related to health care management and problem solving. Topics also include strategic information systems planning, systems analysis, system design, evaluation, and selection. Current applications, such as patient care, administrative and strategic decision support, managed health, health information networks, and the Internet are examined to determine how they may be used to meet the challenges facing health care administrators today and in the future. Focus is on the legal and ethical issues related to IT and their practical implications for the health care administrator.

HCAD 620 The U.S. Health Care System (3)

(Formerly ADMN 670.) A comprehensive examination of the complex, dynamic, rapidly changing health care system in the United States. The health care system's major components and their characteristics are identified. Emphasis is on current problems in health care financing and delivery. Social, economic, and political forces that have shaped and continue to influence the system are traced. The health care system in the United States is compared with systems in industrialized and developing nations. Analysis covers current trends in health care and prospects for the future.

HCAD 630 Public Health Administration (3)

(Formerly ADMN 671.) An in-depth study of the field of public health, emphasizing leadership and management. The current U.S. public health system is analyzed, focusing on federal, state, and local public health entities and their management issues. Connections and relationships between the system of public health and the private personal health services market are also analyzed. Topics include the history and current status of public health, core functions, legislation, ethics, accountability (including assessment and evaluation), and the politics and financing of public health, particularly in light of the increased utilization of evidence-based budgeting. Contact with a public health agency to analyze a public health program or policy may augment text and lecture presentation.

HCAD 635 Long-Term Care Administration (3)

(Formerly HCAD 670 and ADMN 675.) A study of the management of skilled nursing, intermediate care, and long-term care facilities; day care, residential care, social HMOs, and community-based programs; and home health services. Long-term care administration is examined as encompassing all of those activities that relate to caring for and satisfying the essential needs of the aging population, including housing, health care, nutrition, education, and recreation. Textbooks and readings are supplemented by case studies in management of long-term care services and facilities.

HCAD 640 Financial Management for Health Care Organizations (3)

(Formerly ADMN 672.) Prerequisite: MGMT 640. An in-depth study of health care economics and the financial management of health care organizations. The economic principles underlying the American health care market and the financial management of health services organizations within that market are examined. Analysis covers free market and mixed market economies; barriers to free market economies; health care industry regulation, licensure, and certification; and various coverage and health care payment mechanisms. Topics also include reimbursement mechanisms and their effect on health care provider organizations, managed care, capitation, and per case or per diagnosis payment, as well as how these financial strategies are utilized by third-party payers. Focus is on financial challenges such as uncompensated care, cost increases, increased competition, and increased regulation and how health care providers should respond to them. Financial management techniques are also discussed.

HCAD 650 Legal Aspects of Health Care Administration (3)

A comprehensive analysis of the more significant legal issues encountered by health care administrators and the ramifications of those issues. Both theoretical and practical applications of law are addressed with an analytical focus on the prompt identification of legal and bioethical issues arising from and affecting various health care employment settings. The intersection of law, ethics, and bioethics is scrutinized in various contexts. The principles of health care law in a complex constitutional system are examined in relation to current proposals and policy developments in areas such as privacy, contracts, tort reform, and the regulation of the health care marketplace. Topics include legal and regulatory constraints imposed on the health care industry, the liability of health care providers, the rights of patients, employment law and labor relations, and administrative law for health care organizations.

HCAD 660 Health Care Institutional Organization and Management (3)

(Formerly ADMN 674.) Prerequisite: MGMT 615. A study of the nature of management and how it is applied in various health care settings. Contemporary theories, critical perspectives, models, and best practices designed to foster performance excellence in the highly competitive health care environment are examined. Discussion also addresses the complexities and challenges of health systems.

HCAD 670 Health Care Administration Capstone (3)

(Formerly HCAD 690.) Prerequisite: 30 credits of program coursework. A capstone study of health care administration that integrates knowledge and skills gained from previous study in the development of a systems approach to health care administration. Focus is on public and private health care delivery systems, alliances with internal and external environments, and strategic decision making and implementation in the rapidly evolving global arena of health care administration.

HRMD (Human Resource Management and Development)**HRMD 610 Issues and Practices in Human Resource Management (3)**

(Formerly ADMN 662.) An overview of the human resource management profession, including the theories, research, and issues related to human resource management within modern organizations. The roles, responsibilities, relationships, functions, and processes of human resource management are discussed from a systems perspective. Expectations of various stakeholders, such as government, employees, labor organizations, staff/line management, and executive management, are explored. Particular attention is given to the general legal principles and provisions that govern human resource activities. The specialty areas of employee relations, staffing, human resource development, compensation, and organizational development are described. Current topics, such as human resource information systems and globalization, are addressed.

HRMD 620 Employee and Labor Relations (3)

(Formerly ADMN 661.) An investigation of the rights and responsibilities of employees and organizations in union and nonunion environments in the United States. The federal legal framework for collective bargaining is reviewed. Topics include common employment contract trends, topics, and issues, as well as all phases of unionization, from organizing through contract maintenance. Emphasis is on conflict management, negotiation, and alternate dispute resolution.

COURSE DESCRIPTIONS

HRMD 630 Recruitment and Selection (3)

(Formerly ADMN 666.) An examination of the initial phases of staffing, focusing on the hiring process. The contemporary roles, relationships, and processes of recruitment and selection in the human resource management system are investigated. Emphasis is on productivity factors (such as the use of technology) and quality factors (such as legal, ethical, and validity issues). Topics include international as well as domestic concerns and consideration of multiple staffing levels (such as executive managers and temporary employees). Current issues in private, not-for-profit, and/or public sectors are discussed.

HRMD 640 Job Analysis, Assessment, and Compensation (3)

(Formerly ADMN 663.) A study of the interrelated aspects of human resource management, including job design, job analysis, job evaluation, employee compensation, incentives to productivity, employee motivation, and performance appraisal. A variety of approaches for analyzing, weighing, and specifying the detailed elements of positions within modern organizations are presented. Discussion covers techniques for identifying and classifying the critical components of a job, defining the observable standards and measures, preparing and determining the job description and job worth, establishing equitable compensation for job performance, and developing an executive compensation program. The interaction of compensation, worker motivation, performance appraisal, and level of worker performance within the organization is examined.

HRMD 650 Organizational Development and Change (3)

(Formerly ADMN 664.) A study of the issues, theories, and methodologies associated with organizational development and the management of change, with a major emphasis on organizational culture and organizational change processes. Topics include the diagnostic process, intervention strategies, and overcoming resistance to change. Techniques such as goal setting, team-development procedures, productivity and strategy interventions, and interpersonal-change models are examined.

HRMD 651 Current Perspectives in Training and Development (3)

(Formerly ADMN 665.) An examination of the theories, research, skills, and issues related to one major aspect of human resource development: the management of organizational training services. The role of training in the workplace and adult learning models are investigated. Topics include curriculum management, program development, and operation management, with an emphasis on design and delivery issues. The impact of technology, the global environment, and modern organizational structures are considered. Ethical issues are also discussed. Assignments include the development of training proposals or programs.

HRMD 665 Managing Virtual and Global Teams (3)

(Not open to students who have completed HRMD 621, HRMD 652, or HRMD 660.) An investigation of the foundations of team development and performance from a human resource management and organizational behavior perspective. Focus is on maximizing the effectiveness and efficiency of global and virtual teams in organizations. Topics include the impact of global diversity and use of technology on inter-group development, communication, and outcomes. Scholarly research and field literature are examined and the implications of the findings for applied management are discussed.

HSMN (Homeland Security Management)

HSMN 610 Concepts in Homeland Security (3)

(Formerly ITSM 620.) 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.

HSMN 620 Physical Security (3)

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

HSMN 630 Business Continuity: Disaster Recovery, Planning, and Response (3)

(Formerly ITSM 626.) 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 postevent 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.

HSMN 640 Energy Infrastructure Management and Security (3)

(Formerly ENER 603.) Prerequisite: HSMN 610. An overview of U.S. and world energy infrastructure from the wellhead to the consumer. Topics include drilling, refining, transportation, and power generation and how the various energy grids fit together in a vast network of energy delivery services. The vulnerabilities in the system of energy delivery are identified, and methods to reduce these vulnerabilities are examined. Discussion covers energy infrastructure issues in developing countries and the means to leapfrog over existing technologies in order to develop an energy infrastructure. Energy infrastructure risk and security issues are explored, and measures to safeguard these infrastructures and minimize risk are introduced.

HSMN 670 Seminar in Homeland Security (3)

(Formerly ITSM 622.) Prerequisite: 24 credits of program coursework, including HSMN 610, 620, 630, and 640; INFA 660; and BSBD 641. 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.

IMAN (International Management)

IMAN 601 Strategic Management in a Global Environment (3)

A study of global strategic management that establishes a framework for analyzing the competitive structure of industries and country environments, ascertaining the direction of industry change, and formulating strategy within an international context. Theories of competition and competitive strategy, as well as methodologies for formulating strategy relevant to major commercial environments, are examined. Discussion covers organizational and functional issues, including transnational company structures, the role of marketing, finance, trade, technology innovation, and the public-private interface in the formulation of firm strategy.

IMAN 615 Strategic Investment and Partnering (3)

An in-depth examination of major entry strategies for international markets. Case-intensive analysis is used to gain insight into how to formulate strategy, negotiate and select partners, structure and manage business transactions, and identify legal implications over a range of market-entry vehicles. These vehicles include various types of strategic alliances—such as outsourcing; distributorship; greenfield investment and acquisitions; technology transfer; and licensing, franchising, and joint ventures—between companies based in different countries.

COURSE DESCRIPTIONS

IMAN 625 International Trade and Economic Policy (3)

An examination of the theory and conduct of international trade and international economic policy and their effect on multinational enterprises. Focus is on the knowledge and skills needed by enterprises of all sizes to function effectively within trading rules. Discussion covers trade and international economic theory, especially how national trade policies affect the trading system. Topics include changes in the Bretton Woods system, the General Agreement on Tariffs and Trade (GATT), and the World Trade Organization (WTO) as they evolved and the effects of those changes on national policy and international business. The effects of various multilateral and regional trade agreements and national systems of trade laws and remedies are analyzed.

IMAN 635 Managing Country Risk (3)

An overview of the tools needed to analyze the economic, political, and cultural risks of doing business in various international environments and to develop strategies for thriving in the midst of social change. Topics include stakeholder analysis, varying rules of market competition and intellectual property protection, ethical conflicts, corporate social responsibility, and the conduct of government relations.

IMAN 670 Managing Overseas Operations (3)

Prerequisite: 30 credits of program coursework (3 credits may be taken concurrently). An examination of a wide range of management problems facing both large and midsized enterprises as they manage overseas operations. The development of a full-scale business plan for operating in a foreign market enhances skills (such as analyzing markets, designing business functions, solving staffing and control issues, and developing a supportive financial plan and organizational structure) for integrating entry strategy with strategy implementation. Focus is on identifying the major challenges to implementing a global supply chain strategy and approaches to overcome these challenges.

IMAT (Informatics)

IMAT 637 IT Acquisitions Management (3)

(Formerly ITSM 637.) A study of management practices related to the acquisition of IT systems, components, and services. Emphasis is on the importance of enterprise strategic planning and the concomitant IT strategic planning. Issues related to the development of the IT acquisition plan, financial planning and budgeting, integration of the proposed acquisition within the overall goals of the enterprise, and related IT program management are examined in the context of overarching management challenges. Federal IT systems, contract and procurement policies, and procedures provide examples for analysis of concepts with wider relevance.

IMAT 639 Internet Multimedia Applications (3)

(Formerly CSMN 639.) A study of multimedia presentations as essential, strategic components of an organization's competitive Web presence. Established principles of software development, aesthetics of typography and layout, benchmarking, and usability engineering are used to analyze Web sites and write successful site development plans. Emphasis is on basic Web page design techniques. Topics include standards for representing common media formats, compression algorithms, file format translation tools, hardware requirements and standards, system constraints. Java, CGI scripts, and virtual reality. Assignments require building a portfolio of rich media content.

IMAT 670 Contemporary Topics in Informatics (3)

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

INFA (Information Assurance)

INFA 610 Computer Security, Software Assurance, Hardware Assurance, and Security Management (3)

(Formerly CSMN 655.) An overview of information security management. Topics include security architecture, security models, access control systems and methodology, applications and systems security, operation security, database security, cryptography, physical security, network and Internet security, business continuity planning, and law and ethics in information assurance. A brief review of the building blocks of information systems (such as computer organization and architecture, operating systems, data structure and algorithms, principles of programming languages, database, and software engineering) is provided to illustrate the scope of security management.

INFA 620 Network and Internet Security (3)

(Formerly TLMN 672.) 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.

INFA 630 Intrusion Detection and Intrusion Prevention (3)

(Formerly CSMN 683.) 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.

INFA 640 Cryptology and Data Protection (3)

(Formerly CSMN 681.) 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.

INFA 650 Computer Forensics (3)

An introduction to the fundamental concepts behind the collection and analysis of the digital evidence left behind in a digital crime scene. Topics include the identification, preservation, collection, examination, analysis, and presentation of evidence for prosecution purposes. Discussion also covers the laws and ethics related to computer forensics and challenges in computer forensics. Network forensics is briefly explored. A specific project on computer forensics or network forensics in a hypothetical scenario based on the inputs from government agencies and commercial organizations is assessed by a team of experts who are working in the field.

INFA 660 Security Policy, Ethics, and the Legal Environment (3)

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

INFA 670 Information Assurance Capstone (3)

Prerequisites: INFA 610, 620, 630, 640, 650, and 660 (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.

COURSE DESCRIPTIONS

INMS (Intelligence Management)

INMS 600 Managing Intelligence Activities (3)

An introduction to management issues associated with intelligence activities in national and homeland security, law enforcement, and the private sector. Intelligence is evaluated from the perspectives of its consumers in government and business. Topics include the historical issues that led to extensive oversight of intelligence agencies and laws restricting their activities. Discussion also covers recent changes in national intelligence and current issues, such as the debate over security versus civil liberties and how to protect America from foreign espionage and exploitation.

INMS 610 Intelligence Collection: Sources and Challenges (3)

A study of the management challenges related to collecting intelligence for national security, law enforcement, and business purposes through case study analysis and planning exercises. Various problems with human source intelligence; open source intelligence; signals intelligence; imagery; technical intelligence; and the military's intelligence, surveillance, and reconnaissance (ISR) approach are assessed. Discussion covers law enforcement and correctional sources and the integration of multisourced intelligence. Topics include how requirements drive collection efforts, the relationship between collection and analysis, and the costs associated with collection of intelligence.

INMS 620 Intelligence Analysis: Consumers, Uses, and Issues (3)

An examination of the intelligence requirements of various clients in government and the private sector. The various purposes of analysis—such as warning, policy planning, research and development, systems or product planning, support for law enforcement and correctional agencies, support for operational activities, and investment—are examined. Discussion covers managing analytical methodologies and techniques, as well as dissent in analyses and understanding the reasons for failures. Case studies illustrate issues in analysis management. The conflict between intelligence analysts and decision makers at national and local levels is explored.

INMS 630 Espionage and Counterintelligence (3)

An examination of the vulnerabilities of the United States, allied countries, and private businesses to espionage. Discussion covers case studies of espionage against America, including economic espionage against U.S. technology and business. Topics include the roles, missions, and espionage activities of foreign intelligence services. Major threat groups are assessed, and management issues related to countering these threats are evaluated. U.S. policy issues and the management challenges of interagency cooperation among local, state, and international sources and public-private partnerships are explored.

INMS 640 Intelligence Led Enforcement (3)

An evaluation of management approaches and assessment of issues associated with intelligence support for crime prevention and law and regulation enforcement. Topics include intelligence support for protective missions, domestic counterterrorism, drug law enforcement, and actions to counter financial crimes. Discussion covers business intelligence activities aimed at protecting intellectual property. Interagency cooperation and intelligence sharing with state, local, and tribal agencies and private-sector professionals are explored. Various laws and executive orders related to intelligence promulgated since 9/11 are examined. Assignments include case study analysis and original research.

INMS 650 Intelligence Management and Oversight (3)

An examination of the relationships among intelligence organizations at the federal, state, and local levels, as well as with private corporations. Strategies for the management and control of intelligence activities—establishing policies, setting budgets, and conducting reviews—are examined. Discussion covers how intelligence oversight (including the roles and responsibilities of the executive, legislative, and judicial branches of government) works and how business intelligence activities are managed and overseen in the private sector.

INMS 660 Leadership Seminar (3)

Prerequisite: 30 credits of program coursework, including all core and specialization courses. An analysis and assessment of leadership challenges within intelligence environments. Topics include ethical dilemmas of managing intelligence operations, analysis, and delivery of judgments. Case studies are evaluated. Assignments include a scholarly study of a problem or issue related to intelligence that comprises purposeful research, a literature review, writing, analysis, and the defense of conclusions and proposals.

ISAS (Information Systems and Services)

ISAS 600 Information Systems for Managers (3)

(Formerly ADMN 640. Designed for managers without a technical background in computers and information systems.) Prerequisite: Basic microcomputer skills. An investigation of different types of hardware and software and their application in organizations from a systems perspective. Case studies are used to reveal technical and organizational issues, along with operational considerations. Emphasis is on determining managers' needs for information and procuring and using appropriate computer systems.

ISAS 610 Information Systems Management and Integration (3)

(Formerly ADMN 641.) A study of the life cycle of the information system, from inception, through systems development and integration, to system operation and maintenance. Emphasis is on the integration of information systems with management systems of an organization. Major phases, procedures, policies, and techniques in the information system life cycle are discussed in detail.

ISAS 620 Information Systems Sourcing Management (3)

A study of how best to make and implement appropriate decisions in providing information systems to an organization. Focus is on the frameworks, tools, and techniques for making such decisions. Topics include the "make or buy" sourcing decision and various models of outsourcing, from the contracting of finite technical services, through the use of off-the-shelf package software (including enterprise resource planning software), to the outsourcing of entire business processes. Processes and metrics used in the procurement and management of outsourced services are also examined. Discussion also covers the phenomenon of "offshoring" (i.e., outsourcing business processes and functions to other countries) and its ramifications.

ISAS 630 Systems Analysis and Design (3)

(Formerly ADMN 643.) A study of current techniques and practices in requirements specification, software application selection, project management, and analysis and design of information system applications. Emphasis is on the specification of the information system's logical and physical analysis and design from a management perspective.

ISAS 640 Decision Support Systems and Expert Systems (3)

(Formerly ADMN 644.) An investigation of computer applications for management support. The technologies of decision support systems and expert systems and the organizational factors leading to the success or failure of such systems are introduced. Topics also include group decision support systems, integration and implementation issues, and related advanced technologies such as neural networks.

ISAS 650 Information Technology, the CIO, and Organizational Transformation (3)

(Formerly ADMN 645.) An examination of how information technology can affect the strategic direction of an organization, how IT enables new ways of operating, and how the Chief Information Officer can serve as a trusted member of the organization's top management team to help it exploit information technology effectively.

ITEC (Information Technology)

ITEC 610 Information Technology Foundations (3)

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

ITEC 620 Information Technology Infrastructure (3)

An introduction to the broad variety in information technology infrastructure from the perspectives of systems architecture, data communications, and networks. Topics include enterprise information infrastructure, multinational enterprise, servers and Web services, layered network architecture, convergence and Internet protocols, global WAN services, enterprise network design, wireless technologies, network security, network management, server architectures, storage management and networks, and content management networks.

COURSE DESCRIPTIONS

ITEC 630 Information Systems Analysis, Modeling, and Design (3)

(Formerly CSMN 635.) 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/or project planning and control, require individual and group work.

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 IT and the effect of life cycles are explored. The fundamental building blocks of high-tech management styles (including project planning, organizational structure, team building, and effective control mechanisms) are addressed. Discussion covers the effect of product and project life cycles in delivering a successful IT project, considering the obsolescence factors in procurement/stakeholder contracts. The goal is to gain a solid foundation to successfully manage each phase of the project life cycle, work within organizational and cost constraints, set goals linked directly to stakeholder needs, and utilize proven management tools to execute a dynamic project on time and within budget. Emphasis is on how to apply the essential concepts, processes, and techniques in the management of large-scale governmental or commercial programs.

MGMT (Management)

MGMT 610 Organizational Theory (3)

(Formerly ADMN 601.) 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, 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, organizational life cycles, options for organizational structure, and becoming the learning organization.

MGMT 615 Intercultural Communication and Leadership (3)

(Formerly IMAN 605.) 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. Students may receive credit for only one of the following courses: MGMT 620, MGMT 625, ADMN 620, ADMN 625, ADMN 625C, or ADMN 635C.

MGMT 630 Organizational Theory and Behavior (6)

An overview of the fundamental concepts of organizational theory and organizational behavior in the context of a postindustrial and increasingly global society. Topics include the impact of technological and workforce changes on society, organizational ethics and social responsibility, organizational communication, leadership and decision-making skills in intercultural environments, 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. Students may receive credit for only one of the following courses: MGMT 610, MGMT 615, MGMT 620, MGMT 625, MGMT 635, ADMN 601, ADMN 620, ADMN 625, ADMN 635, ADMN 625C, or ADMN 635C.

MGMT 640 Financial Decision Making for Managers (3)

(Formerly ADMN 630.) 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, linear programming, discounted cash flow techniques, and the balanced scorecard) are examined. Contemporary managerial techniques, such as target costing and kaizen costing, are explored as a means of improving operational efficiency.

MGMT 650 Statistics for Managerial Decision Making (3)

(Formerly ADMN 638.) 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.

MGMT 670 Strategic Management Capstone (3)

(Formerly ADMN 651.) Prerequisite: 24 credits of program coursework, including all core courses. A capstone investigation of how strategy 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. 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.

MRKT (Marketing)**MRKT 600 Marketing Management (3)**

(Formerly ADMN 686.) A study of the theory and practices related to the management of the marketing function as applied by managers and administrators in organizations. Analyses of case studies are used to demonstrate the necessity of incorporating marketing with other business functions. Emphasis is on the planning and implementation activities required to attain the organization's marketing goals. Topics include the product/service mix, pricing, marketing communications such as advertising and sales promotion, and channels of distribution. Control techniques for the overall marketing mix are also introduced.

MRKT 601 Legal and Ethical Issues in Global Communications (3)

(Formerly PRPA 604.) A survey of the ethical and legal constraints on marketing and public relations practitioners. Topics include ethical models, First Amendment issues, libel, privacy, and confidentiality. The integration of public relations with advertising and marketing efforts is discussed, with emphasis on the ethical and legal issues inherent in this integration.

MRKT 602 Consumer Behavior (3)

A study of the cognitive and behavioral bases underlying consumers' buying preferences and decision processes, intended for managers and administrators who have to evaluate the efficacy of the firm's marketing plan. Emphasis is on the role of the communications strategy (for example, advertising, promotion, public relations) in achieving the overall marketing objectives.

MRKT 603 Brand Management (3)

(Formerly ADMN 685.) A presentation of the concepts and techniques for creating and selecting marketing strategies for an organizational unit that survives on its ability to provide products and services to other organizations. Discussion covers trends toward a "marketing culture" in both public and private institutions and the implications that this change has for all managers and administrators. Emphasis is on the role of brand equity in achieving a sustainable competitive advantage.

MRKT 604 Marketing Intelligence and Research Systems (3)

(Formerly ADMN 688.) Prerequisite: MGMT 650. A study of marketing research methods and techniques useful to managers and administrators with responsibility for assessing or increasing the demand for their organization's product, programs, and services. Methodologies and issues related to the design and completion of marketing research projects (including survey, observational, and experimental methods used in assessing and segmenting markets) are presented. Discussion covers data analysis that is especially useful for marketing research (that is, focus groups, customer visits, conjoint analysis, and multidimensional scaling).

MRKT 605 International Marketing Management (3)

(Formerly IMAN 640.) An overview of the fundamentals of marketing and marketing management, presented in the context of competitive global environments and diverse national economies. Topics include demand analysis, product development, product pricing, marketing organization, foreign representation and distribution systems, promotion, advertising, and sales and service. Review also covers regulatory issues as they relate to international marketing.

COURSE DESCRIPTIONS

MRKT 606 Integrated Direct Marketing (3)

(Formerly ADMN 689.) Prerequisite: MGMT 650. A systematic approach to integrated direct marketing—the process of precision deployment of multiple media and sales channels to maintain contact with the customer. Traditional direct marketing techniques such as database marketing, direct mail, and telemarketing, as well as digital techniques including e-mail and Web sites are explored. Topics include lifetime value, performance measurement, cost per million (CPM), and cost per response.

MRKT 620 Marketing Principles, Regulation, and Ethical Issues (6)

An examination of the pivotal role of marketing in organizations and the ethical and legal constraints on marketing practitioners. Topics include competitive strategy, market segmentation, e-commerce issues, the product/service mix, pricing strategies, channels of distribution, customer service, and marketing communications (e.g., advertising, public relations, and sales promotions). Ethical and legal issues surrounding the practices of marketing, advertising, and public relations are examined in depth. The practical aspects of marketing management are analyzed through discussion of current marketing activities, emerging trends, problems, and cases. Students may receive credit for only one of the following courses: ADMN 686, MRKT 600, MRKT 601, MRKT 620, or PRPA 604.

MSAF (Accounting and Financial Management)

MSAF 670 Accounting and Financial Management Capstone (3)

(Formerly ADMN 619.) Prerequisite: Completion of all program coursework except FIN 645 or ACCT 665. A capstone study of accounting and financial management that integrates subject matter from previous study. Advanced principles, techniques, and theories are applied through the analysis and presentation of case studies by student teams. Assignments include a research paper that comprehensively assesses an important current issue or emerging trend in the fields of financial management and accounting.

MSAS (Accounting and Information Systems)

MSAS 670 Accounting and Information Systems Capstone (3)

(Formerly MSAT 670 and ADMN 618.) Prerequisite: Completion of all program coursework, except INFA 610 or ACCT 665. A capstone study of accounting and information systems that integrates subject matter from previous study. Advanced principles, techniques, and theories are applied through the analysis and presentation of case studies by student teams. Assignments include a research paper that comprehensively assesses an important current issue or emerging trend in the fields of accounting and information systems.

MSFS (Financial Management and Information Systems)

MSFS 670 Financial Management and Information Systems Capstone (3)

Prerequisite: Completion of all program coursework except FIN 645 or INFA 610. A synthesis of material from all previous study in financial management and information systems that reflects the importance of information systems in modern organizations and the role of the CFO/CIO in managing this resource to maximize value. Simulations provide the opportunity to apply theory to practice. Topics include the acquisition, installation, and management of information systems. Important current issues and emerging trends in the fields of financial management and information systems are emphasized through special readings, briefing papers, and discussion.

NPMN (Nonprofit Management)

NPMN 600 Nonprofit and Association Organizations and Issues (3)

(Formerly ADMN 656.) A presentation of a framework outlining the roles and functions of the principal types of nonprofit organizations. Characteristics that distinguish nonprofit organizations from their counterparts in the private and public sectors are introduced. The challenges, opportunities, and common issues facing managers of nonprofit organizations are explored. These issues include administrative cost control, preserving the organization's legal status and revenue base, staffing and organizing in response to client needs, and ethical considerations. Specific laws, regulations, policies, and court rulings that affect the nonprofit sector are examined.

NPMN 610 Nonprofit and Association Law and Governance (3)

(Formerly ADMN 657.) A study of current ideas and approaches related to nonprofit law, governance, and mission. Discussion covers distinctions between nonprofit, educational, charitable, social action, membership, cultural, scientific, environmental, and trade associations as they relate to incorporation, legal standing, tax-exempt status, and governance. Topics include nonprofit governance and trustee issues, as well as lobbying and advocacy, nonprofit liability, personnel, and unrelated business income tax. The relationship of governance and ethics in nonprofit management is examined.

NPMN 620 Nonprofit and Association Financial Management (3)

(Formerly ADMN 654.) A detailed study of theories and practices of nonprofit financial management and decision making, including budgeting, reporting requirements, nonprofit accounting, and financial standards. Focus is on the role of financial management in maintaining the fiscal health and legal status of the nonprofit organization. Topics include budgeting, fund accounting, cash flow analysis, expenditure control, long-range financial planning, audits, and grant and contract management. Discussion also covers compliance with nonprofit accounting and financial management principles in reference to maintaining public access and ethical standards.

NPMN 640 Marketing, Development, and Public Relations in Nonprofit Organizations and Associations (3)

(Formerly ADMN 658.) A study of the principles and practices required to develop and promote the products, services, positions, and image of nonprofit organizations. Focus is on fundraising and membership recruitment issues. Topics include the design of a marketing strategy and marketing mix, pricing issues, alternative revenue-generating mechanisms, and customer service. Discussion also explores use of the media, advertising and promotion methods, and relationships with business, government, and the community. The integration of sponsors, members, and chapters in the total marketing effort is examined.

NPMN 650 Fundamentals of Association Management (3)

A study of the unique and important niche of associations within the nonprofit sector. Analysis covers the history of associations, political groups, trade lobbying groups, and foundations in relation to their varying missions, internal capacity, shifting environments, and legal status. Associations also are assessed in terms of their wider environment, including the extent of their labor force and command of capital resources. Discussion also covers the wider influence of associations on U.S. economy and policy.

NPMN 655 Process and Outcome Evaluation for Nonprofit Organizations (3)

An examination of the growing importance of process and outcome evaluation to nonprofit organizations in supporting their missions. Various quantitative and qualitative evaluation strategies, as well as quality and process-improvement methodologies, are explored. Topics include important evaluation concepts such as validity and reliability of various data collection tools, various approaches to sampling, and precision of results.

NPMN 660 Strategic Management in Nonprofit Organizations and Associations (3)

(Formerly NPMN 670.) A study of the integration and application of strategic management principles, concepts, and practices in nonprofit organizations. Topics include the development of mission statements, goal-setting concepts, and strategy formulation and implementation approaches. Assignments focus on designing organizational plans and strategies relevant to the specific needs of organizations.

OMDE (Distance Education and E-Learning)**OMDE 601 Foundations of Distance Education and E-Learning (3)**

(Developed by Ulrich Bernath of Germany and Eugene Rubin of the United States, in collaboration with Borje Holmberg of Sweden and Otto Peters of Germany.) An overview of the knowledge, skills, and attitudes that are required by a competent practitioner of distance education. Critical concepts and issues identified in the distance education literature are explored and the history and theories of the field are critically examined.

OMDE 603 Technology in Distance Education and E-Learning (3)

A review of the history and the terminology of technology used in distance education. The basic technology building blocks of hardware, networks, and software are identified. Analysis covers the characteristics of asynchronous and synchronous technologies and tools used in the teaching and learning, as well as the administration of distance education. The relationship between technology and the goals of the educational/training organization is critically examined. The relationship between information technology (especially online technology) and distance education is explored. Topics include the criteria and guidelines for selecting technologies for distance education and the future directions of technology in distance education.

COURSE DESCRIPTIONS

OMDE 606 Costs and Economics of Distance Education and E-Learning (3)

(Developed by Thomas Huelsmann of Germany.) A study of the economics of distance education in the larger context of the economics of education. A variety of methodological approaches (including cost/benefit and cost/effectiveness analysis) are applied to the distance education context. A variety of costing techniques and economic models are explored and applied to different institutional forms and levels of distance education.

OMDE 608 Learner Support in Distance Education and Training (3)

An introduction to the theories and concepts of support for learners in distance education and training. The various types of learner support—including tutoring and teaching; advising and counseling; and library, registrarial, and other administrative services—are examined. Discussion addresses management issues, such as planning, organizational models, staffing and staff development, designing services to meet learner needs, serving special groups, and evaluation and applied research. Assignments include designing a learner support model for a particular context (e.g., public or private educational institution or corporate or military training).

OMDE 610 Teaching and Learning in Online Distance Education (3)

An exploration of the online teaching and learning dynamic, including its theoretical foundation and best practices. The themes that shape the online teaching/learning relationship are addressed through individual and collaborative projects. Topics include philosophical frameworks; instructional, social, and cognitive presence; interaction, collaboration, and participation; community and engagement; and administration and management.

OMDE 670 Portfolio and Research Project in Distance Education and E-Learning (3)

(Formerly OMDE 690.) A capstone study of distance education and training designed to demonstrate cumulative knowledge and skills through two major projects: an electronic portfolio and a case study. The personal e-portfolio documents credentials and accomplishments to date and also serves as an ongoing resource and record of continuing professional development. The case study, which focuses on a distance education/training program or organization, involves in-depth analysis of the setting and application of concepts and strategies to enhance practice and performance in distance education and training.

PMAN (Project Management)

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

An overview of the theory and practice of managing projects in any organization applying widely used software tools for project management and risk analysis. Emphasis is on leadership: managing projects or tasks in a team environment; building teams; and using communication, organization, and conflict management skills. Discussion covers the various phases of a project, including initiating, planning, executing, monitoring and controlling, and closing the project. Topics include analytical approaches and quantitative methods in project management, such as earned value management and techniques for estimating project duration and cost, optimizing allocation of resources, expediting projects, and scheduling algorithms. Simulation tools and statistical techniques are used to analyze uncertainty in project selection, budget allocation, and time estimation. Students may receive credit for only one of the following: PMAN 600 or PMAN 634/670.

PMAN 634 Foundations of Project Management (3)

An overview of the theory and practice of managing projects in any organization. Emphasis is on leadership in project management: managing projects or tasks in a team environment; building teams; and utilizing communication, organization, and conflict management skills. Discussion covers the various phases of a project, including initiating, planning, executing, monitoring and controlling, and closing 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 each phase of the project life cycle, 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. Students may receive credit for only one of the following: PMAN 600 or PMAN 634/670.

PMAN 637 Project Risk Management (3)

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

PMAN 638 Project Communications Management (3)

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

PMAN 639 Project Quality Management (3)

Prerequisite: PMAN 600 or PMAN 634. 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 and the importance of customer satisfaction, prevention over inspection, management responsibility, and continuous improvement. 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)

Prerequisite: PMAN 600 or PMAN 634. 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.

PMAN 670 Advanced Project Methods (3)

Prerequisite: PMAN 634. An overview of advanced methods of managing projects applying widely used software tools for project management and risk analysis. Topics include analytical approaches and quantitative methods in project management, such as earned value management and techniques for estimating project duration and cost, optimizing allocation of resources, expediting projects, and scheduling algorithms. Simulation tools and statistical techniques are used to analyze uncertainty in project selection, budget allocation, and time estimation. Discussion covers project portfolio management and how multiple projects and programs fit into 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. Students may receive credit for only one of the following: PMAN 600 or PMAN 634/670.

COURSE DESCRIPTIONS

PRPA (Public Relations)

PRPA 601 Public Relations Theory and Practice (3)

Prerequisites: MRKT 600 and 601. A study of the relationship between the management function of policy formulation and the communication process of disseminating ideas and information to the organization's public. The process of planning and executing public information and public relations programs to address the concerns of the organization's various publics are examined. Topics include message formation, media selection, and audience differentiation. The impact of the Internet on public relations practices is explored in depth.

PRPA 602 Public Relations Techniques (3)

Prerequisite: PRPA 601. A presentation of advanced writing techniques designed to improve skills in the writing of specialized public relations materials. Emphasis is on audience, message, and channel identification. Topics include special communication techniques necessary for broadcast and electronic media.

PRPA 610 Crisis Communication Management (3)

Prerequisite: PRPA 602. An examination of current approaches to crisis definition, issue management, and crisis communications management. Traditional and Web-based approaches to analyzing crisis and communications management issues are applied using appropriate public relations research, theory, and case examples to better identify issues and audience segmentation requirements and develop strategic public responses to crisis situations.

PRPA 620 Global Public Relations (3)

Prerequisite: PRPA 610. A study of the role, function, and influence of public relations in a global environment. Topics include global trends, multicultural communication knowledge and skills, multiple cultures and diversity within nations, national media structures and public policy, and international legal and ethical codes in public relations. Global case studies are used to develop and implement strategic and creative communications plans.

PRPA 650 Public Relations Campaigns (3)

(Formerly PRPA 670.) Prerequisite: 30 credits of program coursework, including all core and specialization courses. A study of public relations campaigns that integrates content from previous coursework. Focus is on creating a public relations strategy and a plan to execute that strategy for an existing organization. Critical principles of public relations are reviewed and applied in real-world settings.

SWEN (Software Engineering)

SWEN 603 Systems Engineering (3)

(Formerly MSWE 603.) An examination of the systems engineering process, with emphasis on software engineering as a discipline within systems engineering. Topics include an overview of system theory and structures, elements of the system life cycle (including systems design and development), risk and trade-off analyses, modeling and simulation, and the tools needed to analyze and support the systems process.

SWEN 645 System and Software Standards and Requirements (3)

(Formerly MSWE 645.) An examination of major models of software requirements and specifications (sequential and concurrent systems), existing software standards and practices, and formal methods of software development. A comparative survey of various languages and methods serves to emphasize similarities and significant differences. Topics also include writing system and software requirements, formal specification analysis, formal description reasoning, models of "standard" paradigms, and translations of such models into formal notations.

SWEN 646 Software Design and Implementation (3)

(Formerly MSWE 646.) Prerequisite: SWEN 651. A guide for the transition from programming-in-the-small to programming-in-the-large. Software development processes and the role of design as applied in those processes are discussed. Review covers major design methods and available computer-aided software engineering (CASE) tools, the proper application of design methods, and techniques for estimating the magnitude of the development effort. Strengths and weaknesses of the development methods are covered, along with traceability to requirements and code, are examined.

SWEN 647 Software Verification and Validation (3)

(Formerly MSWE 647.) A study of the evaluation of software for correctness, efficiency, performance, and reliability. Skills covered include program proving, code inspection, unit-level testing, and system-level analysis. The difficulty and cost of some types of analysis and the need for automation of tedious tasks are examined. Problem-solving skills are stressed, especially in analysis of code. The textbook world is contrasted with the real world using case studies and personal experiences. Industry attitudes toward reliability and performance are also discussed.

SWEN 648 Software Maintenance (3)

(Formerly MSWE 648.) A guide for the transition from programming for the short term to programming for the long term. The role of creation and maintenance in the software development process, as well as analysis and implementation of a software design, is reviewed. Topics also include the need for software maintenance and evolution, software maintenance process and performance issues, planning for extended software life, and effective mechanisms to control software change.

SWEN 651 Usability Engineering (3)

Prerequisite: SWEN 645. A study of the theory and practice of designing user interfaces for interactive systems. Topics include the principles of usability engineering and basic rules for usable design. User interfaces are evaluated using techniques such as contextual inquiry, task analysis, and usability testing. Discussion also covers when these techniques are most appropriate.

SWEN 670 Software Engineering Project (3)

(Formerly MSWE 617.) Prerequisite: SWEN 603, 645, 646, 647, 648, and 651 and ITEC 610 and 620. A comprehensive examination of the tools, skills, and techniques of software engineering and their application. Completion of a major team project is designed to integrate knowledge and skills gained through previous study and provide experience of the constraints commonly experienced in industry (scheduling, vagueness of clients). Project requires forming teams (organization) and scheduling work to meet the deadlines imposed by the contract (syllabus).

TLMN (Telecommunications Management)

TLMN 602 Telecommunications Industry: Structure and Environment (3)

A study of major technological, legal, and regulatory developments (national and international) that have molded the structure of the current telecommunications industry. Topics include early legislation, the regulated monopoly, antitrust, divestiture, and recent legislation that has led to the current industry environment of competition and incipient integration of different industry segments. The roles of various national and international institutions in shaping the telecommunications industry are discussed.

TLMN 623 Telecommunications Networks (3)

A study of computer networks and telecommunications functionality, characteristics, and configurations. Recent advances in standardization, internetworking, and deployment of LANs (local area networks), MANs (metropolitan area networks), and WANs (wide area networks) are examined. Topics include network topologies; protocols; architectures; and current and emerging protocols such as asynchronous transfer mode (ATM), 10 gigabit Ethernet, and the Open Systems Interconnection (OSI) Reference Model. Emphasis is on emerging trends in telecommunications, network technologies, and services. Discussion also covers strategies for network planning, implementation, management, and security.

TLMN 630 Satellite Communication Systems (3)

An analysis of issues surrounding the design and use of satellite communications systems. Topics include satellite system characteristics such as type, class (bandwidth, standards, and availability), applications, interfaces, traffic patterns, network installation, performance criteria, hardware, and cost. Current and planned satellite communications are examined and compared to future needs and technologies.

TLMN 641 Network Management and Design (3)

A study of techniques that network managers can utilize to maintain and improve the performance of a telecommunications network. Network management systems are defined and explained. A description of how software package programs can monitor real-time performance of a network to identify problems is provided. Emphasis is on the five tasks traditionally involved with network management (fault management, configuration management, performance management, security management, and accounting management). Examples of current specific network management products are reviewed. Discussion also covers how the performance data gathered from monitoring can be archived and used later as an input when decisions are made on changes in the network architecture. Network design is studied for the development of a new network architecture when only user requirements are known.

COURSE DESCRIPTIONS

TLMN 645 Wireless Telecommunications Systems (3)

A review of wireless telecommunications systems from microcell to global infrastructures. Emphasis is on the technology, applications, and limitations of these systems, which have become an essential element of the world information infrastructure. Topics include cellular communication principles, coding, antenna and propagation effects, channel access schemes, traffic engineering, and wireless network design, as well as terrestrial systems such as cellular, personal communication services (PCS), dispatch, wireless local-area networks (LANs), and wireless data systems. Discussion also covers market trends, regulations, and standards. The role of wireless systems is assessed, and wireless systems are compared with alternative telecommunication options available to organizations.

TLMN 670 Capstone Course in Telecommunications (3)

Prerequisite: 27 credits of program coursework. The application of knowledge and skills gained from previous study in telecommunications to real-world projects and to related business, technical, and ethical issues. Topics include entrepreneurship and venture creation, emerging telecommunications technologies and their applications, future trends, ethical development, and management. Focus is on demonstrating analytical, entrepreneurial, leadership, planning, managerial, and communication skills through a strategic research and development project for a telecommunications company.

TMAN (Technology Management)

TMAN 600 Foundations of Management and Technology (6)

A one-semester study of the foundations of management and the principles of managing technology in organizations. Topics include various organizational factors that affect efficiency and effectiveness and global competitiveness, such as group behavior, organization structure, environmental factors, international competitiveness, organization culture, change management, decision making, team effectiveness, values, conflict, power, and politics. Ethics and the socially responsible environment within which managers must operate are stressed through readings and practical applications. Discussion also covers key concepts of technology management and the role of technology managers in all sectors of the workforce. Focus is on examining technological innovation from a historical perspective, including its impact on the economy; public policy; global competitiveness; and organizational strategy, effectiveness, and efficiency. Students may receive credit for only one of the following: TMAN 600 or TMAN 611/633.

TMAN 611 Principles of Technology Management (3)

(Formerly TMAN 601.) An introduction to key concepts in technology management and the role of technology managers in both private- and public-sector organizations. How organizational entities can be structured and managed to respond effectively to dynamic changes caused by technology and international competition is examined. The key cycles in the development of technology—including their impact on the economy, industrial sectors, and organizational strategy and survival—are covered from a historical perspective. Management is examined from both a process and system perspective. The major technical, social, legal, and ethical issues in innovating and implementing technology are presented. Students may receive credit for only one of the following: TMAN 600 or TMAN 611/633.

TMAN 614 Strategic Management of Technology and Innovation (3)

A study of the effective management of technical organizations in an increasingly competitive, rapidly changing, global environment. A coherent process for the formulation, implementation, and assessment of business strategy is provided. A historical framework for the birth, growth, maturation, and decline of business innovation is presented. Findings and recommendations on contemporary businesses and industrial sectors are reported. Technology management is examined within a strategic framework that integrates strategy setting, implementation, and the assessment process. Discussion covers historical analogies/cases of business innovation through the maturation life cycle and lessons learned in contemporary cases in business, government, and nonprofit organizations. Students may receive credit for only one of the following: TMAN 680 or TMAN 614/632.

TMAN 621 Systems Analysis and Operations Research (3)

An introduction to the fundamentals of systems analysis and operations research. The goal is to acquire an understanding of the systems view of a product, service, or process to include a generic representation of its elements and dynamics. Emphasis is on the skills, tools, and methodologies needed to quantitatively analyze and optimize systems and to make decisions as technology managers. State-of-the-art analytical tools and quantitative methods, including computer-based solutions, are discussed. Topics include decision theory linear programming, transportation problems, network analysis, game theory, reliability theory, cost estimating, and expert systems.

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

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

TMAN 632 Organizational Performance Management (3)

An overview of the most successful strategies and approaches for achieving a high-performing organization, based on the latest research findings and the examples of successful global organizations. Topics include organizational capabilities in managing costs, ensuring quality in products and services, and enhancing customer satisfaction, as well as performance capabilities (such as organizational values, adaptability, flexibility, agility, responsiveness, and decisiveness) that enable organizations to anticipate and respond to change. The Baldrige Criteria for Performance Excellence are examined as assessment tools for achieving desired organizational capabilities. Discussion also covers specific approaches that contribute to high performance and organizational effectiveness, such as customer relationship management, supply chain management, Six Sigma methodology, and other process improvement tools. Successful applications of these strategies and approaches are illustrated. Students may receive credit for only one of the following: TMAN 680 or TMAN 614/632.

TMAN 633 Managing People in Technology-Based Organizations (3)

An overview of the management of three levels of behavior in organizations: individual employee behavior, group behavior, and organizational behavior. Topics include emerging organizational behavior issues such as knowledge management, work design, virtual organizations and teams, contingent workforce management, creativity/innovation, sociotechnical systems, the development of learning and boundary-less organizations, emotional intelligence, the global workforce, and the formulation of pay/retention strategies. Contemporary organizational behavior theories are linked to their applications in technology-based organizations through the use of real-life examples, case studies, and current events. Students may receive credit for only one of the following: TMAN 600 or TMAN 611/633.

TMAN 680 Managing Strategy and Performance in Technology-Based Organizations (6)

An investigation of strategy and organizational performance in the context of managing technological innovations. Discussion covers the strategic management process in technology-based organizations: assessing the competitive dynamics of a strategic situation, formulating strategy, implementing strategy, and evaluating and controlling strategy. An integrative performance management approach, based on the latest research and case studies of successful high-tech organizations, is adopted. The need for a clear alignment between strategy and organizational performance management to achieve sustainable competitive advantage in the global corporate environment is examined. Students may receive credit for only one of the following: TMAN 680 or TMAN 614/632.

UCSP (Special Topics)

UCSP 601 Graduate Writing Basics (0)

A practical and foundational study of how to use the principles of English usage and good writing to construct well-developed and grammatically correct sentences, paragraphs, and academic essays. Topics include following the accepted grammatical, syntactic, lexical, and stylistic conventions of American English; revising writing to produce a clear, concise style appropriate to audience, context, and purpose; and correctly applying APA guidelines for citation to complete various assignments that demonstrate mastery of basic academic writing skills.

UCSP 611 Introduction to Graduate Library Research Skills (0)

(Required within the first 6 credits of graduate study for all new graduate students.) An overview of online library and information resources material that is critical for 21st-century managers. An in-depth introduction to the library research process and the tools necessary to succeed in graduate study are provided. Emphasis is on the efficient and effective use of a variety of electronic retrieval systems, including the online catalog of the University System of Maryland and affiliated institutions (USMAI), UMUC's subscription databases, and the Web. Discipline-specific research is conducted in order to gain experience in formulating viable research questions, selecting the most appropriate investigative methods and resources for research, locating relevant research materials, evaluating the scholarly value of sources, and effectively citing sources.

COURSE DESCRIPTIONS

UCSP 620 Financial Accounting (0)

(Recommended as preparation for MGMT 640 or ACCT 610 for students who lack a background in accounting and finance.) A basic study of financial accounting, encompassing basic financial concepts and their use in analyzing financial statements. The financial statements of actual companies are analyzed, and the process by which accounting principles are developed is explored. Emphasis is on gaining an appreciation for how financial accounting information can be used to evaluate the economic performance of companies.

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 opportunity 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 or HAIN 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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UMUC, Graduate School of
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3501 University Boulevard East
Adelphi, MD 20783

800-888-UMUC (8682), ext. 2-2400,
or 240-684-2400

Graduate School Personnel

Administration

INTERIM DEAN

Robert C. Goodwin, JD
rgoodwin@umuc.edu

ASSOCIATE DEANS

John O. Aje, DSc
jaje@umuc.edu

Michael A. Evanchik, PhD
mevanchik@umuc.edu

ASSISTANT DEANS

Betsy Alperin, MA
balperin@umuc.edu

Jennifer Thompson, MBA
jthompson@umuc.edu

Program Staff

BUSINESS AND EXECUTIVE PROGRAMS

CHAIR

Robert C. Goodwin, JD
rgoodwin@umuc.edu

ASSOCIATE CHAIRS

Anna Andriasova, PhD
aandriasova@umuc.edu

Rosemary Hartigan, JD
rhartigan@umuc.edu

ASSISTANT CHAIR

Nancy Gentry Glenn, DM
neglenn@umuc.edu

EXECUTIVE DIRECTOR, INSTITUTE FOR GLOBAL MANAGEMENT

Clarence J. Mann, JD
cmann@umuc.edu

EXECUTIVE DIRECTOR, DOCTORAL PROGRAMS

Bryan Booth, PhD
bbooth@umuc.edu

PROGRAM DIRECTORS, DOCTORAL PROGRAMS

Leslie Dinauer, PhD
ldinauer@umuc.edu

James Gelatt, PhD
jgelatt@umuc.edu

Thomas Mierzwa, DPA
tmierzwa@umuc.edu

Charlene R. Nunley, PhD
cnunley@umuc.edu

Claudine SchWeber, PhD
cschweber@umuc.edu

PROGRAM DIRECTOR, EXECUTIVE PROGRAMS

Steve Knode, PhD
sknode@umuc.edu

PROGRAM DIRECTORS, MBA

Anita Baker, PhD
abaker@umuc.edu

Monica Bolesta, PhD
mbolesta@umuc.edu

Christine Hannah, PhD
channah@umuc.edu

Les Livingstone, PhD
jlivingstone@umuc.edu

Charles Newman, PhD
cnewman@umuc.edu

Richard A. Pauli, PhD
rpauli@umuc.edu

Mary Ann Spilman, PhD
mspilman@umuc.edu

James Stewart, PhD
jstewart@umuc.edu

CYBERSECURITY AND INFORMATION SYSTEMS

CHAIR

Alan Carswell, PhD
acarswell@umuc.edu

PROGRAM DIRECTOR, MS IN CYBERSECURITY

Patrick W. Fitzgibbons, PhD (Interim)
pfitzgibbons@umuc.edu

PROGRAM DIRECTOR, MS IN CYBERSECURITY POLICY

Clay Wilson, PhD
cwilson@umuc.edu

PROGRAM DIRECTOR, INFORMATION ASSURANCE (MS IN INFORMATION TECHNOLOGY)

Jim Q. Chen, PhD
jchen@umuc.edu

EDUCATION

CHAIR

Virginia H. Pilato, PhD
vpilato@umuc.edu

DIRECTOR, EDUCATION ASSESSMENT

Datta Kaur Khalsa, PhD
dkhalsa@umuc.edu

DIRECTOR, MAT FIELD AND CLINICAL EXPERIENCE

Theodore Stone, PhD
tstone@umuc.edu

PROGRAM DIRECTOR, CERTIFICATION PROGRAMS

Barbara Schwartz-Bechet, PhD
bschwartz-bechet@umuc.edu

PROGRAM DIRECTOR, MDE

Stella Porto, DSc
sporto@umuc.edu

PROGRAM DIRECTOR, MED IN INSTRUCTIONAL TECHNOLOGY

Katherine S. Woodward, PhD
kwoodward@umuc.edu

INFORMATION AND TECHNOLOGY SYSTEMS**CHAIR**

Joyce Shirazi, PhD
jshirazi@umuc.edu

ASSOCIATE CHAIRS

Rana Khan, PhD
rkhan@umuc.edu

Garth R. MacKenzie, DM
gmackenzie@umuc.edu

PROGRAM DIRECTOR, MS IN BIOTECHNOLOGY

Rana Khan, PhD
rkhan@umuc.edu

PROGRAM DIRECTOR, MS IN ENVIRONMENTAL MANAGEMENT

Robert G. Beauchamp, PhD
rbeauchamp@umuc.edu

PROGRAM DIRECTORS, MS IN INFORMATION TECHNOLOGY

Database Systems Technology
Elena Gortcheva, PhD
egortcheva@umuc.edu

Homeland Security Management
Irmak Renda-Tanali, DSc
irenda-tanali@umuc.edu

Informatics

Les Pang, PhD
lpang@umuc.edu

Information Assurance

Jim Q. Chen, PhD
jchen@umuc.edu

Project Management
Robert Ouellette, PhD
rouellette@umuc.edu

Moe Shahdad, PhD
mshahdad@umuc.edu

Software Engineering
Hasan Sayani, PhD
hsayani@umuc.edu

Telecommunications Management
Irena Bojanova, PhD
ibojanova@umuc.edu

PROGRAM DIRECTORS, MS IN TECHNOLOGY MANAGEMENT

Rudy Watson, PhD
rwatson@umuc.edu

Emergency Management
Irmak Renda-Tanali, DSc
irenda-tanali@umuc.edu

Homeland Security Management
Irmak Renda-Tanali, DSc
irenda-tanali@umuc.edu

Information Systems and Services
Les Pang, PhD
lpang@umuc.edu

Project Management
Robert Ouellette, PhD
rouellette@umuc.edu

Moe Shahdad, PhD
mshahdad@umuc.edu

MANAGEMENT, ACCOUNTING, AND FINANCE**CHAIR**

Alfred S. Raider, LLM
araider@umuc.edu

ASSOCIATE CHAIR

Kathryn Klose
kklose@umuc.edu

PROGRAM DIRECTOR, MIM

Robert Jerome, PhD
rjerome@umuc.edu

PROGRAM DIRECTORS, MS IN ACCOUNTING AND FINANCIAL MANAGEMENT

James Howard, PhD
jhoward@umuc.edu

Bruce Lubich, PhD
blubich@umuc.edu

PROGRAM DIRECTOR, MS IN ACCOUNTING AND INFORMATION SYSTEMS

Kathryn Klose
kklose@umuc.edu

PROGRAM DIRECTOR, MS IN FINANCIAL MANAGEMENT AND INFORMATION SYSTEMS

Jayanta Sen, PhD
jsen@umuc.edu

PROGRAM DIRECTOR, MS IN HEALTH ADMINISTRATION INFORMATICS

Katherine Marconi, PhD
kmarconi@umuc.edu

PROGRAM DIRECTORS, MS IN HEALTH CARE ADMINISTRATION

Diane Bartoo, PhD
dbartoo@umuc.edu

Katherine Marconi, PhD
kmarconi@umuc.edu

PROGRAM DIRECTORS, MS IN MANAGEMENT

Matt Dobra, PhD
mdobra@umuc.edu

Alan R. Sutherland, PhD
asutherland@umuc.edu

CONTACT INFORMATION

Accounting

Bruce Lubich, PhD, CPA
blubich@umuc.edu

Acquisition and Supply Chain Management

Alfred S. Raider, LLM (interim)
araider@umuc.edu

Criminal Justice Management

Julia E. Hill, PhD
jhill@umuc.edu

Emergency Management

Irmak Renda-Tanali, DSc
irenda-tanali@umuc.edu

Financial Management

James Howard, PhD
jhoward@umuc.edu

Health Care Administration

Diane Bartoo, PhD
dbartoo@umuc.edu

Katherine Marconi, PhD

kmarconi@umuc.edu

Homeland Security Management

Irmak Renda-Tanali, DSc
irenda-tanali@umuc.edu

Human Resource Management

Glenda Barrett, PhD
gbarrett@umuc.edu

Information Systems and Services

Les Pang, PhD
lpang@umuc.edu

Intelligence Management

Robert Jerome, PhD
rjerome@umuc.edu

Interdisciplinary Studies in Management

Theresa Marron-Grodsky, PhD
tmarron-grodsky@umuc.edu

Marketing

Alfred S. Raider, LLM
araider@umuc.edu

Nonprofit and Association Management

Margaret Elgin, PhD
melgin@umuc.edu

Project Management

Robert Ouellette, PhD
rouellette@umuc.edu

Moe Shahdad, PhD
mshahdad@umuc.edu

Public Relations

Julia E. Hill, PhD
jhill@umuc.edu

Graduate School

General Contact Information

Students who need assistance or other information should call 800-888-UMUC (8682) for all their student needs. Graduate academic advisors are available to help students make decisions about courses and programs. Students may also call a number of UMUC locations (listed on p. 144) to schedule in-person academic advising.

Graduate Library and Writing Courses

Students taking COMM 600 Academic Writing for Graduate Students or the noncredit course UCSP 611 Introduction to Graduate Library Research Skills may reach one of the following individuals for assistance and information.

COMM 600 ACADEMIC WRITING FOR GRADUATE STUDENTS

ACADEMIC DIRECTOR

Andrew J. Cavanaugh
acavanaugh@umuc.edu
240-684-2890

UCSP 611 INTRODUCTION TO LIBRARY RESEARCH SKILLS

COURSE MANAGER

Julie Arnold Lietzau, MLS
jlarnold@umuc.edu
240-684-2023

Instructional Sites

Adelphi (UMUC Headquarters) and UMCP Campus
3501 University Boulevard East
Adelphi, MD 20783

800-888-UMUC (8682)

Dorsey Station
6865 Deerpath Road
Elkridge, MD 21075
443-459-3500

Shady Grove
9640 Gudelsky Drive
Rockville, MD 20850
301-738-6090

Waldorf Center for Higher Education
3261 Old Washington Road
Waldorf, MD 20602
301-632-2900

ADMISSION AND ENROLLMENT

General Information and Orientation

Before the beginning of each academic session, UMUC holds various events online, as well as open houses in the Maryland area, for new and prospective students. These events offer an opportunity to learn about UMUC and its programs, student services, academic and career options, faculty members, and fellow students. Prospective students can apply for admission and enroll in courses during the on-site open houses.

For general information or to be directed to specific offices, students may call 800-888-UMUC (8682). Phone representatives are available for general information from 6 a.m. to 10 p.m., Monday through Saturday. Most UMUC offices are open weekdays from 8:30 a.m. to 5 p.m. eastern time.

Admission

Admission Requirements

For **master's degree and certificate programs**, most applicants who have graduated from a regionally accredited degree-granting university or college are eligible for admission. Transcripts are required, but Graduate Record Examination (GRE) or Graduate Management Admission Test (GMAT) scores are not. (Information on optional submission of GMAT scores for enrollment in the one-year MBA program is provided on p. 17.) Some graduate programs—such as the one-year program for the MBA and all accounting programs—also require the submission of additional information before an admission decision can be made (more details are provided under individual program descriptions).

Applicants to the **Master of Arts in Teaching** program must submit standardized text scores, usually Praxis I scores. (More information on MAT admission criteria may be found on p. 12.)

To be eligible to apply for the **doctoral programs**, students must have a master's degree from a regionally accredited college or university and must apply before the application deadline (or with permission of the department). Applicants must successfully complete the 3-credit prerequisite course DMGT 600 with a grade of A or B for full admission to the program (the course may not be repeated). This requirement may be waived for applicants who already have a terminal degree (e.g., PhD, JD) or who submit a GMAT score of 650 or higher or (for the DM in community college administration and policy) for those who have at least three years administrative experience at a community college. Application procedures are detailed on pp. 10 and 11.

Admission Procedures

Applicants for **graduate certificate and master's degree programs** must complete and submit the graduate admission application, pay the nonrefundable fee, and provide an official transcript indicating completion of a bachelor's (or higher) degree from a regionally accredited degree-granting university or college. Applications for admission are accepted throughout the year.

Information on documentation required for admission to the **doctoral programs** is provided on pp. 10 and 11. Doctoral applicants should also visit www.umuc.edu/grad/dm for further details and application deadlines. The doctoral program office may be contacted at 800-888-UMUC, ext. 2-2400.

Students may apply to all UMUC graduate programs online via MyUMUC at <https://my.umuc.edu>.

Determination of Residency for Tuition Purposes

An initial determination of in-state or out-of-state status for tuition purposes is made when a student applies for admission. The determination made at that time remains in effect thereafter unless it is successfully challenged. The student is responsible for providing the information necessary to establish eligibility for in-state status. Official criteria for determining residency are in the section on University Policies on p. 195. Information on tuition and fees may be found on p. 136.

Readmission

Students who have not enrolled in graduate classes at UMUC for a period of two years (six semesters) or more must complete a new application for admission but are not required to pay the application fee. Information on how an extended break from study may affect degree requirements is on p. 141.

Students who were academically dismissed from the Graduate School of Management and Technology will not be considered for readmission.

ADMISSION AND ENROLLMENT

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 of Management and Technology. 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 <http://www.aacrao.org/international> or may contact the organization by phone at 202-296-3359 or by e-mail at oies@aacrao.org.

- Proof of English language proficiency.

Applicants who have not received a baccalaureate 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/students/international.) 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 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 and earned 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 of Management and Technology. The TOEFL score recovery code for UMUC is 5804. Test scores must be less than two years old.

- Documentation of residency status.

Applicants must provide a photocopy (front and back) of a permanent residency card or the visa page of a valid passport.

Merely providing these documents does not ensure admission. An interview may also be required. The official transcript evaluation must be submitted and evaluated before admission is considered.

Note: UMUC no longer issues Form I-20 A-B Certificate of Eligibility for F-1 student status.

Restrictions

Students may be admitted to only one institution in the University System of Maryland at any one time. Students may be admitted as either graduates or undergraduates, but no one may hold both classifications simultaneously. A student's most recent application for admission invalidates any previous admission.

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

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

Registration

Ways to Register

Registration begins each session as soon as the class schedule becomes available on the Web and continues until the day classes begin. Students should check the current graduate schedule of classes for the deadlines for registration.

Students in some programs (Executive Programs and the Master of Business Administration) must register through the program office for most courses.

UMUC offers four ways to register for most courses: online via MyUMUC, by mail, by fax, and on-site.

ONLINE VIA MYUMUC

Students may register online at <https://my.umuc.edu>. If a student has questions regarding confirmation of the registration, he or she should contact Graduate Advising.

BY MAIL

Students may mail their registration to Graduate Advising, University of Maryland University College, 3501 University Boulevard East, Adelphi, MD 20783. Forms are available online at www.umuc.edu/register and in the graduate schedule of classes.

BY FAX

Students may fax their registration to 240-684-2151. Forms are available in the graduate schedule of classes and online at www.umuc.edu/register.

Students who have employer-provided tuition must be sure to fax their registration and employer contract at the same time. Any fees not covered by the contract must be charged to American Express, Discover, MasterCard, or Visa.

ON-SITE

Walk-in registration is available in the Academic Center at Largo, in Largo, Maryland, and at a number of other locations in the Baltimore-Washington metropolitan area. Students may register for any course offered (regardless of location or format) during regular office hours.

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 <https://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 their 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 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 already enrolled in the maximum number of allowable credits (6 credits) 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.
- Faculty members and academic advisors are not authorized to add students to a full class.

Withdrawals or Dropped Courses

Stopping payment on checks for registration fees, or not paying at registration, does not constitute an official withdrawal or relieve the student of his or her financial obligation to UMUC. Never attending or ceasing to attend class(es) does not constitute a withdrawal.

Students who officially withdraw from a course receive a mark of W (described on p. 139). Graduate students must officially withdraw before 65 percent of the class has expired. Specific deadlines are provided online at www.umuc.edu/withdrawals.

Students may withdraw from a course by three methods:

- Students may access MyUMUC online at <https://my.umuc.edu> and follow the directions for dropping a course. The use of the student and personal identification numbers is considered official authorization for the withdrawal, which is effective immediately.
- Students may complete a withdrawal form request to be processed by an advisor. The withdrawal becomes effective the date the form is filed with UMUC.
- Students may request in writing to withdraw from a course or courses. The letter should specify the course, course number, and section, and include the student's full name, student ID number, and signature. The request should be addressed to Graduate Advising, University of Maryland University College, 3501 University Boulevard East, Adelphi, MD 20783. The postmark on the envelope becomes the official date of withdrawal. *Note:* Because the Graduate School of Management and Technology can only honor withdrawal requests actually received, it is recommended that students ask for a return receipt from the post office to ensure that delivery of the withdrawal will be acknowledged.

In all cases, the student should maintain a copy of the transaction for his or her records.

UMUC cannot accept withdrawals verbally over the telephone. Failure to withdraw in the required manner results in the forfeiture of any refund and may result in a failing grade. For financial aid recipients, failure to withdraw in the required manner may result in cancellation/reversal of financial aid awards. It is recommended that the student contact a financial aid advisor before withdrawing to determine if or how this will affect his or her financial aid.

ADMISSION AND ENROLLMENT

Financial Information

Tuition and Fees

UMUC students are expected to make payment at the time of registration. If a student's payment is not received by the due date, he or she may be penalized by being disenrolled from courses or having his or her account balance transferred to the State Central Collections Unit.

Several payment options are available to UMUC students who are unable to make payment at the time of registration. To find out more about payment options, students should visit www.umuc.edu/paymentoptions.

Payment may be made by cash, check, money order, or American Express, Discover, MasterCard, or Visa credit cards. Checks should be payable to University of Maryland University College. Students who qualify for tuition assistance, financial aid, or veterans benefits should consult the appropriate sections of this catalog. Students interested in the monthly payment plan, administered by Sallie Mae, should visit www.tuitionpay.com/umuc on the Web or call 800-635-0120.

CURRENT TUITION AND FEES

Tuition rates and fees are published each session in the graduate schedule of classes and are available on the Web at www.umuc.edu/tuition. Students should review the fee schedule carefully to see which ones apply. Fees are commonly charged for admission and graduation applications, makeup testing, technology, and transcripts. There is also a service charge for dishonored checks.

Refunds

The official date used to determine a refund is either the date the withdrawal form is hand-delivered to the Information Desk at the Academic Center at Largo, the date and time the change was made in MyUMUC, or the postmarked date on a mailed request. The official date for federal financial aid recipients is the last date of class attendance as determined by federal regulations.

Note: Students in their first enrollment period with UMUC who are receiving financial aid (grants, work-study, or loans) and withdraw from the institution (not merely from a course) before completing 60 percent of the enrollment period for which they have been charged are subject to a federal pro-rata refund policy. Financial aid advisors can provide further information.

REFUND FOR COURSE CANCELLATIONS

The university refunds 100 percent of tuition, technology, and registration fees for courses canceled by the university. The application fee is nonrefundable, even when a course is canceled.

REFUND FOR STUDENT WITHDRAWALS

For classes that last five to nine weeks, tuition is refunded as follows:

- 100% Withdrawal before the class start date
- 75% Withdrawal 1–6 calendar days after a class starts
- 50% Withdrawal 7–10 calendar days after a class starts
- 0% Withdrawal 11 or more calendar days after a class starts

For classes that last 10 weeks or more, tuition is refunded as follows:

- 100% Withdrawal before the class start date
- 75% Withdrawal 1–13 calendar days after a class starts
- 50% Withdrawal 14–20 calendar days after a class starts
- 0% Withdrawal 21 or more calendar days after a class starts

Fees are nonrefundable, with the exception of technology fees, which are refundable before the first day of class. No refunds are given for technology fees or for tuition for noncredit courses after the official start date of class.

Note: This policy applies only to students not receiving federal financial aid.

Dishonored Checks

For each paper or electronic check returned to UMUC by the payer's bank (whether because of insufficient funds, stopped payment, postdating, or drawing against uncollected items), UMUC assesses a service charge of \$30 (over and above any service charges levied by the financial institution).

A student who stops payment on a check for tuition is thereby neither disenrolled nor relieved of responsibility for paying tuition and fees. Anyone whose checks for tuition or fees remain dishonored may be barred from classes.

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

of time, 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.

Employer-Provided Tuition Assistance

If an employer is going to pay for part or all of a student's tuition, at the time of registration the student must submit two copies of a document (purchase order, tuition assistance form, or contract on company letterhead) containing the following information:

- A specific description of types of fees and charges (such as tuition, application fee, or books) and the amount to be assumed by the employer
- The student's name and student identification number
- The session covered by the document
- The billing address
- The signature and phone number of the authorizing official

A student who does not have an authorizing document at the time of registration must pay the bill in full and arrange for direct reimbursement from the employer. UMUC cannot issue refunds for authorizing documents submitted after registration.

Documents that restrict payment or are in any way conditional will not be accepted. If the employer does not pay UMUC, the student is responsible for payment.

Monthly Tuition Payment Plan

UMUC offers a cost-effective alternative for students who are budgeting for college tuition: an interest-free, monthly tuition-payment plan. This plan allows students to spread all or part of their tuition bills into monthly installments on an academic session basis. All UMUC students are eligible to participate in the payment plan, regardless of financial need. More complete information is available online at www.umuc.edu/paymentoptions.

ACADEMIC AND ADMINISTRATIVE REQUIREMENTS

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/I/fail method is restricted to certain specified courses. Any course may be audited. Regulations for each are given in the following paragraphs.

GRADE OR MARK	INTERPRETATION	QUALITY POINTS
A	Excellent	4
B	Good	3
C	Below standards	2
F	Failure	0
FN	Failure for nonattendance	0
G	Grade pending	0
P	Passing	0
S	Satisfactory	0
I	Incomplete	0
AU	Audit	0
U	Unsatisfactory	0
W	Withdrawal	0

Standard

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

Pass/Fail

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

Satisfactory/Incomplete/Fail

This grading method is available only on a limited basis. Although a grade of satisfactory (S) earns credit toward graduation, it is not included in calculating grade point averages. The mark of incomplete (I) earns no credit and is not included in computing grade point averages, but is included in computing the course completion rate (explained on p. 200). While a failing grade (F) earns no credit, it is included in computing grade point averages.

Audit

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

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

Grades and Marks

The Grade of A: Excellent

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

The Grade of B: Good

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

The Grade of C: Below Standards

The grade of C indicates that the student has passed the course. However, the grade of C is not considered to meet overall standards for graduate work. Students should refer to Academic Standards (p. 140) for further information on the implications of a grade of C.

The Grade of F: Failure

The grade of F means a failure to satisfy the minimum requirements of a course. Although it carries no credit, it is included in calculating the grade point average. If applicable, a student assigned the grade of F must register again for the course, pay the applicable fees, repeat the course, and earn a passing grade in order to receive credit for that course.

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 only awarded 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 only awarded 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 teachers to receive credit. The teacher must set a deadline within four months of the last day for the session in which the course occurred. Marks of I are automatically converted to F after four months.

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 with-

drawal is completed before a course begins. For purposes of financial aid, the mark of W is counted as attempted hours. It is not used in determining grade point averages.

The withdrawal process is described on p. 135.

Computing the GPA

The grade point average is calculated using the quality points assigned to each grade or mark (chart on p. 138). First, the quality-point value of each grade or mark is multiplied by the number of credits; then the sum of these quality points is divided by the total number of credits attempted for which a grade of A, B, C, or F was received.

Changes in Grade

Teachers may revise a grade previously assigned if a student's grade has been miscalculated or a mark of I has been submitted and must be changed. Any revision must be made no later than four months after the original grade was awarded.

Grading Repeated Courses

When a course is repeated, only the higher grade earned in the two attempts is included in the calculation of the GPA. For purposes of financial aid, both attempts are counted. Both grades are entered on the permanent record, with a notation indicating that the course was repeated. Students cannot increase the total hours earned toward a degree by repeating a course for which a passing grade was conferred previously.

To establish credit in a course previously failed or withdrawn from, students must register, pay the full tuition and fees, and repeat the entire course successfully.

Scholastic Recognition

Academic Honor Society

As the oldest and most selective of the nation's honor societies, Phi Kappa Phi promotes the pursuit of excellence in all fields of higher education. It recognizes the outstanding achievements of students, faculty, and others through election to membership and through awards for distinguished scholarly achievement. To qualify, graduate students must be in the final session of their degree coursework and in the upper 10 percent of their graduating class. Additional information on the Phi Kappa Phi chapter can be found at www.umpkp.org.

ACADEMIC AND ADMINISTRATIVE REQUIREMENTS

Presidential Management Fellows Program

The Graduate School of Management and Technology participates in the Presidential Management Fellows Program, a prestigious leadership development program that is a pathway to a career with the executive branch of the federal government. The program considers graduating master's and doctoral degree candidates who demonstrate a strong commitment to a career in public service. Student candidates to the program are nominated by UMUC; those selected participate in a fellowship working with federal agencies in locations throughout the country.

The Presidential Management Fellows Program operates under the auspices of the federal Office of Personnel Management. To learn about nomination criteria, students should contact Student Relations at 240-684-2400.

Academic Standards

Grade Point Average

Graduate students are expected to maintain a 3.0 or higher GPA at all times.

ACADEMIC LEVELS OF PROGRESS

An assessment of academic standing is made for each student at the end of every session. 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 with no grade of F 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 the next session of enrollment. Students on academic probation should seek guidance and advice from an academic advisor. Any course in which a grade of F is earned must be repeated in the next session of enrollment. Failure to restore the GPA to 3.0 or higher 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.

Dismissal

A student on academic probation who fails to raise the GPA to 3.0 or higher by the end of the next session of enrollment is

dismissed. A student who is dismissed is ineligible to enroll in UMUC graduate courses and ineligible for readmission to any UMUC graduate program.

Program Completion Requirements

Students are responsible for applying for graduation (for degrees and/or certificates) by completing and submitting the appropriate diploma application and fees by the deadlines published on the UMUC Web site. 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 outstanding debt to UMUC or any outstanding misconduct charges or unsatisfied sanction terms. Regardless of GPA, no grade of F can remain on the graduate record at the time a student applies for graduation. Individual programs may have additional requirements that must be met before graduation clearance can be granted.

Time Limit for Degrees and Certificates

All requirements established for the completion of a graduate degree or certificate program 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 five- or seven-year time frame applied toward the degree or certificate program.

Doctoral Program Standards

The Doctor of Management (DM) program has requirements in addition to those listed at left for academic standing. In addition to a minimum GPA of 3.0, a DM student who receives a grade of C in a course must repeat that course in the next session of enrollment and earn a grade of B or better. The option to repeat a course may be exercised only once; DMGT 600 may not be repeated. A DM student who receives a grade of F or a second grade of C is dismissed from the DM program, regardless of GPA.

A DM student who receives a grade of U (unsatisfactory) in a dissertation course (DMGT 890, 891, and 892) must repeat that dissertation course in the next session of enrollment and earn a grade of S (satisfactory) to continue in the program. Students may repeat a dissertation course only once. A DM student who receives a second grade of U will be dismissed from the program. Further information is available in section IV of

More information about certificates, including gainful employment disclosures, is available at www.umuc.edu/grad/gradcertificates.

UMUC policy 158.00 Academic Levels of Progress (www.umuc.edu/policies/academicpolicies/aa15800.cfm).

Degree Requirements

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

Responsibilities of the Student

Attendance

Students are expected to attend all on-site or online classes and any related activities regularly and punctually. Attendance in itself is not a requirement for successfully completing a course.

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 who are not officially registered for classes are not permitted to sit in on classes.

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 grading submitted work promptly and adequately, and by arranging

appropriate testing conditions, including having faculty members monitor examinations given in class. Students at UMUC are expected to conduct themselves in a manner that will contribute to the maintenance of academic integrity. The USM policy is found 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 but is not limited to the following: copying verbatim all or part of another’s written work; using phrases, charts, figures, illustrations, or mathematical or scientific solutions without citing the source; paraphrasing ideas, conclusions, or research without citing the source; 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 cited, quoted, paraphrased, or summarized, and papers and research projects should acknowledge these sources in references.

Additional information on UMUC’s policy on Academic Dishonesty and Plagiarism may be viewed at www.umuc.edu/policies.

Examinations and Assignments

The student is responsible for obtaining information about quiz and examination schedules and policies.

Make-up examinations and tests may be given to students who for valid reasons are unable to take exams at the scheduled time. Teachers are not required to offer make-up examinations because of a student’s absence unless the student can present evidence that it was caused by unavoidable circumstances or occurred on a religious holiday.♦ In such cases, an examination may be rescheduled for the mutual convenience of student and teacher and must cover only the material for which the student was originally responsible. Such a rescheduling must not cause a conflict with the student’s other classes.

♦ The UMUC policy on religious holidays is stated in the chapter on University Policies.

More information about certificates, including gainful employment disclosures, is available at www.umuc.edu/grad/gradcertificates.

ACADEMIC AND ADMINISTRATIVE REQUIREMENTS

Academic Load

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

Doctoral and regular MBA students are considered full-time when they register for at least 6 credits per session in their degree program, half-time if they register for 3 credits per session. Students in the one-year MBA program are considered full-time when they enroll in 6.5 credits per session; those who register for 3 credits are considered half-time.

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

Students (*except those in the MBA or doctoral programs*) who have a compelling need to take a course overload may submit a written request to take one additional course to Graduate Advising. Requests for exceptions to the standard course load must be made at least one month before the beginning of the 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.

MBA and doctoral students cannot take course overloads.

Grievance/Appeal Procedure

Students having legitimate complaints about Graduate School of Management and Technology faculty, staff members, academic departments, or administrative units should contact their program director. For information on the procedure to file a formal appeal or grievance about the actions of a faculty or administrative staff member, students should contact Student Relations, Graduate School of Management and Technology, at 800-888-UMUC, ext. 2-2400, or graduateschool@umuc.edu. More information is available online at www.umuc.edu/policies/academicpolicies/aa13070.cfm and www.umuc.edu/policies/academicpolicies/aa13080.cfm.

Connectivity and Computer Literacy

To take full advantage of the Graduate School of Management and Technology's educational offerings, students must own or have access to a personal computer and have access to the Internet.

All graduate students must be able to reach their fellow students, faculty, and the university via e-mail. **It is imperative that students update their e-mail address through MyUMUC at <https://my.umuc.edu>.** Students who do not have a personal e-mail account may create one by following the directions provided on the Web at <http://support.umuc.edu>. In some classes, students may be required to participate in synchronous computer-based class discussions and study group activities.

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 undergraduate schedule of classes or speak to an undergraduate advisor regarding appropriate classes. The schedule may be obtained by calling 800-888-UMUC, and advisors may be reached at 800-888-UMUC, ext. 2-2100. Schedules and catalogs are also available for download on the UMUC Web site.

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 on 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 Web site at www.riaa.com. Information on how to legally download movies

and television programs is available on the Motion Picture Association of America Web site at www.mpa.org.

Code of Student Conduct

In accordance with the Board of Regents Policy V-1.00 Policy on Student Affairs, approved on January 11, 1990, disciplinary regulations are set forth in writing to give students general notice of prohibited conduct. UMUC reserves the right to take appropriate action to protect the safety and well-being of the UMUC community.

Students may be accountable to both civil authorities and to UMUC for acts that constitute violations of law and of this code. Disciplinary action at UMUC will normally go forward pending criminal proceedings and will not be subject to challenge on the grounds that criminal charges involving the same incident have been dismissed or reduced.

To encourage the development and growth of a supportive and respectful academic environment for all students, faculty, and staff, UMUC has created the Code of Civility, which is available at www.umuc.edu/students/support/studentlife/conduct/code.cfm and in UMUC publications.

In every case of alleged Code of Conduct violation, the burden of proof rests with the complainant who must establish the guilt of the person accused by clear and convincing evidence. In cases where the complainant wishes to remain anonymous, the burden of proof rests with the administrator.

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

SERVICES AND RESOURCES

Availability of Services

UMUC provides services and resources to help students all over the world complete their educational programs—through automated systems and resources available online or by telephone, by e-mail and telephone communication, and in person at sites throughout the Maryland area. A number of offices are responsible for the delivery of these services, including Career Services and the offices of Enrollment Management, Financial Aid, Information and Library Services, and Information Technology.

Among these, the Office of Student Affairs and the Office of Enrollment Management (which includes Graduate Advising) respond to most of the student's academic needs throughout his or her college career, providing general information; admission assistance; academic advising; registration, graduation, and transcript services; and veterans benefits assistance.

All regional sites offer graduate services. In the Maryland area, services are available at the following locations:

Aberdeen Proving Ground

Phone 410-272-8269

Arundel Mills

Phone 410-777-1882

Dorsey Station

Phone 443-459-3500

Fort Belvoir

Phone 703-781-0059

Fort Detrick

Phone 301-619-2854

Fort Meade

Phone 410-551-0431 or 301-621-9882

Joint Base Anacostia-Bolling

Phone 202-563-3611

Joint Base Andrews Naval Air Facility Washington

Phone 301-981-3123

Joint Base Myer-Henderson Hall

Phone 202-563-3611

Largo (UMUC Academic Center)

Phone 800-888-UMUC (8682)

grandinfo@umuc.edu

Laurel College Center

Phone 410-772-4162

Marine Corps Base Quantico

Phone 703-630-1543

National Naval Medical Center (Bethesda)

Phone 301-654-1377

Patuxent River Naval Air Station

Phone 301-737-3228

Shady Grove

Phone 301-738-6090

Southern Maryland Higher Education Center

Phone 301-737-2500, ext. 215

University System of Maryland at Hagerstown

Phone 240-527-2711

Waldorf Center for Higher Education

Phone 301-632-2900

More information about certificates, including gainful employment disclosures, is available at www.umuc.edu/grad/gradcertificates.

General Information

UMUC phone representatives are available Monday through Saturday, 6 a.m. to 10 p.m., at 800-888-UMUC (8682) to provide answers to general questions and help navigating UMUC's Web site. Representatives can also make sure that callers are on the UMUC mailing list to receive upcoming class schedules and other important announcements.

Admission Assistance

New student advisors serve individuals who are inquiring about becoming UMUC students at some future time or are admitted but have not yet registered. They can help prospective students apply for admission, identify financial aid opportunities, plan their curriculum, and register for their first session of classes.

New student advisors can also help qualified senior citizens apply for Golden Identification benefits. More information is on p. 147.

Prospective and new students may contact a new student advisor by phone at 800-888-UMUC or by e-mail at newgrad@umuc.edu. More detailed information on admission is available on p. 133.

Automated Services

Through MyUMUC (available online at <https://my.umuc.edu>), students have access to many of their personal UMUC records. MyUMUC enables them to change personal information (such as home address, e-mail address, or phone numbers); register; pay bills; check grades and financial aid and student account status; apply for graduation; request certification for VA educational benefits and check the status of the request; and view and print reports (such as their class schedule, grade report, statement of account, and unofficial transcript).

Advising

All students who have registered in a course are assigned an advisor, who will help guide them through all of the steps that lead to a graduate-level degree or certificate. Advisors will also recommend ways for the student to complete academic requirements quickly and efficiently.

Students who have not attended UMUC for a year or more should also contact an advisor for assistance in getting back on track. If it has been more than two years since the student's last enrollment, he or she must first reapply for admission.

It is up to the student to seek advising and to keep track of his or her program requirements. Students should retain the catalog of the year they entered their program as it contains all degree requirements for which they will be held accountable.

Whenever possible, students should get advising information in writing. Students who fail to meet all degree requirements will not be cleared for graduation.

Students may contact advisors by phone, fax, or e-mail. In the Washington, D.C., metropolitan area, students also have the option of scheduling an appointment with an advisor in person at the sites listed on the previous page.

Evaluation of 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 of Management and Technology may accept up to 3 graduate transfer credits for a certificate program.

UMUC may accept more than the usual maximum credit (3 credits for certificates or 6 credits for degree programs) under approved articulation agreements. Decisions regarding the eligibility of students to enter a graduate program under an existing articulation agreement are made at the time of admission and may not be made retroactive after enrollment.

The DM, MBA, MS in cybersecurity, and MS in cybersecurity policy and the CIO certificate program do not accept transfer credit. Students should contact their advisors for details.

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

1. The credits must have been earned as graduate credit.
2. The credits must not have been used to meet the requirements for any degree the student previously earned or is expected to earn.
3. The credits must have been awarded within the time limit for the degree or certificate.
4. The student must have earned a grade of B or better in the courses considered for transfer. (However, these grades are not included in the calculation of the student's grade point average.)

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5. The department advisor and the program director must have determined that the transfer courses are relevant to the student's program of study.
6. The credits must have been earned at an approved institution (defined below) and be equivalent to graduate-level coursework or recommended for graduate-level credit by the American Council on Education (ACE) or other nationally recognized bodies, or part of an approved articulation agreement.

APPROVED INSTITUTIONS

Approved institutions include those accredited 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
- Southern Association of Colleges and Schools Commission on Colleges
- Western Association of Schools and Colleges Accrediting Commission for Senior Colleges and Universities

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

Services for Students with Disabilities

Reasonable accommodations are available for students who have disabilities and are enrolled in any program offered at UMUC. To allow for adequate planning, students who need accommodations should contact Disability Services at least four to six weeks before the beginning of the session.

Students must request accommodations each time they register. The first time a student requests accommodation, current (within three years) documentation of a disability must be submitted. 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.

All UMUC students are required to meet university policies and procedures and the academic requirements of all graduate degrees and certificates. Students with disabilities should review

the academic and administrative requirements listed under the program descriptions in this graduate catalog. Students should not apply to a UMUC certificate or degree program with the expectation that any academic requirement or administrative policy will be waived or substituted.

For more information, students should call Disability Services at 800-888-UMUC, ext. 2-2287, or 240-684-2277 (TTY) or send an e-mail to disabilityservices@umuc.edu.

Transcript Services

Students should contact the Office of the Registrar to receive an official UMUC transcript. Written requests must include the student's signature and should be addressed to the Office of the Registrar, University of Maryland University College, 3501 University Boulevard East, Adelphi, MD 20783. Continuing students may request transcripts via MyUMUC at <https://my.umuc.edu>.

Graduation Services

UMUC holds a graduation ceremony in Adelphi each year in May. Students who completed degree requirements the previous August and December, as well as those who complete their requirements that May, are invited to participate.

Students who expect to complete the requirements for a degree are responsible for filing an application for a diploma (available online at <https://my.umuc.edu>) with Student Affairs, and paying the appropriate fee (currently \$50). Applications for diploma may be submitted at the time of the final session's registration or up to the following deadlines:

December graduation	October 1
May graduation	February 15
August graduation	June 15

Students whose applications for a diploma are received after the deadlines will be considered for receiving degrees at the next graduation. Students who do not complete degree requirements in the session in which they first applied for graduation must complete a new application for diploma and pay the fee for the session in which they will graduate.

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

Advisors are available to answer any questions about requirements for graduation and the application for diploma or certificate at 800-888-UMUC, ext. 2-2100, or gradinfo@umuc.edu.

Golden ID Program

Senior citizens may qualify for participation in the Golden Identification program, which allows them to register for up to 6 credits per semester without paying tuition. Students must be Maryland residents, U.S. citizens, or documented permanent residents; 60 years old by the beginning date of the session for which they are applying; and not employed more than 20 hours per week to qualify for this program. Golden ID students may only register the week before classes begin on a space-available basis. Benefits do not apply to Master of Business Administration, Master of Science in cybersecurity or cybersecurity policy, Executive Programs, or 800-level courses. To request an application, students should contact Graduate Advising at 800-888-UMUC. More information on this program is available online at www.umuc.edu/students/support/advreg/registration/golden.cfm.

Student Advisory Council

The Student Advisory Council provides an avenue for students to express their concerns about UMUC or their academic career. The council consists of 12 members, elected by their fellow students, who act in an advisory capacity to the university president, provost, deans, and other officials on behalf of all students.

Students who would like to see certain issues addressed or who have questions should contact their council representative by e-mail at stac@umuc.edu.

More information on shared governance is available in the chapter on University Policies in this catalog and online at www.umuc.edu/visitors/about/governance.

Financial Aid

UMUC's Financial Aid Office administers a variety of financial assistance programs—including grants, scholarships, federal work-study, and loans—to help students meet the costs of their educational goals. Aid is available for students who can demonstrate financial need, academic merit, or both. Regardless of income level, all students are encouraged to apply for assistance; many financing alternatives are available.

General Eligibility Requirements

An eligible applicant for UMUC need-based 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 half-time for federal loan programs; institutional aid requires enrollment for at least 3 credits. (Note: Audited courses do not count.)
- 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, nor 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.

Financial Aid Programs

Most aid programs are available to both full- and part-time students. UMUC may offer the following types of financial aid: grants, scholarships, work-study, and loans. In most cases, at least half-time enrollment is required. (Full- and part-time status is explained on p. 142.)

Amounts and eligibility for financial aid vary from year to year. Following is a description of programs available for the upcoming award year.

GRANTS AND SCHOLARSHIPS

Gift assistance, for which no repayment is required, is offered by the state of Maryland and UMUC. The UMUC Financial Aid Office administers several types of gift assistance: UMUC scholarships and grants and Maryland state scholarships and grants.

The UMUC President's Grant program offers grants to students who demonstrate financial need. Typical awards range from \$300 to \$600 per semester, based on need.

UMUC scholarship programs, which include the UMUC President's Scholarship, offer a number of institutional scholarships as well as scholarships from corporate donors and foundations. A separate scholarship application (available online at <https://my.umuc.edu>) must be completed for consideration. Requirements vary according to the individual scholarship programs. Typical

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awards range from \$200 to \$1,500 per semester. Most scholarships require a minimum GPA and completion of a minimum number of credits at UMUC for consideration. Students should visit www.umuc.edu/scholarships for more information.

Maryland state grant and scholarship programs provide financial assistance to Maryland residents based primarily on financial need. Awards to graduate students typically require enrollment of at least 6 credits per semester. Award amounts range from \$200 to \$5,700 annually. Senatorial and Delegate Scholarship awards are based on criteria established by the elected official. For more information, students should contact the Maryland Higher Education Office of Student Financial Assistance at 410-260-4565 or 800-974-1024 or visit www.mhec.state.md.us.

Many UMUC students receive private scholarships offered by corporations, associations, foundations, and other organizations. These private scholarships offer awards on a competitive basis to students who meet specific criteria. Scholarship links and search tools are available online at www.umuc.edu/financialaid.

LOANS

Loan programs are available to students enrolled at least half-time per semester. Students who take loans to pay for college expenses must repay the principal and interest in accordance with the terms of the promissory note.

The Federal Perkins Loan program provides low-interest loans to help needy students finance their costs at UMUC. Award amounts typically range between \$500 and \$2,000 per semester. The current interest rate is 5 percent. Repayment is made to UMUC and begins nine months after the borrower leaves school or attendance drops below half-time.

The William D. Ford Federal Direct Loan program offers low-interest federal loans to students. Repayment begins six months after the student leaves school or attendance drops below half-time. For annual award amounts and general repayment terms, students should visit www.umuc.edu/financialaid.

Graduate PLUS and other alternative student loan programs are also options for UMUC students. Students whose financial aid awards do not meet their financial need may be able to borrow up to their cost of attendance through the graduate PLUS program offered by the U.S. Department of Education. Students may also borrow additional funds through alternative loan programs offered by many banks and other lenders. Both programs require applicants to be credit-worthy. More information on graduate PLUS loans and alternative loan programs is available online at www.umuc.edu/financialaid.

FEDERAL WORK-STUDY PROGRAM

The Federal Work-Study program is a need-based program that provides jobs to help students meet college costs. Award amounts vary according to financial need and availability of funds. Funds are paid biweekly, based on hours worked. Students must apply and be hired for employment at UMUC location. More information may be obtained by visiting www.umuc.edu/financialaid.

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 not eligible to receive financial aid. Students should refer to the chapter on University Policies for details of the appeal process and the complete Satisfactory Academic Progress policy for financial aid students.

The Financial Aid Application Process

Students must complete the Free Application for Federal Student Aid (FAFSA) to be considered for any type of federal, state, or institutional financial aid at UMUC. The FAFSA (which may be completed online at www.fafsa.gov) must also be completed for a student to be considered for need-based Maryland state scholarships.

UMUC FINANCIAL AID PRIORITY DEADLINES

One of the most important aspects of the financial aid process is applying for assistance as early as possible. Priority deadlines are listed on the following page. Students who apply by the priority deadlines may be considered for additional grant and scholarship programs with limited funds.

Students who apply late may still receive aid, depending on their eligibility and the availability of funds. Late applications are still processed and considered. Students are always encouraged to apply for financial aid.

More information about certificates, including gainful employment disclosures, is available at www.umuc.edu/grad/gradcertificates.

Program or Period Being Applied for	Priority Deadline for Filing Financial Aid Forms
Maryland State Scholarships	March 1
Full Academic Year or Fall Semester Only	June 1
Spring Semester Only	November 1
Summer Semester	April 1

Federal Return of Funds Policy

Students receiving federal financial aid have the responsibility to follow the institution's withdrawal procedures, which are outlined on the UMUC Web site at www.umuc.edu/refundpolicies. The U.S. Department of Education requires the university to calculate a return of Title IV funds for all federal financial aid recipients who withdraw from classes. Students who stop attending classes without officially withdrawing are also subject to a return of funds calculation at the end of the semester based on the last documented date of attendance. For further information, students should visit www.umuc.edu/titleIVfunds.pdf.

Financial aid recipients should contact the Office of Financial Aid before withdrawing from a course to determine the impact on their award.

Students must follow UMUC's withdrawal procedures, as detailed on p. 135.

For Further Information

Students with additional questions should visit the Financial Aid Online Support Center at www.umuc.edu/financialaid to e-mail, chat, request a call, or view the extensive list of frequently asked questions.

Veterans Benefits

Veterans Benefits Programs

The following educational assistance programs administered by the U.S. Department of Veterans Affairs are available for active-duty military personnel, reservists, veterans, and their dependents who are attending UMUC:

- The Montgomery GI Bill—Active Duty Educational Assistance Program (Chapter 30)
- Vocational Rehabilitation (Chapter 31)
- Post–Vietnam Era Educational Assistance Program (Chapter 32)
- Survivors' and Dependents' Educational Assistance Programs (Chapter 35)
- Montgomery GI Bill—Selected Reserve Educational Assistance Program (Chapter 1606)
- Educational Assistance for Reserve Component Members Supporting Contingency Operations and Certain Other Operations (Chapter 1607)
- Post-9/11 Veterans Educational Assistance Program (Chapter 33)
- Transfer of Post-9/11 GI Bill Benefits to Dependents
- Yellow Ribbon Program
- Marine Gunnery Sergeant John David Fry Scholarship

Detailed information on these programs is available online at www.umuc.edu/vabenefits and www.gibill.va.gov.

Application Procedures

Every educational assistance program requires different paperwork and documentation to process a claim. Initial applications for benefits may be submitted online directly to the U.S. Department of Veterans Affairs. Students must also complete a UMUC Veterans Certification form (available online via MyUMUC) each session they wish to receive benefits. The U.S. Department of Veterans Affairs processes claims and issues payment six to eight weeks after receiving completed paperwork.

Amounts and Methods of Payment

The amount of money a student may receive from the U.S. Department of Veterans Affairs depends on the educational assistance program for which the student is eligible, the number of credits for which the student is registered, the length of the

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session, and for certain programs the number of dependents the student has. The current monthly payment for each educational assistance program is available online at www.gibill.va.gov.

The U.S. Department of Veterans Affairs offers an accelerated payment program to students eligible for Montgomery–GI Bill (MGIB) benefits. The program provides a lump-sum payment of 60 percent of a student's tuition and fees for certain high-cost, high-tech programs. To receive accelerated payment, the tuition and fees for a session must be more than double the MGIB benefits that a student would receive otherwise for the session. More information on the accelerated payment program is available on the U.S. Department of Veterans Affairs Web site at www.gibill.va.gov.

Evaluation of Prior Training

When a student files a claim for educational benefits, the U.S. Department of Veterans Affairs requires previous training to be evaluated so that the student receives correct transfer credit. Students who have graduate credit earned from a regionally accredited institution must have an evaluation completed during the first session of attendance. Students who do not comply may find future benefits delayed. After their first registration, eligible students are provided with information on the necessary procedure.

Students' Responsibilities

Students receiving benefits are expected to follow all regulations and procedures of the U.S. Department of Veterans Affairs while attending UMUC.

At UMUC, all regulations of the U.S. Department of Veterans Affairs are enforced. Students should be aware of the following requirements and consequences:

- Each student is expected to make satisfactory progress toward a degree or certificate; everyone must comply with the academic standards of UMUC.
- Each student must report all changes in enrollment—including drops, adds, withdrawals, changes to audit, and changes in degree objective.
- Registering for a course and then not attending, or ceasing to attend without officially withdrawing, is a misuse of federal funds that is punishable by law.
- Payment of benefits will be disallowed for any course in which a nonpunitive grade is assigned.
- Payment of benefits will be disallowed for any course in which a grade of FN is assigned.

- Payment of benefits will be disallowed for repeating a course for which transfer credit has been granted or for which a passing grade of A, B, C, P, or S was assigned.
- Payment of benefits will be disallowed for any course that is not a requirement in a student's degree or certificate program.

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, 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.

For Further Information

Information and applications are available from the student's advisor or at www.umuc.edu/vabenefits on the UMUC Web site.

More information about certificates, including gainful employment disclosures, is available at www.umuc.edu/grad/gradcertificates.

Other Resources

Bookstores

Students can order books from MBS Direct online through the UMUC Virtual Bookstore. In conjunction with MBS Direct, UMUC offers convenient online and mail-order shipping for required textbooks and software for courses in classroom and distance education formats. MBS guarantees availability of new and used inventory, shopping discounts if books are ordered online, no sales tax, and an easy return and buyback program. Orders are shipped via UPS, Monday through Friday, within 24 hours of receipt. Overnight and two-day delivery is available for an additional fee. Payment by personal check, American Express, Discover, MasterCard, and Visa is accepted. Some employer contracts may be accepted.

University Book Center/Barnes & Noble in College Park also carries materials for UMUC classes held on the College Park campus. Walk-in customers should inquire at the customer service desk. Most major credit cards and some employer-provided assistance documents are accepted. Students should call 800-343-6621 for additional information and store hours.

Career Services

Career Services provides resources and services to assist UMUC students and alumni worldwide with their career and job search needs. For additional information, students should call 800-888-UMUC, ext. 2-2720, or visit www.umuc.edu/careerservices.

CAREER DEVELOPMENT AND PLANNING

Career Services professionals are available to provide personalized attention to help students clarify their skills, interests, and work-related values; making career/life-related decisions; research career options; plan for further study; and search for employment.

JOB-SEARCH SERVICES

Services designed to assist the employment needs of UMUC students and alumni include job fairs; employability skills workshops, such as résumé writing and interview preparation; job-search tutorials; and CareerQuest, UMUC's online job and internship database, which enables students to search job listings and post résumés for prospective employers.

RESOURCE LIBRARY

Career Services offers a variety of print and online materials that can be useful in the career planning and job search process. Resources include occupational information, employer and graduate school directories, job hunting guides, and career resource literature.

Services are available on a walk-in basis, by appointment, or online via e-mail. For more information students should call 240-684-2720 or e-mail queries to careerservices@umuc.edu.

Computer Labs and Services

Computer labs are available at many UMUC sites (including Dorsey Station, Largo, Shady Grove, and Waldorf). 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 library bar code. Students must bring a disk or flash drive to save data or documents.

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.

Technical support for WebTycho, MyUMUC, and other learning applications is available 24 hours a day, seven days a week, through UMUC 360 Support online at support.umuc.edu or by phone at 888-360-UMUC (8682).

Information and Library Services

UMUC's Information and Library Services (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.

SERVICES AND RESOURCES

LIBRARY RESOURCES

Information and Library Services 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 Information and Library Services home page at www.umuc.edu/library or through WebTycho. Information and Library Services has also created subject-specific resource guides to serve as a jumping-off point for research. Each guide includes subject-relevant research databases, books, Web sites, and (where applicable) other Web 2.0 technologies.

LIBRARY SERVICES

Currently enrolled students in the continental United States have borrowing privileges at the 16 University System of Maryland and affiliated institutions libraries. The library collections can be searched and books can be requested through the online library catalog, available via the library home page. All UMUC students may use the DocumentExpress service to request that journal articles or book chapters not available online in full text be sent to them electronically.

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, Information and Library Services offers library instruction both in person and via WebTycho. This instruction serves to complement and reinforce the skills and information gained through UCSP 611 Introduction to Graduate Library Research Skills. Faculty members may contact Information and Library Services to request an on-site or online library instruction session. In addition, students can obtain individualized research assistance by contacting Information and Library Services or by visiting the Peck Virtual Library Classroom (VLIB 101) within WebTycho, which serves as an additional free resource to help students improve their research skills.

Reference and research assistance is available 24 hours a day, seven days a week, through the library Web page under “Ask a Librarian.” For a complete list of library services, students should visit www.umuc.edu/library or call Information and Library Services at 240-684-2020 or 800-888-UMUC, ext. 2-2020, during regularly scheduled office hours.

More information about certificates, including gainful employment disclosures, is available at www.umuc.edu/grad/gradcertificates.

FACULTY

Abbott, Weldon Leon*Adjunct Professor*

BA, Texas Christian University
MEd, Texas Christian University
MS, Texas Christian University
PhD, Texas A&M University

Abdallah, Wagdy*Adjunct Professor*

BBA, Cairo University
MS, Cairo University
MBA, Mankato State University
PhD, University of North Texas

Abdul-Hamid, Husein*Adjunct Associate Professor*

BS, Birzeit University
MS, American University
PhD, American University

Abramson, Myriam*Adjunct Assistant Professor*

BS, George Mason University
MS, George Mason University
PhD, George Mason University

Achterhof, Ruth A.*Adjunct Professor*

BS, Texas Tech University
MA, Western Michigan University
PhD, Capella University

Adair, Deborah E.*Adjunct Associate Professor*

BS, Boston University
MS, University of Arizona
PhD, University of Arizona

Adams, Kevin M.*Adjunct Assistant Professor*

BS, Rutgers University
MS, Massachusetts Institute of Technology
PhD, Old Dominion University

Afolabi, Mark*Adjunct Assistant Professor*

MS, State University of New York at Binghamton
PhD, State University of New York at Binghamton

Agrawal, Gaya P.*Adjunct Associate Professor*

BCom, Calcutta University
MCom, Calcutta University
LLB, Calcutta University
MBA, Calcutta University
MS, Catholic University of America

Aje, John O.*Associate Dean and Collegiate Professor*

BS, Clemson University
MS, North Carolina State University
MEA, George Washington University
DSc, George Washington University

Akridge, Steven L.*Adjunct Assistant Professor*

BS, State University of New York Regents College
MS, Troy State University
JD, John Marshall Law School

Albritton, Frank P. Jr.*Adjunct Professor*

BS, University of Florida
MA, University of Central Florida
EdD, University of Central Florida

Alden, Jay*Adjunct Professor*

BS, Long Island University
MS, Hofstra University
PhD, Hofstra University

Aldridge, Susan C.*President and Collegiate Professor*

BA, Colorado Women's College
MPA, University of Colorado at Denver
DPA, University of Colorado at Denver

Alaeddine, Nasser*Adjunct Assistant Professor*

BE, American University of Beirut
MS, Southern Methodist University
PhD, Southern Methodist University

Ali, Amjad*Director, Security Studies Laboratory, and Collegiate Professor*

BS, George Washington University
MS, George Washington University
PhD, George Washington University

Alkhafaji, Abbass F.*Adjunct Professor*

BS, University of Baghdad
MBA, Bowling Green State University
MS, North Texas State University
MS, North Texas State University
EdD, University of Texas at Dallas

Alkharouf, Nadim W.*Adjunct Associate Professor*

BS, Yarmouk University
MS, Yarmouk University
PhD, George Mason University

Allen, Nicholas H.*Provost Emeritus and Collegiate Professor*

BS, U.S. Coast Guard Academy
MBA, Oklahoma City University
MPA, George Washington University
DPA, George Washington University

Allen, Robert E.*Adjunct Professor*

BS, State University of New York at Buffalo
MBA, State University of New York at Buffalo
PhD, State University of New York at Buffalo

Allen, Stephanie*Adjunct Assistant Professor*

BA, Yale University
MFA, University of Maryland, College Park

Allenza, Paul*Adjunct Assistant Professor*

BS, Cornell University
PhD, University of Massachusetts

Allotey, Tracie S.*Collegiate Professor*

BA, Howard University
MA, University of Pennsylvania
PhD, University of Pennsylvania

Alperin, Betsy A.*Adjunct Associate Professor*

BA, University of Maryland, College Park
MA, University of Maryland, College Park
MA, University of Maryland, College Park

Ampofo, Akwasi A.*Adjunct Associate Professor*

BA, University of Lincoln
MBA, University of Baltimore
DBA, Nova Southeastern University

Anakwe, Bridget*Adjunct Professor*

BS, University of Jos
MBA, Baruch College
PhD, Rutgers University

Andersen, David G.*Adjunct Professor*

BS, Concordia Teachers College
MA, Wayne State University
EdD, Wayne State University

Anderson, Courtney E.*Adjunct Associate Professor*

BA, University of Texas at Austin
JD, University of Texas at Austin
MBA, Texas A&M University

FACULTY

Anderson, Katherine M.

Adjunct Assistant Professor

BS, University of Tennessee

MS, University of Tennessee

PhD, University of Tennessee

Anderson, Martine S.

Adjunct Assistant Professor

BS, Park University

JD, Stetson University

Anderson, Ronald A.

Adjunct Assistant Professor

BA, University of Maryland, College Park

ME, University of Maryland, College Park

EdD, University of Maryland, College Park

Anderson, William C.

Adjunct Professor

BS, Park University

JD, Stetson University

Andrews, Christine P.

Adjunct Professor

BA, State University of New York at Buffalo

MBA, State University of New York at Buffalo

DBA, Cleveland State University

Andrews, T. Michael (Mike)

Adjunct Assistant Professor

BS, Morgan State University

MA, Salve Regina University

JD, Roger Williams University

LLM, George Washington University

Andriasova, Anna V.

Associate Chair, Business and Executive Programs, and Collegiate Associate Professor

BS, Yerevan State University

MBA, American University of Armenia

PhD, University of Texas at Austin

Anwar, Eman

Adjunct Assistant Professor

BS, University of Kuwait

MS, University of Florida

PhD, University of Florida

Appis, Caroline

Adjunct Assistant Professor

BS, University of Central Oklahoma

JD, Oklahoma City University

Aragon, Nancy B.

Adjunct Associate Professor

BA, University of Michigan

MA, George Mason University

PhD, George Mason University

Arrington, Kenneth W. Sr.

Adjunct Professor

BS, Drexel University

JD, University of Pennsylvania

Arnold Lietzau, Julie

Adjunct Assistant Professor

BA, University of Maryland,

Baltimore County

MLS, University of Maryland, College Park

Arshanapalli, Bala G.

Adjunct Professor

BA, Kakatiya University

MA, University of Waterloo

PhD, Northern Illinois University

Atkins, David

Adjunct Associate Professor

BS, Syracuse University

MS, State University of New York at Albany

PhD, State University of New York at Albany

Atkinson, Elizabeth Ann

Adjunct Professor

BS, University of Georgia

MEd, University of Georgia

EdD, University of Georgia

Aucoin, B. Michael

Adjunct Assistant Professor

BS, University of New Orleans

MS, Texas A&M University

PhD, Texas A&M University

Ault, David O.

Adjunct Assistant Professor

BA, Middlebury College

JD, Wake Forest University

Avery, James

Adjunct Professor

BS, Michigan State University

PhD, University of Illinois at Urbana-Champaign

Axelrod, Ruth H.

Adjunct Associate Professor

BA, George Washington University

MHS, George Washington University

PhD, George Washington University

Azzazy, Hassan M.E.

Adjunct Associate Professor

BS, Alexandria University

PhD, University of North Texas

Backhaus, Wilfried Karl

Adjunct Assistant Professor

BA, University of Calgary

MA, Queen's University

PhD, Queen's University

Bahhouth, Victor

Adjunct Professor

BA, Lebanese University

MS, American University

PhD, University of Newcastle Upon Tyne

Bahramian, Bahram

Adjunct Professor

BS, University of Birmingham

MA, University of Dayton

PhD, University of Birmingham

Bai, Ying

Adjunct Professor

BE, Tsinghua Branch University

ME, Beijing Institute of Technology

PhD, Florida Atlantic University

Bailey, Michelle D.

Adjunct Associate Professor

BS, University of Tennessee at Chattanooga

MS, University of Alabama

PhD, University Alabama

Bailey, Steven S.

Adjunct Professor

BS, U.S. Military Academy at West Point

MS, University of Colorado at Denver

MPA, University of Colorado at Denver

PhD, Colorado School of Mines

Bajor, Janice K.

Adjunct Associate Professor

BS, Bloomsburg University of Pennsylvania

MBA, University of Detroit

PhD, Wayne State University

Baker, Anita

Program Director, Master of Business

Administration, and Collegiate Professor

BA, Goucher College

PhD, Cornell University

Bakuli, David

Adjunct Assistant Professor

BA, University of Nairobi

MA, University of Nairobi

PhD, University of Massachusetts

Balina, Charles M.

Adjunct Associate Professor
BS, Makerere University
MS, Loughborough University
PhD, Pennsylvania State University

Balog, Julius K.

Adjunct Professor
BS, Northern Illinois University
MS, Central Michigan University
EdD, Northern Illinois University

Banash, Mark A.

Adjunct Assistant Professor
BA, University of Pennsylvania
PhD, Princeton University
MBA, University of Maryland University College

Banescu, Bogdan C.

Adjunct Associate Professor
BS, New York University
JD, Southwestern University

Barnard, Bruce A.

Adjunct Professor
BA, Southern Illinois University
MBA, Auburn University
JD, University of Florida

Barnes, Michael J.

Adjunct Professor
BS, London School of Economics
MBA, Stanford University
PhD, Case Western Reserve University

Barr, Bernadine

Adjunct Assistant Professor
AB, Brown University
MFA, University of Chicago
PhD, Stanford University

Barrett, Glenda J.

Program Director, Human Resource Management, and Collegiate Professor
BA, Indiana University
MA, University of Iowa
MA, George Washington University
PhD, George Washington University

Barry-Oliver, Sheila M.

Adjunct Professor
BA, Emmanuel College
MBA, Boston College
EdD, George Washington University

Barton, Oscar

Adjunct Professor
BSc, Tuskegee University
MSE, Howard University
PhD, Howard University

Bartoo, Diane

Program Director, Health Care Administration, and Collegiate Professor
BS, University of Florida
MS, University of Maryland, Baltimore
MA, University of Southern Mississippi
PhD, University of Southern Mississippi

Baxendale, Sidney J.

Adjunct Professor
BA, DePauw University
MBA, Indiana University Bloomington
PhD, Indiana University Bloomington

Bayer, Robert

Adjunct Professor
BA, State University of New York at Binghamton
MA, State University of New York at Binghamton
MPA, University of Nevada
PhD, University of Nevada

Beam, Caroline

Adjunct Associate Professor
BSE, Princeton University
MS, University of California, Berkeley
PhD, University of California, Berkeley

Beauchamp, Robert G.

Program Director, Environmental Management, and Collegiate Professor
BA, George Washington University
MS, George Washington University
PhD, University of Maryland, College Park

Beaudoin, Michael F.

Adjunct Professor
BS, University of Maine
MA, American University
EdD, University of Massachusetts

Bebber, Robert J.

Adjunct Assistant Professor
BA, Stetson University
MPA, University of Central Florida
PhD, University of Central Florida

Beck, Evelyn

Adjunct Assistant Professor
BA, Florida State University
MA, Florida State University

Bedell, Richard

Adjunct Assistant Professor
BE, State University of New York Maritime College
MA, Johns Hopkins University
MS, Johns Hopkins University
JD, George Washington University

Bensimon, Simon C.

Adjunct Professor
BS, Columbia University
MA, New York University
PhD, University of Chicago

Benson, Ronald G.

Adjunct Professor
BS, University of Iowa
MA, University of Iowa
PhD, University of Iowa

Beresford, Annette

Adjunct Assistant Professor
BS, University of Mississippi
MPPA, Jackson State University
PhD, Florida Atlantic University

Berezdivan, Robert

Adjunct Professor
BS, University of Florida
MS, University of Florida
PhD, University of California, Berkeley

Berge, Zane L.

Adjunct Professor
BS, Rochester Institute of Technology
PhD, Michigan State University

Berkas, Thomas

Adjunct Professor
BS, University of Minnesota
MS, University of Minnesota
PhD, University of Minnesota

Berkowitz, Joan

Adjunct Professor
BA, Swarthmore College
PhD, University of Illinois

Bernardes, Ednilson S.

Adjunct Professor
BS, Federal University of South Mato Grosso
MS, Federal University of South Rio Grande
MBA, Federal University of South Rio Grande
PhD, University of Minnesota

Bernath, Ulrich

Adjunct Professor
PhD, Carl von Ossietzky University of Oldenburg

FACULTY

Bernstein, Andrew

Adjunct Assistant Professor
BA, St. Mary's College of Maryland
MS, Johns Hopkins University
MBA, University of Maryland, College Park
PhD, George Washington University

Beroukhim, Benjamin

Adjunct Associate Professor
MS, University of Massachusetts
MS, University of Massachusetts
DSc, George Washington University

Bers, Trudy

Adjunct Professor
BA, University of Illinois at Urbana
MA, Columbia University
MBA, Northwestern University
PhD, University of Illinois at Chicago

Bhagyavati, B.

Adjunct Professor
BE, BMS College of Engineering
MS, University of Southwestern Louisiana
MS, University of Louisiana at Lafayette
MBA, Columbus State University
MS, Columbus State University
PhD, University of Louisiana at Lafayette

Bhattacharya, Mousumi

Adjunct Associate Professor
BA, Jadavpur University
MBA, Jadavpur University
PhD, Syracuse University

Bijlani, Subash K.

Professor of Practice
BS, University of Manchester Institute of Science and Technology
MS, Bombay University
MS, Punjabi University
DM, University of Maryland University College

Billioniere, Elodie

Adjunct Assistant Professor
BS, University of Montana
MEd, Arizona State University

Binnie, Jonathan P.

Adjunct Associate Professor
BA, North Park College
JD, Northern Illinois University

Bishop, Gulsebnem

Adjunct Associate Professor
BA, Hacettepe University
MA, University of Pennsylvania
PhD, Pace University

Bishop, Perry C.

Adjunct Associate Professor
BA, University of Arizona
MSEd, University of Southern California
MS, Butler University

Black, Jan

Adjunct Assistant Professor
BSBA, Central Missouri State University
MBA, Morgan State University
JD, Cleveland State University

Blank, Murray D.

Collegiate Professor
BS, U.S. Naval Academy
MS, George Washington University
MBA, Loyola College in Maryland
EdD, George Washington University

Blaschke, Lisa M.

Adjunct Professor
BS, University of Minnesota
MS, University of Maryland University College

Blayne, Gerald D.

Adjunct Associate Professor
BS, Northeastern University
MBA, Northeastern University

Blazy, Louis J.

Adjunct Professor
BA, George Mason University
MA, George Mason University
MBA, George Washington University
PhD, University of Maryland, College Park

Blesh, Tamara E.

Adjunct Professor
BA, American University
EdM, Boston University
EdD, Boston University

Blossom, Aaron P.

Adjunct Associate Professor
BS, Michigan State University
MS, Michigan State University
PhD, Michigan State University

Blumenthal, Dannielle

Adjunct Assistant Professor
BA, State University of New York Empire State College
PhD, The Graduate Center, City University of New York

Bobys, Richard S.

Adjunct Professor
BA, Tulane University
MA, University of Virginia
PhD, Virginia Polytechnic Institute and State University

Bojanova, Irena

Program Director, Telecommunications Management, and Collegiate Associate Professor
MS, Sofia University
PhD, Institute of Mathematics and Informatics, Bulgarian Academy of Sciences

Bolesta, Monica S.

Program Director, Master of Business Administration, and Collegiate Professor
BS, Fordham University
MA, University of Maryland, College Park
PhD, University of Maryland, College Park

Bollman, Amy K.

Adjunct Assistant Professor
BA, University of Oklahoma
MA, University of Oklahoma
PhD, University of Oklahoma

Bond, Helen

Adjunct Associate Professor
BS, Ohio State University
MA, West Virginia University
PhD, Virginia Polytechnic Institute and State University

Bondon Galloway, Celeste A.

Adjunct Assistant Professor
BA, University of Michigan
JD, George Washington University

Booth, Bryan A.

Executive Director, Doctoral Programs, and Collegiate Professor
MS, Cornell University
PhD, Cornell University

Borchini, Ezio

Adjunct Assistant Professor
BS, University of Maryland, College Park
MS, Marymount University
JD, Catholic University of America
LLM, George Washington University

Borders, William S.
Adjunct Associate Professor
BS, Louisiana State University
MS, California Institute of Technology
PhD, California Institute of Technology

Borne, Kirk D.
Adjunct Professor
BA, Florida State University
MA, Pacific Lutheran University
MHA, Baylor University
PhD, University of Washington, Seattle

Bosin, Morris R.
Adjunct Professor
BS, American University
MA, American University
PhD, George Washington University

Botes, Vida L.
Adjunct Associate Professor
BCom, University of Pretoria
BCom, University of South Africa
MCom, Potchefstroom University
PhD, University of South Africa

Bouldin, Agnes
Adjunct Professor
BS, West Virginia University
MA, Central Michigan University
DrPH, University of Pittsburgh

Bouterie, Larry
Adjunct Associate Professor
BS, Loyola University of the South
MS, University of Southern California

Bouvin, David D.
Adjunct Professor
BA, Roberts Wesleyan College
MBA, University of Sarasota
DBA, University of Sarasota

Bowe-Johnson, Brenda
Adjunct Assistant Professor
BA, Morgan State University
MS, Morgan State University
PhD, University of Maryland, College Park

Bowler, Suzanne O.
Adjunct Assistant Professor
BA, University of California, Berkeley
MA, University of California, Berkeley
PhD, University of California, Berkeley

Bowman, Ardith K.
Adjunct Professor
BS, University of Washington
MBA, University of Washington

Boyle, Conrad L.
Collegiate Professor
BS, U.S. Military Academy at West Point
MBA, University of Florida
PhD, University of Washington

Boyle, Jon
Adjunct Professor
BA, University of Southern Maine
MEd, Boston University
MA, George Mason University
PhD, Virginia Polytechnic Institute and State University

Bozdag, Serdar
Adjunct Assistant Professor
BS, Marmara University
PhD, University of California, Riverside

Bradley, Patrick L.
Adjunct Associate Professor
BS, Pennsylvania State University
MS, Johns Hopkins University
JD, University of Maryland, Baltimore

Bravo, Kathleen M.
Adjunct Assistant Professor
BS, Nyack College
MS, University of Maryland University College
PhD, Pace University

Breckon, Denise A.
Adjunct Assistant Professor
BSEE, Pennsylvania State University
MS, University of Maryland University College
DM, University of Maryland University College

Breen, Faith F.
Adjunct Professor
BA, University of Maryland, College Park
MA, University of Pittsburgh
PhD, University of Maryland, College Park
MPA, Harvard University

Brenenson, Stephanie
Adjunct Associate Professor
BA, State University of New York College at Fredonia
MS, Columbia University

Brent, William H.
Adjunct Associate Professor
BS, George Washington University
MBA, George Washington University
DBA, Nova Southeastern University

Brindley, Jane E.
Adjunct Professor
BA, University of Alberta
MA, University of British Columbia
PhD, University of Ottawa

Brinksma, James M.
Collegiate Assistant Professor
BS, University of Maryland University College
MBA, American Intercontinental University
DM, University of Maryland University College

Britton, Daniel J.
Adjunct Assistant Professor
BS, Universidad Nacional de Cordoba
MS, Massachusetts Institute of Technology
MS, Massachusetts Institute of Technology
PhD, Massachusetts Institute of Technology

Broaden, Charlotte B.
Adjunct Professor
BA, Marquette University
MS, Southern New Hampshire University
PhD, University of New Hampshire

Brody, Richard G.
Adjunct Professor
BS, University of Delaware
MS, Colorado State University
PhD, Arizona State University

Brouwer, Lynnette F.
Adjunct Professor
BS, University of Minnesota
MPA, University of Montana
PhD, University of Minnesota

Brown, Benjamin F.
Adjunct Assistant Professor
BA, Florida State University
MS, Troy State University
PhD, Medical University of South Carolina

Brown, Marcy L.
Adjunct Assistant Professor
BA, Eastern Kentucky University
MLS, University of Maryland, College Park

FACULTY

Brown, Michael Anthony Sr.

Adjunct Assistant Professor

BA, Southern Illinois University at Carbondale
MPA, Troy State University
PhD, Old Dominion University

Brown, Stephen

Adjunct Associate Professor

BS, University of Virginia
MS, University of South Carolina

Brown, Terrence A. Sr.

Adjunct Associate Professor

BS, Ohio University
MS, Ohio University
PhD, Ohio University

Bryan, Jon L.

Adjunct Professor

BS, University of Massachusetts
MBA, University of Massachusetts
PhD, University of Massachusetts

Buckhoff, Thomas

Adjunct Professor

BS, Brigham Young University
MS, Brigham Young University
PhD, University of Kentucky

Bunch, John F. S.

Adjunct Professor

BS, University of Michigan, Ann Arbor
PhD, University of North Carolina at Chapel Hill

Bundens, Robert W.

Adjunct Professor

BA, George Washington University
MA, Michigan State University
MLIR, Michigan State University
EdD, University of Tulsa

Burns, Katherine A.

Adjunct Assistant Professor

BS, Gettysburg College
PhD, Pennsylvania State University

Bush, Sharon L.

Adjunct Professor

MA, Johns Hopkins University
MA, University of Michigan
DBA, University of Memphis

Butler, Charlotte

Adjunct Assistant Professor

BSN, Auburn University
MPA, University of Arkansas

Butler, LeRoy

Adjunct Assistant Professor

BA, Furman University
MA, Furman University
PhD, University of South Carolina

Butler, Stephen A.

Adjunct Associate Professor

BSBA, Drake University
MBA, University of Iowa
PhD, University of Iowa

Caldwell, Cassandra

Adjunct Associate Professor

BA, University of North Carolina at Chapel Hill
MPA, North Carolina Central University
PhD, Ohio State University

Callahan, Caryl A.

Collegiate Professor

BA, Colby College
PhD, Harvard University
MBA, University of California, Los Angeles

Camp, Warren

Adjunct Associate Professor

BA, University of New Orleans
MBA, University of New Orleans
MS, University of Southwestern Louisiana

Campbell, Jennifer B.

Adjunct Assistant Professor

BS, Howard University
MHSA, George Washington University
PhD, University of Illinois at Chicago

Cannon, James

Adjunct Professor

BS, University of Maryland, College Park
MS, George Washington University
DSc, George Washington University

Cantor, Eugene H.

Adjunct Professor

BS, University of Maryland, College Park
JD, Emory University
LLM, Georgetown University

Carlivati, Peter

Adjunct Associate Professor

BS, Clarkson University
MS, State University of New York at Brockport
MS, Rochester Institute of Technology
PhD, Syracuse University

Carlson, David B.

Adjunct Assistant Professor

BS, Duke University
PhD, Oregon State University

Carlson, Rosemary

Adjunct Professor

BS, Morehead State University
MBA, University of Kentucky
DBA, University of Kentucky

Carnevale, Carol M.

Adjunct Professor

BS, Cornell University
MBA, University of Toledo
PhD, University of Iowa

Carroll, Mary C.

Adjunct Associate Professor

MBA, George Washington University
JD, Georgetown University
MS, National Defense University

Carswell, Alan D.

Chair, Cybersecurity and Information Assurance, and Collegiate Professor

BS, Northwestern University
MBA, Harvard University
PhD, University of Maryland, College Park

Carter, Ella

Adjunct Associate Professor

BA, Averett University
MBA, University of St. Thomas
PhD, University of North Carolina

Casey, Richard M.

Adjunct Associate Professor

BS, Colorado State University
MS, Ohio State University
PhD, Colorado State University

Chadwick, David M.

Adjunct Associate Professor

BS, U.S. Military Academy at West Point
MEng, George Washington University
DSc, George Washington University

Chadwick, Jerrold C. Jr.

Adjunct Assistant Professor

BA, Colby College
MBA, University of Maryland University College
DM, University of Maryland University College

Chakrabarty, Madhavi M.*Adjunct Assistant Professor*

BS, Maulana Azad National Institute of Technology
MS, Indian Institute of Technology
PhD, New Jersey Institute of Technology

Challa, Krishna*Adjunct Assistant Professor*

BS, Indian Institute of Technology
MS, Indian Institute of Technology
MS, Syracuse University
MBA, Sloan School of Management, Massachusetts
Institute of Technology
PhD, Sloan School of Management, Massachusetts
Institute of Technology

Chan, Paul H.*Adjunct Professor*

PhD, University of Missouri
MS, Johns Hopkins University
MBA, Wharton School of Business, University of
Pennsylvania

Chandler, Debra J.*Adjunct Associate Professor*

BS, University of California, Los Angeles
MA, University of California, Los Angeles
PhD, University of California, Los Angeles

Chang, Ai-Mei*Adjunct Professor*

BS, Purdue University
PhD, Purdue University

Chang, Kai*Adjunct Associate Professor*

MD, Hebei Medical University
MM, Hebei Medical University

Chang, Tung-Zong*Adjunct Professor*

BA, National Chengchi University
MBA, University of Missouri
PhD, University of Missouri

Chasen, Steven P.*Adjunct Assistant Professor*

BS, Towson State University
EdD, University of Maryland, College Park

Chatfield, Benjamin*Adjunct Assistant Professor*

BA, Washington College
MS, Strayer University
DM, University of Maryland University College

Chatterjee, Ashish*Adjunct Assistant Professor*

BS, Nagpur University
MBA, University of New Hampshire
PhD, University of Idaho

Chawla, Gloria L.*Adjunct Assistant Professor*

BA, Louisiana State University
MA, Louisiana State University

Chea, Sophea*Adjunct Assistant Professor*

BS, Cambodia Institute of Technology
BA, Royal University of Law and Economics
MBA, Asian Institute of Technology
PhD, University of Hawaii

Chen, Jim Q.*Program Director, Information Assurance,
and Collegiate Professor*

BA, Fudan University
MA, Fudan University
PhD, University of Maryland, College Park

Cheng, William I.*Adjunct Associate Professor*

BA, National Chengchi University
MA, National Chengchi University
PhD, State University of New York
at Binghamton

Chi, Donald N. H.*Adjunct Professor*

BA, Willamette University
MS, Carnegie Institute of Technology
PhD, University of Pittsburgh

Chiesl, Newell E.*Adjunct Professor*

BS, Northern Illinois University
MBA, Northern Illinois University
PhD, University of North Texas

Childs, Brian H.*Adjunct Professor*

BA, Maryville College
MDiv, Princeton Theological Seminary
PhD, Princeton Theological Seminary

Chinkuyu, Adion*Adjunct Assistant Professor*

BS, University of Malawi, Lilongwe
MS, Iowa State University
PhD, Iowa State University

Choi, Seonho*Adjunct Professor*

BS, Seoul National University
PhD, University of Maryland, College Park

Choi, (Sung) Peter*Adjunct Assistant Professor*

BS, Andrews University
MS, Purdue University
PhD, Purdue University

Chow, Tsun S.*Adjunct Professor*

BS, University of California, Los Angeles
PhD, University of California, Berkeley

Clair, Susan M.*Adjunct Assistant Professor*

BS, Frostburg State University
MEd, Virginia Commonwealth University
EdS, University of Virginia

Clark, Christine*Adjunct Professor*

BA, Franklin and Marshall College
MEd, University of Massachusetts Amherst
EdD, University of Massachusetts Amherst

Clark, James L.*Adjunct Professor*

BS, New Mexico Institute of Mining and Technology
MS, University of Idaho
PhD, University of New Mexico

Clark, Jeffrey A.*Adjunct Professor*

BEcon, James Cook University
MA, University of New Mexico
PhD, University of Technology Sydney

Clark, Major L. III*Adjunct Professor*

BA, North Carolina Agricultural and Technical
University
MS, College of William and Mary
JD, University of Iowa

Clark, Robert M.*Adjunct Professor*

BS, Massachusetts Institute of Technology
MS, University of North Dakota
PhD, University of Illinois
JD, George Washington University

FACULTY

Clauser, Steven B.*Adjunct Professor*

BA, Oakland University
MPA, University of Minneapolis
PhD, University of Minneapolis

Clavadetscher, Carl*Adjunct Professor*

BS, Montana State University
MS, Southern Illinois University
MS, University of Oregon
PhD, University of Oregon
MBA, University of Puget Sound
MSIS, Claremont Graduate School

Clements, Carson W.*Adjunct Assistant Professor*

BS, State University of New York College
at Brockport
MA, State University of New York College
at Brockport
JD, Syracuse University
PhD, Miami University

Cobb, Laurel G.*Adjunct Associate Professor*

BA, University of Florida
MA, University of South Florida
PhD, University of South Florida

Cohen, Melanie P.*Adjunct Assistant Professor*

BA, University of Maryland, College Park
MA, University of Maryland, College Park
DM, University of Maryland University College

Cohen, Stewart E.*Adjunct Associate Professor*

BS, Bryant College
MEd, Springfield College
JD, Massachusetts School of Law

Coley, Thomas G.*Adjunct Professor*

BA, Moorhead State University
MA, University of Wisconsin–Madison
PhD, University of Wisconsin–Madison

Colle, Judith*Adjunct Assistant Professor*

BA, Russell Sage College
MA, George Washington University

Collins, Marie (Mauri) P.*Adjunct Associate Professor*

BA, University of Nevada, Las Vegas
MA, University of Nevada, Las Vegas
DEd, Pennsylvania State University

Combs, Paul*Adjunct Professor*

BA, University of Tennessee
MS, Virginia Polytechnic Institute and
State University
EdD, Virginia Polytechnic Institute and
State University

Combs, Wendy L.*Adjunct Assistant Professor*

BA, University of California
MS, Eastern Washington University
PhD, North Carolina State University

Connell, Carol M.*Adjunct Assistant Professor*

MBA, Columbia University
PhD, University of Glasgow

Connell, Frances G.*Adjunct Assistant Professor*

BA, Barnard College, Columbia University
MA, University of Virginia
EdD, Columbia University

Conrad, Dianne L.*Adjunct Professor*

MEd, University of Alberta
PhD, University of Alberta

Conteh, Nabie Y.*Adjunct Assistant Professor*

BS, Institute for Information and Communication
Technology
MBA, Ferris State University
MS, University of Maryland, Baltimore County
PhD, University of Maryland, Baltimore County

Converse, Ray*Adjunct Associate Professor*

BA, College of William and Mary
MA, University of Michigan

Cook, Colleen L.*Adjunct Assistant Professor*

BA, Washington State University
MS, Washington State University
PhD, Washington State University

Cook, James H.*Adjunct Professor*

BS, Ohio State University
MS, Ohio State University
PhD, Ohio State University

Cook, Jennifer*Adjunct Assistant Professor*

BA, Washington State University
MA, Washington State University
PhD, Washington State University

Cooper, Crystal*Adjunct Associate Professor*

BS, New York Institute of Technology
PhD, American University

Cooper, Kelly*Adjunct Professor*

BS, University of San Francisco
MHOD, University of San Francisco
EdD, University of San Francisco

Copenhaver, Carol*Adjunct Professor*

BA, College of William and Mary
MBA, University of Florida
PhD, University of Florida

Corman, Lawrence S.*Adjunct Professor*

BA, Texas Tech University
MS, Texas Tech University
PhD, University of North Texas

Cornaby, Mary E.*Adjunct Associate Professor*

BA, University of Washington
MLS, University of Washington
JD, Seattle University

Corriere, Michael A.*Adjunct Associate Professor*

BS, U.S. Naval Academy
MBA, University of New Mexico
MS, Naval Postgraduate School
PhD, American University

Cost, Richard S.*Adjunct Assistant Professor*

AB, Colgate University
MSE, Johns Hopkins University
PhD, University of Maryland, Baltimore County

Costa, Joseph*Adjunct Associate Professor*

MS, University of Southern California
EdD, University of Southern California

Cowan, Moses*Adjunct Associate Professor*

BA, University of Miami
MS, Pace University
JD, Levin College of Law, University of Florida

Cox, Beth*Adjunct Assistant Professor*

BA, University of California, Berkeley
MPA, California State University, Long Beach
PhD, University of Southern California

Cox, John L.*Adjunct Assistant Professor*

BA, George Washington University
MPA, George Washington University
EdD, George Washington University

Craan, Pascale*Adjunct Associate Professor*

BA, St. John's University
JD, Benjamin N. Cardozo School of Law

Crafton, Linda K.*Adjunct Associate Professor*

BA, University of Evansville
MA, Indiana University
EdD, Indiana University

Crews, Angela W.*Adjunct Associate Professor*

BS, Tusculum College
MA, East Tennessee State University
PhD, Indiana University of Pennsylvania

Crews, Gordon A.*Adjunct Professor*

BS, University of South Carolina
MS, University of South Carolina
PhD, University of South Carolina

Crisan, Marius*Adjunct Professor*

MS, Polytechnic University of Timisoara
PhD, Polytechnic University of Timisoara

Cristea, Valentin*Adjunct Professor*

PhD, Polytechnic University of Bucharest

Cristillo, Anthony D.*Adjunct Associate Professor*

BS, Queen's University
PhD, Queen's University

Crosby, Jack W.*Collegiate Associate Professor*

BS, Pennsylvania State University
MS, University of Houston
PhD, University of Houston

Crosdale, Linval L.*Adjunct Assistant Professor*

BBA, University of the District of Columbia
MBA, Howard University
PhD, Howard University

Crosston, Matthew D.*Adjunct Associate Professor*

BA, Colgate University
MA, University of London
PhD, Brown University

Crow, Betsy L.*Adjunct Assistant Professor*

BS, Texas A&M University
MA, Middle Tennessee State University
JD, Nashville School of Law

Cruse, Viola*Adjunct Associate Professor*

BA, University of Natal
MBL, University of South Africa
DBA, Pretoria University

Cruz Morel, Eva B.*Adjunct Assistant Professor*

BS, Pontificia Universidad Católica Madre y Maestra
MS, Virginia Polytechnic Institute and State University
MBA, University of Florida
PhD, Virginia Polytechnic Institute and State University

Curtis, Elizabeth D.*Adjunct Associate Professor*

BS, Hampton University
MS, University of North Carolina
JD, North Carolina Central University

Czapla, Pamela*Adjunct Assistant Professor*

BA, Wayne State University
MS, Wayne State University
PhD, Pennsylvania State University

Dabbah, Roger*Adjunct Associate Professor*

BA, University of Minnesota
MS, University of Minnesota
PhD, University of Maryland, College Park
MBA, University of Dayton

da Cruz, Jose*Adjunct Professor*

BA, Wright University
MA, Miami University
PhD, Miami University

Dampier, David A.*Adjunct Associate Professor*

BS, University of Texas at El Paso
MS, Naval Postgraduate School
PhD, Naval Postgraduate School

Darko, George*Adjunct Associate Professor*

BA, Arkansas State University
MS, Tennessee State University
PhD, Tennessee State University

Das, Nandita*Adjunct Professor*

BS, Gujarat Agricultural University
MS, Lehigh University
MBA, University of Saskatchewan
PhD, Lehigh University

Das, Prasanta*Adjunct Associate Professor*

BS, Burdwan University
MS, University of Vermont
PhD, Case Western Reserve University
MS, Johns Hopkins University

Dauphinee, Douglas H.*Collegiate Professor*

MS, Salve Regina College
PhD, Salve Regina College

Davies, Cynthia J.*Adjunct Professor*

BA, DeSales University
MBA, Wilkes University
PhD, Temple University

Davis, Jannie*Adjunct Assistant Professor*

BS, South Carolina State College
MLS, Atlanta University

Davis, Juliet A.*Adjunct Assistant Professor*

BS, Lehman College
MA, Pennsylvania State University
PhD, Pennsylvania State University

Davis, Roger W.*Adjunct Assistant Professor*

BA, University of Maryland Eastern Shore
MS, Coppin State College
EdD, Morgan State University

FACULTY

Deacon, Ronald W.*Adjunct Professor*

BES, Johns Hopkins University
MS, University of Massachusetts
PhD, University of Massachusetts

DeArment, Carol*Adjunct Assistant Professor*

BA, Allegheny College
MA, Allegheny College
PhD, University of Pittsburgh

DeGrazia, Bruce C.*Adjunct Associate Professor*

BA, DePaul University
MA, University of London
JD, DePaul University

Dehnie, Sintayehu*Adjunct Assistant Professor*

BS, Addis Ababa University
MS, University of Massachusetts
PhD, Polytechnic Institute of New York University

DeJong, Mark E.*Adjunct Assistant Professor*

BS, State University of New York College
at Brockport
MA, State University of New York College
at Brockport
MLS, State University of New York at Buffalo

Delcoure, Natalya V.*Adjunct Associate Professor*

BBA, Moscow Technical College
MBA, University of Louisiana
DBA, Louisiana Tech University

Dell'Amore, Jean M.*Adjunct Assistant Professor*

BA, Georgetown University
MA, Georgetown University
MBA, Loyola College in Maryland
DM, University of Maryland University College

Dellarippa, Enrico P.*Adjunct Assistant Professor*

BS, University of Hartford
MS, University of Hartford
MBA, Rennselaer Polytechnic Institute
MS, Rennselaer Polytechnic Institute
MS, University of Southern California

DeLoria, Julie*Adjunct Assistant Professor*

BA, University of Michigan
MS, Virginia Polytechnic Institute and State
University
PhD, Virginia Polytechnic Institute and State
University

Denisov, Gennady A.*Adjunct Associate Professor*

BS, Rostov State University
MS, Institute of Physical Chemistry, Academy
of Sciences of the Union of Soviet Socialist
Republics
PhD, Institute of Physical Chemistry, Academy
of Sciences of the Union of Soviet Socialist
Republics

Dennis, Gary L.*Adjunct Professor*

BA, Arkansas Tech University
MRE, Southern Baptist Seminary
MSSW, University of Louisville
PhD, University of Louisville

Dent, Eric*Adjunct Professor*

BS, Emory University
MS, Emory University
PhD, George Washington University

Denny, William T.*Adjunct Assistant Professor*

BS, California University of Pennsylvania
MLS, University of Pittsburgh
MEd, University of Pittsburgh

DePeppe, Douglas*Adjunct Assistant Professor*

BA, University of Rhode Island
JD, University of Baltimore
LLM, George Washington University

DeSimone, Mark A.*Adjunct Professor*

BA, Morgan State University
MA, St. Mary's Seminary and University
PhD, University of Maryland College Park

Dias, Wesley C.*Adjunct Assistant Professor*

BA, Syracuse University
MPA, Woodrow Wilson School of Public and
International Affairs, Princeton University
JD, Columbia University

Diehl, Glen*Adjunct Associate Professor*

BS, University of Massachusetts at Amherst
MA, Naval War College
MHA, Baylor University
PhD, American University

Diggs, Carol*Adjunct Associate Professor*

BA, University of Oklahoma
MA, George Washington University

Dimitrov, Dannielle*Adjunct Assistant Professor*

BS, Sofia University
MA, Sofia University
MS, University of North Carolina
EdD, George Washington University

Dinauer, Leslie*Program Director, Doctoral Programs,
and Collegiate Professor*

BA, University of Wisconsin–Madison
MA, American University
PhD, University of Maryland, College Park

D'Mello, Christabel A.*Adjunct Assistant Professor*

BS, University of Madras
MS, Xavier Institute of Management

D'Mello, Joseph G.*Collegiate Professor*

BS, Bangalore University
MS, Bangalore University
MS, Ohio State University
PhD, Ohio State University
MBA, Northwestern University

Dobe, Michael*Adjunct Associate Professor*

BA, St. Anselm College
MA, Rutgers University
PhD, Rutgers University

Dobra, Matt*Program Director, Management, and
Collegiate Associate Professor*

BA, Loyola University
MA, George Mason University
PhD, George Mason University

Dolch, Norman A.*Adjunct Professor*

BA, Bethany College
MA, University of Missouri–Columbia
PhD, University of Missouri–Columbia

Donahue, Donald A. Jr.*Adjunct Assistant Professor*

BS, State University of New York Regents College
MBA, Baruch College
DHed, A.T. Still University

Donovan, Loretta*Adjunct Associate Professor*

BA, Monash University
MS, University of Nevada
GradDipEd, Monash University
PhD, University of Nevada

Douglas, Thomas*Adjunct Professor*

BS, Saint Louis University
MBA, Southern Illinois University
PhD, University of Tennessee

Dowell, Kathleen A.*Adjunct Assistant Professor*

BA, University of Maryland, Baltimore Country
MA, Loyola College of Maryland
PhD, University of Maryland, Baltimore County

Downs, Alexis*Adjunct Professor*

BA, University of Wisconsin
MA, Oklahoma State University
MAcc, University of Oklahoma
PhD, St. Louis University

Doyle, Caren*Adjunct Assistant Professor*

BA, University of California, Berkeley
MLS, San Jose State University
MA, California State University, Hayward

Dreibelbis, Daniel C. Jr.*Adjunct Assistant Professor*

BS, Drexel University
MIM, University of Maryland University College

Drew, Aaron*Adjunct Assistant Professor*

BA, University of Delaware
MA, Marymount University
DM, University of Maryland University College

Driscoll, Anne*Adjunct Associate Professor*

BA, Portland State University
MS, University of Tennessee
MS, University of Tennessee

Dubrawsky, Ido*Adjunct Assistant Professor*

BS, University of Texas at Austin
MS, University of Texas at Austin

Duke, Robert J.*Adjunct Assistant Professor*

BBA, Loyola College
MBA, Loyola College
JD, Catholic University of America

Duke, Susan*Adjunct Assistant Professor*

BA, Evergreen State College
JD, University of San Diego
LLM, Thomas Jefferson School of Law

Duncan, Mary Ellen*Adjunct Associate Professor*

BS, St. John's University
MA, University of Connecticut
PhD, University of Connecticut

Dunn, Derrick*Adjunct Professor*

MS, Virginia Polytechnic Institute and State University
PhD, Virginia Polytechnic Institute and State University

Durham, Alexis M.*Adjunct Professor*

BA, New College
MA, University of Pennsylvania
PhD, University of Pennsylvania

Dykman, Charlene A.*Adjunct Professor*

BA, Saginaw Valley State University
MA, Michigan State University
MBA, University of Houston
PhD, University of Houston

Eaddy, Trina A.*Adjunct Assistant Professor*

BA, Xavier University
JD, Southern University

Eaton, Robert G.*Adjunct Assistant Professor*

BA, Morehouse College
MBA, University of Southern California
JD, University of Southern California

Ebrahimian, Soheila*Adjunct Professor*

BA, Ohio State University
PhD, Ohio State University

Edelmann, Karl J.*Adjunct Assistant Professor*

BS, University of Michigan
MD, University of Michigan
MBA, University of Maryland University College

Edwards, Kathleen E.*Adjunct Professor*

BS, University of Maryland, College Park
MS, Catholic University of America
PhD, Catholic University of America

Edwards, Mary Frances*Adjunct Assistant Professor*

BS, Stanford University
BS, Oregon Health Science University
PhD, Stanford University

Ehlers, Ulf-Daniel*Adjunct Associate Professor*

PhD, University of Bielefeld

Elci, Nuray E.*Adjunct Assistant Professor*

BA, Cukurova University
BS, University of Maryland University College
MSBA, California State University, Sacramento
DM, University of Maryland University College

Elgin, Margaret A.*Program Director, Nonprofit and Association Management, and Collegiate Professor*

BA, Western Maryland College
MA, Washington College
PhD, University of Maryland, College Park

Elias, Rafik Z.*Adjunct Associate Professor*

BS, Rutgers University Newark
MS, Long Island University
DBA, Louisiana Tech University

El Karamany, Yehia*Adjunct Professor*

BS, Cairo University
PhD, Hungarian Academy of Sciences

Ellis, Maureen L.*Adjunct Professor*

BS, St. Mary-of-the-Woods College
MS, Indiana University
PhD, Indiana University

Elziq, Yacoub*Adjunct Professor*

MS, City College of New York
PhD, Utah State University

FACULTY

Emery, Charles*Adjunct Professor*

BA, University of Pittsburgh
MA, University of Pittsburgh
PhD, Claremont Graduate University

Endlich, Norman A.*Adjunct Professor*

BS, Towson University
MS, National Louis University
PhD, Virginia Polytechnic Institute and State University

Engelberg, Daniel*Adjunct Assistant Professor*

BA, Michigan State University
MA, Columbia University
PhD, Michigan State University

Engvig, Mona*Collegiate Professor*

BA, Oslo Music Conservatory
MA, Golden Gate University
MA, Stanford University
PhD, Stanford University

Epps, John L.*Adjunct Associate Professor*

BA, The Citadel
PhD, Southern Methodist University

Esler, Anne G.*Adjunct Assistant Professor*

BA, University of Michigan
MLS, Wayne State University
MBA, University of Phoenix

Esteva, Juan*Adjunct Professor*

MS, Michigan State University
PhD, Wayne State University

Ethington, Cristina*Adjunct Associate Professor*

BS, Federal University of Rio de Janeiro
MS, Polytechnic University

Eugster, Ernest*Adjunct Professor*

BA, University of Colorado
MS, University of Colorado
PhD, Graduate Institute of International Studies, University of Geneva

Evanchik, Michael A.*Associate Dean and Collegiate Professor*

BS, Rensselaer Polytechnic Institute
MS, Rensselaer Polytechnic Institute
MS, University of Southern California
PhD, University of Washington

Everetts, Roxanne B.*Adjunct Associate Professor*

BA, George Washington University
MS, University of Maryland University College
DM, University of Maryland University College

Ezz, Mohamed E.*Adjunct Assistant Professor*

MS, Cairo University
MBA, University of Maryland University College
MIM, University of Maryland University College
MD, Cairo University

Faddis, Charles*Adjunct Assistant Professor*

BA, Johns Hopkins University
JD, University of Maryland, Baltimore

Fallah, M. Hosein*Adjunct Professor*

BS, Abadan Institute of Technology
MS, University of Delaware
PhD, University of Delaware

Falletta, Salvatore V.*Adjunct Assistant Professor*

BA, Eastern Washington University
MPA, Indiana State University
EdD, North Carolina State University

Fan, Quyin*Adjunct Assistant Professor*

BS, East China Normal University
MS, University of Maryland, Baltimore Country
PhD, University of Maryland, Baltimore Country

Farah, Barbara*Associate Professor*

PhD, Simmons College

Farrell, Megan C.*Adjunct Assistant Professor*

BA, Loyola College
JD, Widener University
MBA, University of Maryland, College Park

Fawson, Trude J.*Adjunct Assistant Professor*

BA, Queens College, City University of New York
MA, University of Chicago
PhD, University of Chicago

Fazio, Rosario "Russ"*Adjunct Associate Professor*

BS, City College of New York
MS, Hunter College, City University of New York
PhD, Syracuse University

Featherstone, Jared J.*Assistant Adjunct Professor*

BA, University of Maryland, College Park
MFA, University of Maryland, College Park

Feinroth, Maureen*Adjunct Assistant Professor*

BA/BS, Southern Connecticut State University
JD, Catholic University of America

Fekete, Paul J.*Adjunct Assistant Professor*

BA, Bates College
MA, Johns Hopkins University

Felber, Sarah A*Adjunct Associate Professor*

BA, University of Maryland, College Park
BS, University of Maryland, College Park
MA, University of Connecticut
PhD, University of Connecticut

Fernandes, Paula J.*Adjunct Assistant Professor*

BS, University of Westminster
MBA, University of Maryland University College
PhD, Cambridge University

Fernandez, Rolando A.*Adjunct Associate Professor*

BS, Universidad de San Agustín
BA, University of the District of Columbia
MA, Federal City College, University of the District of Columbia
MS, George Mason University
MS, George Washington University

Fero, Howard C.*Adjunct Associate Professor*

BA, Hofstra University
MS, Baruch College
PhD, Claremont Graduate School

Ferragut, Erik M.*Adjunct Assistant Professor*

BS, Ursinus College
MS, University of Michigan
PhD, University of Michigan

Ferran, Carlos*Adjunct Professor*

BS, Universidad Metropolitana
MS, Universidad Central de Venezuela
DBA, Boston University

Field, Ralph F. (Ted)*Adjunct Professor*

BA, Colby College
MA, University of Maine
PhD, Cornell University

Finkelstein, Robert*Collegiate Professor*

BA, Temple University
MS, University of Massachusetts
MS, George Washington University
DBA, George Washington University

Fisher, Gayle A.H.*Adjunct Professor*

BS, University of Maryland, College Park
MS, American University
MS, University of Maryland, College Park
MA, University of the District of Columbia
PhD, University of Maryland, College Park

Fitzgibbons, Patrick W.*Interim Program Chair, Cybersecurity, and Collegiate Professor*

BS, State University of New York at Buffalo
MBA, University of Illinois
PhD, State University of New York at Buffalo

Fitzpatrick, Edmund W.*Adjunct Professor*

BA, Hamline University
MA, University of Minnesota
PhD, Catholic University of America

Fitzsimmons, Charles E.*Collegiate Professor*

MLA, Johns Hopkins University
EdD, George Washington University

Fleming, Kimberly K.*Adjunct Assistant Professor*

BA, University of Maryland, College Park
MS, John Hopkins University
PhD, University of Maryland, College Park

Flyzik, James J.*Adjunct Professor*

BS, University of Maryland, College Park
MBA, University of Maryland, College Park

Foltz, Wendi L.*Adjunct Associate Professor*

BA, Eastern University
MA, Villanova University
PhD, Wilmington University

Fonseca, Ana Flavia*Adjunct Professor*

BA, Federal University of Paraiba
MS, Federal University of Rio de Janeiro
PhD, University of Maryland, College Park

Forbes, Judith L.*Adjunct Professor*

BA, California State University, Fullerton
MS, California State University, Fullerton
MBA, University of Southern California
PhD, Claremont Graduate University

Ford, Algeria*Adjunct Assistant Professor*

BS, Drexel University
MS, University of Maryland University College
JD, University of Louisville

Ford, George Jr.*Adjunct Assistant Professor*

BS, University of Maryland, Baltimore County
MS, University of Central Florida
MS, Towson University
DSc, Towson University

Forster, Anne*Adjunct Associate Professor*

BA, University of New South Wales
DipEd, University of Newcastle
MEd, University of Sydney

Foster, Howard T.*Adjunct Professor*

AB, University of Georgia, Athens
MBA, Georgia State University
PhD, Georgia State University

Francois, Olga*Adjunct Associate Professor*

BA, Smith College
MLIS, University of Pittsburgh

Frank, Ilene*Adjunct Assistant Professor*

BSD, University of Michigan
MLS, University of Michigan
MFA, University of South Florida

Frank, Michael S.*Collegiate Professor*

BA, University of Maryland, College Park
MA, University of Maryland, College Park
PhD, University of Maryland, College Park

Franziona, Anita*Adjunct Assistant*

BA, Washington Square College of Arts and Sciences, New York University
MPA, Wagner School of Public Administration, New York University
DrPH, Columbia University

French, Joseph J.*Adjunct Associate Professor*

BS, Wingate University
MBA, Clemson University
MS, University of New Orleans
PhD, University of New Orleans

Fresen, Jill W.*Adjunct Assistant Professor*

BA, University of the Witwatersrand
MEd, University of Pretoria
PhD, University of Pretoria

Friedman, Sheldon*Adjunct Professor*

BS, Brooklyn College
MBA, Rensselaer Polytechnic Institute
MS, University of Hartford
PhD, Worcester Polytechnic Institute

Frutiger, Russell*Adjunct Assistant Professor*

BA, University of Alabama
MS, Central Michigan University
PhD, Walden University

Fu, Li*Adjunct Assistant Professor*

BA, Central China Normal University
MLS, Indiana University
MIS, Indiana University

Fuller, Charles L.*Adjunct Assistant Professor*

BS, Ferris State University
MA, Central Michigan University
JD, University of Baltimore

FACULTY

Fuller, Mila M.*Adjunct Assistant Professor*

BS, University of Illinois at Urbana-Champaign
MA, College of Notre Dame of Maryland

Furr, Nathan R.*Adjunct Associate Professor*

BA, Brigham Young University
MBA, Brigham Young University
PhD, Stanford University

Ganguly, Pradeep*Adjunct Associate Professor*

BA, Delhi University
MA, Delhi School of Economics
PhD, Clemson University

Gantz, Stephen*Adjunct Associate Professor*

BA, Harvard University
MPP, Harvard University

Gao, Shaojian James*Adjunct Assistant Professor*

BS, Shandong University
PhD, University of Kentucky

Garber, Robert*Adjunct Assistant Professor*

BS, San Francisco State University
MLS, University of Washington

Garcia, Mario A.*Adjunct Professor*

BS, Instituto Tecnológico de la Laguna
MS, Instituto Tecnológico de la Laguna
MS, Instituto Tecnológico y de Estudios Superiores
de Monterrey
PhD, Texas A&M University

Garin, Eva*Adjunct Associate Professor*

BS, University of Maryland, College Park
MEd, Pennsylvania State University
EdD, University of Maryland, College Park

Garrison, Clint*Adjunct Associate Professor*

BS, Mountain State University
MBA, University of Dallas
MS, University of Dallas

Garrison-Alexander, Emma*Adjunct Assistant Professor*

BS, University of Memphis
MS, University of Maryland University College
DM, University of Maryland University College

Garuba, Moses*Collegiate Associate Professor*

MS, University of London
MS, Howard University
PhD, University of London

Gaston, Rashaun*Adjunct Assistant Professor*

BA, Tuskegee University
JD, Texas Southern University

Gay, Billy F.*Adjunct Professor*

BS, Morehouse College
MS, American University
PhD, University of California, Santa Barbara

Gebhardt, Judith A.*Adjunct Professor*

BA, Saint Louis University
MS, University of Southern California
MS, California School of Professional Psychology
PhD, California School of Professional Psychology

Geiger, Marshall A.*Adjunct Professor*

BS, Bloomsburg University of Pennsylvania
MS, Pennsylvania State University
PhD, Pennsylvania State University

Gelatt, James P.*Program Director, Doctoral Programs, and
Collegiate Professor*

BA, St. Lawrence University
MA, Colgate University
PhD, University of Southern California

Ghebreorgis, Ghideon S.*Adjunct Associate Professor*

BS, University of Asmara
MS, Southern Illinois University
MA, University of Pittsburgh
PhD, University of Pittsburgh

Gemeinhardt, Gretchen*Adjunct Professor*

BS, Hamilton College
MBA, University of Houston
PhD, University of Houston

Gentry Glenn, Nancy*Adjunct Assistant Professor*

BA, University of Maryland University College
MS, University of Maryland University College
DM, University of Maryland University College

Georgiou, George*Adjunct Professor*

BA, Drew University
MPH, George Washington University
PhD, George Washington University

Gettman, Jon B.*Adjunct Assistant Professor*

BA, Catholic University of America
MS, American University
PhD, George Mason University

Gianna, David*Adjunct Associate Professor*

BS, Rochester Institute of Technology
MS, Marist College
MBA, Marist College

Giblin, John J. Jr.*Adjunct Assistant Professor*

BS, Columbia University
MS, West Virginia College of Graduate Studies
JD, University of Maryland, Baltimore

Gidaspov, Andrey*Adjunct Assistant Professor*

BA, Tashkent State Institute of Oriental Languages
PhD, Tashkent State Institute of Oriental Languages

Gilbert, Daniel E.*Adjunct Associate Professor*

PhD, University of Maryland, College Park
MBA, Syracuse University

Gilbert, Jacqueline A.*Adjunct Professor*

BBA, University of Texas at Austin
MBA, University of Houston
PhD, University of Houston

Gilchrist, Robert N.*Adjunct Professor*

BS, University of Pennsylvania
MS, University of Southern California
MS, University of Colorado at Boulder
PhD, Colorado School of Mines

Gillies, Warna D.*Adjunct Professor*

BS, Florida Institute of Technology
MS, Florida State University
PhD, George Mason University

Ginocchi, Leonard*Adjunct Assistant Professor*

BS, Youngstown University
MA, University of Maryland University College
DM, University of Maryland University College

Glasper, Kevin L.

Adjunct Assistant Professor
BA, Prairie View A&M University
MPA, Texas Southern University
PhD, Howard University

Glebocki, Joseph Jr.

Adjunct Assistant Professor
BS, U.S. Air Force Academy
MS, Rutgers University
MS, U.S. Army War College
JD, Rutgers University
LLM, Georgetown University

Gleeson, Michael E.

Adjunct Assistant Professor
BS, Miami University
MBA, London Business School
JD, University of Cincinnati

Glenn, James R.

Adjunct Associate Professor
AB, Amherst College
PhD, University of Maryland, College Park

Glennie, John R.

Collegiate Professor
BA, Denison University
MBA, Indiana University at Kokomo
DBA, George Washington University

Glickstein, Ira S.

Adjunct Associate Professor
BEE, City College of New York
MS, State University of New York at Binghamton
PhD, State University of New York at Binghamton

Glickstein, Violet

Adjunct Assistant Professor
BS, Brooklyn College
MS, State University of New York at Binghamton

Goff, Donald L.

Adjunct Professor
BAT, Western Illinois University
AM, University of Illinois
PhD, Northwestern University

Gogolin, Greg E.

Adjunct Professor
BS, Ferris State University
MS, Ferris State University
PhD, Michigan State University

Goldsmith, Joseph E.

Collegiate Professor
BS, University of Southern Mississippi
PhD, University of Southern Mississippi

Goldstein, Jerry M.

Adjunct Professor
BA, University of Toledo
MAT, State University of New York College at Brockport
MA, University of Toledo
PhD, Pennsylvania State University

Goltukhchyan, Gayane

Adjunct Assistant Professor
BS, State Engineering University of Armenia
MS, American University of Armenia
PhD, West Virginia University

Gondre-Lewis, Timothy A.

Adjunct Professor
BA, Oberlin College
PhD, Virginia Commonwealth University

Gonzalez-Figueroa, Evelyn

Adjunct Associate Professor
BS, California State University, Long Beach
MPH, California State University, Long Beach
PhD, Aliant International University

Goodman, Marc

Adjunct Assistant Professor
BA, Brandeis University
MPA, Harvard University
MSc, London School of Economics

Goodwin, Robert C.

Interim Dean, Graduate School of Management and Technology; Chair, Business and Executive Programs; and Collegiate Professor
BA, Fordham University
JD, Georgetown University

Gortcheva, Elena

Program Director, Database Systems, and Collegiate Professor
BS, Polytechnic University of Kharkov
MS, Polytechnic University of Kharkov
PhD, Institute of Mechanics and Biomechanics of the Academy of Science of Bulgaria

Gossett, Jennifer L.

Adjunct Professor
BA, Texas Woman's University
MA, Texas Woman's University
PhD, University of Cincinnati

Goulding, Thomas L.

Adjunct Professor
BS, Washburn University
MS, University of Florida
PhD, University of Florida

Goyette, Heather N.

Adjunct Assistant Professor
BA, Ramapo College
MLS, Rutgers University

Graber, Eric S.

Adjunct Professor
BA, California State College
PhD, Iowa State University

Grabowski, Beatrice

Adjunct Associate Professor
PhD, University of Maryland, College Park

Graham, Jonathan

Adjunct Professor
BS, University of the West Indies
MS, Jackson State University
PhD, University of Idaho

Granby, Cynthia C.

Adjunct Assistant Professor
BS, Albany State College
MS, Troy State University
PhD, Old Dominion University

Grant, James IV

Adjunct Professor
BS, Northern Illinois University
MBA, Northern Illinois University

Gravill, Jane I.

Adjunct Professor
BS, Conestoga College
MBA, Queen's University
PhD, University of Western Ontario

Gray, George L.

Adjunct Assistant Professor
MS, Rensselaer Polytechnic Institute
MA, University of Delaware
PhD, University of Delaware

Gray, Joshua P.

Adjunct Assistant Professor
BS, Pennsylvania State University
PhD, Pennsylvania State University

FACULTY

Gray, Sheila

Adjunct Assistant Professor

BA, University of Pittsburgh
MEd, Loyola College in Maryland
PhD, University of Maryland, College Park

Gray, Terrie

Adjunct Assistant Professor

BA, University of California, Davis
MA, California State University, Sacramento
EdD, Pepperdine University

Grayson, Marcia C.

Adjunct Assistant Professor

BA, University of Pittsburgh
MEd, University of Pittsburgh
EdD, Seton Hall University

Graziano, Arthur M.

Adjunct Professor

BS, Northeastern University
MS, Northeastern University
LPD, Northeastern University

Green, Bobbie

Adjunct Professor

BA, University of Southern California
MBA, City University of Seattle
PhD, Seattle University

Green, Gordon

Adjunct Assistant Professor

BS, U.S. Naval Academy
MA, University of Phoenix
DM, University of Maryland University College

Green, James V.

Adjunct Professor

BS, Georgia Institute of Technology
MS, University of Maryland University College
MBA, University of Michigan
DM, University of Maryland University College

Green, Timothy D.

Adjunct Associate Professor

BA, Andrews University
MS, Indiana University Bloomington
PhD, Indiana University Bloomington

Greene, Gwenetta

Adjunct Assistant Professor

BS, Bowie State University
MS, University of Maryland, Baltimore County

Greene, James

Adjunct Associate Professor

BS, University of Maryland University College
MS, American University
JD, University of Maryland, Baltimore

Greenia, Earl G.

Adjunct Associate Professor

BA, University of Vermont
MHA, University of Southern California
PhD, University of Southern California

Griessbach, Lothar

Adjunct Assistant Professor

MA, Fletcher School of Law and Diplomacy,
Tufts University
DrJur, Free University Berlin

Grodsky, Milton

Adjunct Professor

BS, University of Wisconsin
MA, University of South Dakota
PhD, Emory University

Gross, David

Adjunct Assistant Professor

BA, State University of New York at Albany
MA, Syracuse University
PhD, Syracuse University

Grosse, Daniel J.

Adjunct Associate Professor

BS, University of Michigan
MS, University of Washington
PhD, University of Washington

Grunin, Susan Krup

Adjunct Associate Professor

BA, Anderson University
MA, University of Illinois, Chicago
MA, University of Illinois, Chicago
PhD, University of Illinois, Chicago

Gudsnuk, Joseph III

Adjunct Associate Professor

BA, Southern Connecticut State College
BA, University of Connecticut
MBA, New York Institute of Technology
MAS, Johns Hopkins University

Gulbro, Robert D.

Adjunct Professor

BS, University of Alabama
MBA, University of Alabama
DBA, Mississippi State University

Haddad, Mahmoud M.

Adjunct Professor

BS, Minnesota State University
MBA, Minnesota State University
PhD, University of Alabama

Hadden, Michael S.

Adjunct Assistant Professor

BA, Miami University
MBA, Georgetown University
JD, Georgetown University

Haenisch, Jerry P.

Adjunct Professor

BS, University of Maryland, College Park
BS, University of Illinois
MS, Air Force Institute of Technology
PhD, Northcentral University

Hall, Dennis C.

Adjunct Associate Professor

MS, University of Illinois at Chicago
MS, George Washington University

Hall, Laura L.

Adjunct Professor

BS, University of Southern Mississippi
MBA, University of Southern Mississippi
PhD, Florida State University

Hallion, Marie E.

Collegiate Professor

BA, University of Maryland, College Park
MA, University of Maryland, College Park
PhD, University of Maryland, College Park

Halstead, John M.

Adjunct Professor

BS, University of Connecticut
MS, Boston College
PhD, University of Connecticut

Halverson, Kent C.

Adjunct Associate Professor

BS, U.S. Air Force Academy
MS, University of Illinois
PhD, University of Florida

Hamilton, Sally

Adjunct Professor

BA, University of California, Davis
MS, University of San Diego
PhD, Anderson Graduate School of Management,
University of California, Los Angeles

Hanna-Ruiz, Jeanette*Professor of Practice*

BA, Oberlin College
JD, Indiana University

Hannah, Christina*Program Director, Master of Business Administration, and Collegiate Professor*

BA, Simon Fraser University
BEd, Queen's University
MPA, Carleton University
PhD, Carleton University

Hanners, Michael T.*Adjunct Associate Professor*

BA, University of Central Florida
BA, University of Central Florida
BA, University of Central Florida
JD, Florida State University

Hanson, Greg J.*Adjunct Professor*

BS, U.S. Air Force Academy
MS, Air Force Institute of Technology
PhD, University of Central Florida

Happ, Barbara*Adjunct Associate Professor*

BSN, George Mason University
MS, Georgetown University
PhD, George Mason University

Harding, George*Collegiate Associate Professor*

BS, New England College
MBA, University of Delaware
EdD, Wilmington College

Hardy, Andrew P.*Adjunct Professor*

AB, Upsala College
MA Stanford University
PhD, Stanford University

Hardy, Stuart B.*Collegiate Professor*

BA, Bates College
MA, Georgetown University
PhD, Georgetown University

Hargiss, Kathleen M.*Adjunct Professor*

BS, University of Illinois at Chicago
MA, Northwestern University
MBA, University of Miami
PhD, University of South Florida

Harrison, Mark R.*Adjunct Professor*

BS, Mississippi State University
MA, University of Texas at Austin
PhD, University of Texas at Austin

Hartigan, Rosemary*Associate Chair, Business and Executive Programs, and Collegiate Professor*

BA, State University of New York at Stony Brook
MA, State University of New York at Stony Brook
MA, Antioch University McGregor
JD, University of Wisconsin

Hasan, Sharjil M.*Adjunct Assistant Professor*

BS, Virginia Polytechnic Institute and State University
MS, George Washington University
PhD, George Washington University

Hasledalen, Kenneth W.*Adjunct Professor*

BS, University of Minnesota
MBA, St. Cloud State University
PhD, University of Minnesota

Hawkins, Mark*Adjunct Assistant Professor*

BS, Virginia Polytechnic Institute and State University
MBA, Virginia Polytechnic Institute and State University

Head, Stephany*Adjunct Assistant Professor*

BA, National-Louis University
MBA, College of William and Mary
PhD, University of Maryland, College Park

Heffner, Michael Clifford*Adjunct Assistant Professor*

DM, University of Maryland University College

Helfers, Eric C.*Adjunct Associate Professor*

BS, College of Charleston
MS, University of Southern California

Henriksen, Kermit*Adjunct Professor*

BA, Utica College of Syracuse University
MS, University of Wyoming
PhD, University of New Mexico

Henry, Byron K.*Adjunct Associate Professor*

BA, University of Texas at Austin
MA, George Washington University
PhD, Texas A&M University

Henry, Gordon O.*Adjunct Professor*

BS, Western Michigan University
MA, Western Michigan University
PhD, Western Michigan University

Henson, James*Adjunct Professor*

BS, University of West Florida
MBA, University of West Florida
PhD, University of Memphis

Herd, Ann M.*Adjunct Associate Professor*

BA, University of Kentucky
PhD, University of Tennessee Knoxville

Hernandez, Nigel A.*Adjunct Associate Professor*

BS, Syracuse University
MS, Northeastern University
DLP, Northeastern University

Hershfield, David C.*Adjunct Professor*

BA, City College of New York
MA, Princeton University
PhD, Princeton University

Hewett, Beth L.*Adjunct Associate Professor*

BA, Western Maryland College
MA, Kansas State University
PhD, Catholic University of America

Hiatt, Stephen R.*Adjunct Professor*

BS, Brigham Young University
MBA, Arizona State University
PhD, Arizona State University

Hill, Bernard D. Jr.*Adjunct Assistant Professor*

BS, Lock Haven University of Pennsylvania
MS, Virginia Commonwealth University
PhD, Virginia Commonwealth University

FACULTY

Hill, Julia E.

Program Director, Criminal Justice and Public Relations, and Collegiate Professor

BS, Emerson College
MS, Bowling Green State University
PhD, Bowling Green State University

Hillery, Joseph M.

Adjunct Professor

BS, Loyola University
MA, University of Detroit
PhD, University of Akron
BS, University of Maryland University College

Hilliard, Philip E.

Adjunct Associate Professor

BS, Georgia Institute of Technology
MBA, Georgia State University
MS, Florida State University

Hinkle, Norman W.

Adjunct Professor

BBA, Marshall University
MBA, Marshall University
DBA, Nova Southeastern University

Hinch, Terry A.

Adjunct Associate Professor

BA, Brigham Young University
PhD, University of Maryland, College Park

Hinton, Diana P.

Adjunct Professor

BS, Brooklyn College, City University of New York
MS, Long Island University
JD, Brooklyn College, City University of New York

Hoferek, Mary J.

Adjunct Professor

BA, Trenton State College
MA, University of Michigan
PhD, University of Wisconsin
MS, American University

Holder, Jack J. Jr.

Adjunct Professor

BS, Indiana University
MBA, Indiana University
EdD, Indiana University

Hollingsworth, Teresa K.

Adjunct Assistant Professor

BS, U.S. Air Force Academy
MBA, Troy State University
MA, American Military University
JD, University of Florida
LLM, George Washington University

Holmen, Jay S.

Adjunct Professor

BA, Moorhead State University
PhD, University of Minnesota Crookston

Holmes, Rayshad, A.

Adjunct Associate Professor

BSBA, Georgetown University
PhD, George Washington University

Horner, Donald H.

Adjunct Professor

BS, U.S. Military Academy at West Point
MS, Massachusetts Institute of Technology
DSW, Stanford University

Hossain, Mahmood

Adjunct Associate Professor

BS, University of Dhaka
MS, University of Dhaka
MS, Mississippi State University
PhD, Mississippi State University

Hough, Richard M. Sr.

Adjunct Associate Professor

BA, St. Leo University
MPA, Harvard University
EdD, St. Leo University

Houze, William

Adjunct Associate Professor

BA, Seattle University
PhD, Syracuse University

Howard, Caroline T.

Adjunct Professor

BA, Fairleigh Dickinson University
MBA, Wharton School of Business, University of Pennsylvania
PhD, University of California

Howard, James A.

Program Director, Financial Management, and Collegiate Professor

BA, University of Nebraska
MBA, Syracuse University
PhD, George Washington University

Howard, Marla S.

Adjunct Professor

BA, University of Colorado, Boulder
MBA, Pace University
PhD, Old Dominion University

Hruneni, George A.

Adjunct Assistant Professor

BA, Santa Clara University
MA, Santa Clara University
PhD, University of California

Hrutka, Mary Ellen

Adjunct Professor

BA, Southern Connecticut State University
MA, University of Maryland, College Park
PhD, University of Miami

Hsu, Chiehwen (Ed)

Adjunct Associate Professor

BS, Medical College, Fujen Catholic University
MS, University of Texas Health Science Center
PhD, University of Texas Health Science Center
MPH, University of Texas Health Science Center

Hsu, Hsiao Yu

Adjunct Associate Professor

BS, National Taiwan University
MS, University of Houston
PhD, University of Houston

Hua, Jian

Adjunct Assistant Professor

MS, Morgan State University
PhD, Morgan State University

Huang, Tyau-Da (T. D.)

Adjunct Professor

BS, National Chungsing University, Taichung
MS, Ohio State University
PhD, Tulane University

Hubbard, Mark F.

Adjunct Professor

BS, University of Maryland University College
MA, Loyola College in Maryland
JD, University of Maryland, Baltimore

Hughes, Allen A.

Adjunct Professor

BS, University of Virginia
MS, Carnegie Mellon University
PhD, Carnegie Mellon University

Hurley, James M.

Adjunct Professor

BA, Georgetown University
MA, University of Maryland, College Park
DPA, George Washington University

Hyatt, Nicole Y.

Adjunct Professor

BS, Ohio State University
MS, Georgia State University
PhD, Indiana State University

Hynson, Lawrence M. III

Adjunct Professor

BA, Texas Christian University
MA, Texas Christian University
PhD, University of Tennessee

Iaquinto, Anthony L.

Adjunct Professor

BA, University of Minnesota Twin Cities
MBA, Columbia University
PhD, Columbia University

Ibidapo, Ima

Adjunct Assistant Professor

BA, University of Maryland, College Park
JD, College of William and Mary

Ijose, Olumide

Adjunct Associate Professor

BS, University of Ibadan
MLHR, Ohio State University
PhD, Ohio State University

Irwin, Barbara A.

Adjunct Assistant Professor

BA, Salem-Teikyo University
MEd, Bowie State University

Izuchukwu, John I.

Adjunct Professor

BS, University of Portland
MS, University of Portland
MBA, Kellogg School of Management,
Northwestern University
PhD, Northeastern University

Jackson, Donna

Adjunct Assistant Professor

BA, Adelphi University
JD, Rutgers University Newark

Jackson, William K.

Adjunct Professor

BS, Northern Illinois University
MBA, Northern Illinois University
PhD, University of Northern Colorado

Jacobs, Michael A.

Adjunct Assistant Professor

BS, Florida Agriculture & Mechanical University
JD, Howard University

Jacobs, Norma M.

Adjunct Professor

BA, University of Texas
MEd, University of Houston
PhD, Texas A&M University

Jaffe, Roger J.

Adjunct Assistant Professor

MS, University of Maryland University College

Jain, Jiya

Adjunct Professor

BS, Punjab University
MS, University of Minnesota
PhD, University of Minnesota

Janicki, Thaddeus J.

Adjunct Professor

BS, Park University
MS, Robert Morris University
DSc, Robert Morris University

Jannes, James D.

Adjunct Professor

BE, Youngstown State University
MS, University of Pittsburgh
MS, University of Pittsburgh
PhD, University of Pittsburgh

Jansen, Roxanne

Adjunct Assistant Professor

BA, University of North Carolina
JD, University of North Carolina

Japzon, Andrea C.

Adjunct Assistant Professor

BA, University of Florida
MLS, Florida State University
MA, Hunter College

Jarreau, Bert

Adjunct Assistant Professor

BS, University of Louisiana at Lafayette
MBA, University of Maryland University College
DM, University of Maryland University College

Jarvie, Michelle E.

Adjunct Assistant Professor

BS, Michigan Technological University
MS, Michigan Technological University
MS, Michigan Technological University
PhD, Michigan Technological University

Jeng, Jun-Jang

Adjunct Professor

BS, National Taiwan University
MS, Michigan State University
PhD, Michigan State University

Jensen, Betty K.

Adjunct Professor

BS, Brooklyn College
MA, Columbia University
MPhil, Columbia University
MBA, St. John's University
PhD, Columbia University

Jeong, Ki-Young

Adjunct Assistant Professor

MS, Texas A&M University
PhD, Texas A&M University
MBA, University of Massachusetts Amherst

Jerome, Robert W.

*Program Director, International
Management and Intelligence Management,
and Collegiate Professor*

BA, Pomona College
MA, Fletcher School of Law and Diplomacy,
Tufts University
PhD, University of Geneva

Johar, Hardeep

Adjunct Professor

MA, Birla Institute of Technology and Science
MPhil, Stern School of Business, New York
University,
PhD, Stern School of Business, New York University

Johnson, Kory

Adjunct Assistant Professor

BS, University of Maryland, College Park
MS, Johns Hopkins University
PhD, George Mason University

Johnson, Susan

Adjunct Associate Professor

BA, Florida State University
MBA, University of South Florida
LLM, Georgetown University
JD, Stetson University

Johnson, Travis M.

Adjunct Assistant Professor

MLS, University of Maryland College Park

FACULTY

Johnston, Timothy C.*Adjunct Professor*

BS, University of Illinois Urbana-Champaign
MBA, Harvard University
MS, University of California, Berkeley
PhD, University of California, Berkeley

Jones, Boyd A.*Adjunct Professor*

BS, Norwich University
MS, University of Missouri-Rolla
PhD, George Mason University

Jones, C. Kenneth*Adjunct Associate Professor*

BS, University of Michigan
MBA, University of Florida
PhD, University of Colorado

Jones, Rhonda J.*Collegiate Professor*

BA, Swarthmore College
MBA, California State Polytechnic University
EdD, George Washington University

Jordan, Lawrence III*Adjunct Assistant Professor*

BA, Temple University
JD, California Western School of Law

Jumper, Sharon*Adjunct Professor*

BA, Wofford College
JD, Wake Forest University

Jung, Paul I.*Adjunct Associate Professor*

BA, University of Maryland, College Park
MD, University of Maryland, Baltimore
MPH, Johns Hopkins University
MA, George Washington University
MBA, University of Baltimore

Junke, Ralph*Adjunct Professor*

BA, University of Kansas
MA, University of Missouri
PhD, University of Kansas

Kabir, Siddique Fazlul*Adjunct Assistant Professor*

BS, Bangladesh University of Engineering and Technology
MS, Bangladesh University of Engineering and Technology
PhD, University of Manchester

Karmaker, Amitava*Adjunct Associate Professor*

BS, Bangladesh University of Engineering and Technology
PhD, University of Texas at San Antonio

Karpel, Wendy B.*Adjunct Professor*

BA, Haverford College
JD, Tulane University

Kaske, Neal K.*Adjunct Professor*

BA, Baker University
MLS, Kansas State Teachers College
PhD, University of Oklahoma

Kasprzak, James E.*Adjunct Professor*

BS, Canisius College
PhD, Loyola University Chicago

Kasunic, Diane K.*Adjunct Professor*

BA, Cleveland State University
MLIR, Michigan State University
PhD, Wayne State University

Katz, Bruce I.*Adjunct Associate Professor*

BS, Washington College
MEd, Bowie State University
EdD, Nova University

Katz, Jerrold P.*Adjunct Professor*

BA, University of Manitoba
MS, Columbia University
PhD, Columbia University

Keaton, Frederick M.*Adjunct Professor*

BA, Howard University
MA, Central Michigan University
EdD, Western Michigan University

Keenan, Mikal B.*Adjunct Associate Professor*

BA, University of Minnesota
MS, University of Miami
MS, University of Alabama at Birmingham
PhD, University of Alabama at Birmingham

Keenan, Susan L.*Adjunct Associate Professor*

BA, Christopher Newport College
MS, College of William and Mary
MS, Shippensburg University of Pennsylvania
PhD, Virginia Polytechnic Institute and State University

Kegley, Kathleen A.*Adjunct Professor*

BS, University of Alabama at Birmingham
MS, University of Alabama at Birmingham
PhD, Clemson University
MS, Clemson University

Keir, Patricia*Collegiate Professor*

BA, Cornell University
MAT, Wesleyan University
MEd, Wayne State University
DEd, Northern Illinois University

Keller, Paul F. G.*Adjunct Professor*

BS, Mansfield State University
MS, Elmira College
PhD, Southern Illinois University at Carbondale

Kelly, Melody*Adjunct Associate Professor*

BS, Villanova University
PhD, University of Maryland, College Park

Kerr-Walker, Joi*Adjunct Associate Professor*

BS, Morgan State University
MS, Morgan State University
MAT, Towson State University
PhD, University of Maryland, College Park

Kesterman, Francis R.*Adjunct Associate Professor*

EdD, George Washington University

Khalsa, Datta Kaur*Director, Education Assessment, and Collegiate Associate Professor*

BS, Edinboro University of Pennsylvania
MS, Montclair State College
MS, California State University, East Bay
PhD, University of Maryland, Baltimore County

Khan, Rana*Associate Chair, Information and Technology Systems; Program Director, Biotechnology Studies; and Collegiate Professor*

MS, Tulane University
PhD, University of Maryland, College Park

Khan, Zafar U.

Adjunct Professor

MS, Indian Institute of Technology

MBA, University of North Carolina at Chapel Hill

PhD, Louisiana State University at Alexandria

Khachatryan, Margarit R.

Adjunct Assistant Professor

BS, State Engineering University of Armenia

MS, American University of Armenia

PhD, Georgia Institute of Technology

Khawaja, Dilshad A.

Adjunct Associate Professor

MPhil, City University of New York

PhD, City University of New York

Khilji, Shaista

Adjunct Professor

BS, University of the Punjab

MPA, Quaid-i-Azam University

MPhil, University of Cambridge

PhD, University of Cambridge

Kilmnick, David S.

Adjunct Professor

BFA, Long Island University

MSW, State University of New York at Stony Brook

PhD, The Graduate Center, City University of
New York

Kim, Hak

Adjunct Professor

MS, University of Colorado

PhD, University of Pittsburgh

Kim, Sungsoo

Adjunct Professor

BS, Chung-Ang University

BMA, Baruch College, City University of New York

MS, Baruch College, City University of New York

PhD, Baruch College, City University of New York

Kimsey, Linda G.

Adjunct Assistant Professor

BS, University of Tennessee

MHA, University of Kentucky

PhD, University of Kentucky

Kinney-Cartwright, Kara

Adjunct Assistant Professor

BA, Syracuse University

JD, Georgetown University

Kirk, Florence R.

Adjunct Associate Professor

MS, Cornell University

PhD, Cornell University

Kirkhorn, Judith B.

Adjunct Professor

BS, University of Wisconsin–Madison

MS, University of Wisconsin–Milwaukee

PhD, University of Wisconsin–Milwaukee

Kleinman, Gary

Adjunct Professor

BA, Rutgers University

MBA, Rutgers University

PhD, Rutgers University

Klementich, Eloisa

Adjunct Assistant Professor

BS, Pitzer College

MBA, Technologico de Monterey

MA, University of California, Los Angeles

DPA, University of La Verne

Klisch, Karen

Collegiate Professor

BS, Florida State University

MA, University of Maryland, College Park

PhD, University of Maryland, College Park

Klose, Kathryn

*Associate Chair, Management, Accounting,
and Finance; Program Director, Accounting
and Information Systems; and Collegiate
Associate Professor*

BS, Kutztown University

MS, University of Maryland University College

Kludze, Ave K. Jr.

Adjunct Assistant Professor

BS, Rutgers University

MS, Johns Hopkins University

DSc, George Washington University

Knode, Jon-David

Adjunct Professor

BS, Salisbury University

MBA, Salisbury University

PhD, University of Baltimore

Knode, Steve

*Program Director, Executive Programs,
and Collegiate Professor*

BS, Duke University

MS, University of North Dakota

PhD, Syracuse University

Koch, Paul R.

Adjunct Assistant Professor

BS, George Washington University

MS, Texas A&M University

MS, Massachusetts Institute of Technology

PhD, University of Nebraska

Kogge, Stephen N.

Adjunct Assistant Professor

BS, University of Notre Dame

PhD, University of Notre Dame

Konyu-Fogel, Georgine

Adjunct Professor

BS, University of Economics

MBA, West Virginia University

PhD, West Virginia University

MS, West Virginia University

Kornilov, Guerman V.

Adjunct Assistant Professor

MBA, American University

MA, American University

PhD, American University

Koslov, Judith W.

Adjunct Professor

BA, State University of New York at Stony Brook

MSSW, University of Wisconsin

MM, Utah State University

PhD, University of Colorado

Kostman, J. T.

Adjunct Professor

BS, University of Nevada

MS, City University of New York

PhD, City University of New York

Kostopoulos, George K.

Adjunct Professor

BS, Pacific States University

MS, California State Polytechnic University

MS, Arizona State University

PhD, Arizona State University

Kotzian, Michael J.

Adjunct Assistant Professor

BS, University of Illinois

BS, Air Force Institute of Technology

MS, University of Dayton

DM, University of Maryland University College

Kraus, Janine M.

Adjunct Assistant Professor

BS, University of Maryland University College

MEd, University of North Texas

PhD, University of North Texas

FACULTY

Krell, Robert A.*Adjunct Professor*

BS, Syracuse University
MS, Massachusetts Institute of Technology
DBA, George Washington University

Kreuze, Jerry*Adjunct Professor*

BS, Ferris State College of Business
MBA, Western Michigan University
PhD, University of Missouri–Columbia

Krivan, Howard C.*Adjunct Professor*

BS, University of New Mexico
MS, University of New Mexico
PhD, Virginia Polytechnic Institute and State University

Kroopnick, Allan*Adjunct Assistant Professor*

BA, New York University
MS, University of Manitoba
MS, Johns Hopkins University
PhD, University of South Africa

Kuehn, Ursula*Adjunct Associate Professor*

BS, Bowling Green State University
MS, George Washington University

Kuhn, John R.*Adjunct Assistant Professor*

BS, University of Central Florida
MBA, University of Pittsburgh
PhD, University of Central Florida

Kuhns, Barbara A.*Collegiate Associate Professor*

BA, University of Southern California
MA, University of Southern California
PhD, University of Geneva

Kulick, Neal P.*Adjunct Associate Professor*

BA, University of Michigan
MA, Wayne State University
PhD, Wayne State University

Kurtz, Gila*Adjunct Associate Professor*

BA, Tel Aviv University
MA, Tel Aviv University
PhD, Bar-Ilan University

Kushner, Eric S.*Adjunct Assistant Professor*

BS, Bridgewater State University
MS, Boston University
DM, University Maryland University College

Labach, Elaine J.*Adjunct Professor*

BS, Wayne State University
MBA, University of Michigan
PhD, Indiana University

LaBarge, Andrea L.*Adjunct Associate Professor*

BS, College of St. Rose
MBA, University of Hawaii at Manoa
MA, University of Hawaii at Manoa
PhD, University of Hawaii at Manoa

Label, Wayne A.*Adjunct Professor*

BS, University of California, Berkeley
MBA, University of California, Los Angeles
PhD, University of California, Los Angeles

Lagesse, Brent*Adjunct Assistant Professor*

BS, Illinois Institute of Technology
MS, University of Texas at Arlington
PhD, University of Texas at Arlington

Lall, Vinod*Adjunct Professor*

BS, Indian School of Mines University
MS, Southern Illinois University at Carbondale
PhD, North Dakota State University

LaMagna, Micahael A.*Adjunct Assistant Professor*

BA, Susquehanna University
MA, Villanova University
MLS, St. John's University

Lamer, Maryann D.*Adjunct Associate Professor*

BA, University of Tulsa
MA, University of Oklahoma
MBA, Southern Nazarene University
PhD, Oklahoma State University

Lamphere, Jo Ann*Adjunct Associate Professor*

BS, Pennsylvania State University
MS, State University of New York at Stony Brook
DrPH, Columbia University

Landry, Steven P.*Adjunct Professor*

BS, U.S. Military Academy at West Point
MBA, University of Colorado
PhD, University of Colorado

Lane-Hailey, Juliette*Adjunct Professor*

BA, Douglass College, Rutgers University
MA, Hunter College, City University of New York
PhD, University of North Carolina

Langella, Ian M.*Adjunct Professor*

BS, Maine Maritime Academy
MA, University of Magdeburg
PhD, University of Magdeburg

Langsam, Sheldon*Adjunct Professor*

BGS, Ohio University
MS, State University of New York at Albany
PhD, University of Arkansas

Lapke, Michael S.*Adjunct Associate Professor*

BS, University of North Florida
MS, University of North Florida
PhD, Virginia Commonwealth University

Laraqui, Saad*Program Director, Doctoral Programs, and Collegiate Professor*

BBA, Institut Supérieur de Gestion
MBA, University of Tampa
PhD, Rutgers University

Lari, Alireza*Adjunct Professor*

BBA, University of Tehran
MBA, University of Texas at Austin
PhD, University of Texas at Austin

Larkin, Selena*Adjunct Assistant Professor*

BS, University of Melbourne
MBA, University of Maryland University College
PhD, University of Melbourne

Larsen, Don A.*Adjunct Professor*

BS, Brigham Young University
MBA, Utah State University
PhD, University of Missouri–Columbia

Lassiter, Linda B.*Adjunct Assistant Professor*

BS, University of Maryland University College
MSwE, University of Maryland University College

Latimier, Philippe-Henri*Adjunct Professor*

MS, University of Paris 1, Pantheon-Sorbonne
PhD, University of Paris 1, Pantheon-Sorbonne

Lawrence, Dion*Adjunct Assistant Professor*

BS, University of Houston
MS, George Washington University

Lazar, Lynette D.*Adjunct Professor*

BS, Lander University
MLIS, University of South Carolina

Leberre, Maria L.*Adjunct Associate Professor*

BA, University of Virginia
MA, Ohio State University
PhD, George Mason University

Lebne-Dengel, Zemen*Adjunct Associate Professor*

BS, Massachusetts Institute of Technology
MS, Massachusetts Institute of Technology

Ledlow, Gerald*Adjunct Professor*

BA, Virginia Military Institute
MHA, Baylor University
PhD, University of Oklahoma

Lee, Peggy D.*Adjunct Professor*

BA, University of Michigan
MBA, University of North Carolina at Chapel Hill
PhD, George Washington University

Lehman, Mark*Adjunct Professor*

BBA, Southern Arkansas University
MBA, University of Arkansas
PhD, University of Mississippi

Leigh, Oliver W.*Adjunct Associate Professor*

BA, City College of New York
JD, Columbia University

Leonhardt, Bonnie J.*Adjunct Professor*

BA, University of Iowa
MBA, University of Iowa
PhD, University of Iowa

Leshchinskii, Dmitrii M.*Adjunct Professor*

BS, Tomsk State University
MBA, University of Utah
PhD, INSEAD

Letsch, Cynthia P.*Adjunct Professor*

BA, Southern Methodist University
JD, Drake University

Leventhal, Naomi S.*Adjunct Professor*

BA, State University of New York at Albany
MA, Ohio State University
PhD, Ohio State University

Levine, Jerald*Adjunct Associate Professor*

BA, Brooklyn College
MA, University of Wisconsin
PhD, University of Wisconsin

Levy, Renato*Adjunct Assistant Professor*

BS, Universidade Federal do Rio de Janeiro
MBA, Instituto Brasileiro de Mercado de Capitais
DSc, George Washington University

Lewis Paul*Adjunct Assistant Professor*

BS, University of Rhode Island
MS, Oklahoma State University
MPA, George Washington University
PhD, George Mason University

Leytman, Alexander*Adjunct Assistant Professor*

BA, New York University
MBA, Regis University
DM, University of Maryland University College

Li, Aiguo*Adjunct Assistant Professor*

BS, Shanxi Agricultural University
MS, University of Idaho
PhD, University of Idaho

Li, Xiangdong*Adjunct Professor*

BA, Wuhan University
MA, Brooklyn College
PhD, City University of New York

Liberty, Arthur A.*Adjunct Associate Professor*

BS, Excelsior College
MS, University of Maryland University College
JD, Chicago-Kent College of Law, Illinois Institute of Technology

Liburd, Vincent*Adjunct Assistant Professor*

BA, University of the West Indies
MDiv, Gordon-Conwell Theological Seminary
MA, University of Maryland, College Park
PhD, University of Maryland, College Park

Liebowitz, Jay*Orkand Endowed Chair in Management and Technology*

BBA, George Washington University
MBA, George Washington University
DSc, George Washington University

Lightner, Nancy*Adjunct Professor*

BS, Indiana University of Pennsylvania
MBA, Pennsylvania State University
MS, Purdue University
PhD, Purdue University

Ligon, Jack M.*Adjunct Associate Professor*

BS, Virginia Polytechnic Institute and State University
MS, University of Pennsylvania
PhD, George Mason University

Lind, Mary*Adjunct Professor*

BS, Duke University
MBA, University of North Carolina
PhD, Kenan Flagler School of Business, University of North Carolina

Lindenberg, Terry*Adjunct Professor*

BS, Northern Illinois University
MS, Northern Illinois University
EdD, Northern Illinois University

FACULTY

Lindsay, Bruce R.

Adjunct Assistant Professor

BA, Metropolitan State College of Denver
MPA, University of Colorado
PhD, University of Delaware

Lipton, Robert B.

Adjunct Associate Professor

BS, Pennsylvania State University
MS, Kutztown University
PhD, Nova Southeastern University

Little, Ann

Adjunct Professor

BS, University of North Carolina at Chapel Hill
MBA, Western Carolina University
DBA, Cleveland State University

Little, Douglas A.

Adjunct Assistant Professor

BS, Mount Saint Mary's College
MA, Catholic University of America
PhD, Catholic University of America

Littlefield, John F.

Adjunct Associate Professor

BS, Saint Peter's College
MA, Marshall University
PhD, Ohio State University

Liu, Changlei

Adjunct Assistant Professor

BS, University of Science and Technology of China
MPhil, University of Hong Kong
PhD, Pennsylvania State University

Livingstone, John Leslie "Les"

Program Director, Master of Business Administration, and Collegiate Professor

BCom, University of the Witwatersrand
MBA, Stanford University
PhD, Stanford University

Lloyd, Karl B.

Adjunct Associate Professor

BA, University of Pittsburgh
MS, University of Pittsburgh
PhD, University of Pittsburgh

Locklear, Kathleen

Adjunct Assistant Professor

BA, Bryn Mawr College
MBA, University of Maryland University College
DM, University of Maryland University College

Lombard, Doris (Dori)

Adjunct Professor

BS, University of San Francisco
MS, Long Island University
DPS, Pace University

Lombardo, David D.

Adjunct Professor

BA, Albright College
MA, New York University
PhD, New York University

London, Ray

Adjunct Professor

BS, Weber State University
MSW, University of Southern California
MBA, University of Southern California
LLM, University of Strathclyde
PhD, University of South Carolina

Love, Jamie

Adjunct Associate Professor

BA, Northland College
MS, Saint Cloud State University
PhD, Louisiana State University
MBA, Heriot-Watt University

Lowengrub, Paul

Adjunct Associate Professor

BA, Kenyon College
PhD, Arizona State University

Luan, Jing

Adjunct Professor

BS, Shanxi University
MA, New Mexico State University
PhD, Arizona State University

Lubell, Myron S.

Adjunct Professor

BBA, University of Miami
MBA, University of Miami
DBA, University of Maryland, College Park

Lubich, Bruce H.

Program Director, Accounting, and Collegiate Professor

BA, University of Maryland, Baltimore County
MA, Pennsylvania State University
PhD, Pennsylvania State University

Lutz, Heather S.

Adjunct Assistant Professor

BS, Pennsylvania State University
MBA, George Washington University
PhD, Syracuse University

Ma, Jiahyu

Adjunct Assistant Professor

MA, University of Texas Pan American

Ma, Wei

Adjunct Assistant Professor

BS, East China Normal University
MS, New Jersey Institute of Technology
PhD, Rutgers University

Machuca, Ana

Adjunct Associate Professor

BS, Florida Southern College
MBA, Webster University
MS, Keller Graduate School
PhD, Central Arizona College

MacKenzie, Garth

Associate Chair, Information and Technology Systems, and Collegiate Professor

BA, Johns Hopkins University
BS, Johns Hopkins University
MAS, Johns Hopkins University
DM, University of Maryland University College

Mackey, William

Adjunct Professor

BS, University of Pittsburgh
MS, Rensselaer Polytechnic Institute
PhD, University of Pennsylvania
JD, American University

Madison, David L.

Adjunct Professor

BS, University of Maryland, College Park
MS, American University
PhD, American University

Magnuson, Matthew B.

Adjunct Associate Professor

BA, Connecticut College
MA, University of Massachusetts
MLS, University of Southern Mississippi

Makarov, Vladimir

Adjunct Assistant Professor

BS, Moscow State University
MS, Northern Illinois University
PhD, Baylor College of Medicine

Malone, Patrick

Adjunct Professor

BS, Texas State University
MS, Trinity College
PhD, American University

Malone, Shawn*Adjunct Professor*

BS, Texas State University
MS, Trinity University
PhD, American University

Malone, Susan*Collegiate Professor*

BA, University of West Virginia
MA, University of Maryland, College Park
PhD, University of Florida

Manickavasagam, Joe*Adjunct Associate Professor*

BA, University of Otago
MA, University of Canterbury
PhD, Brunel University

Mann, Clarence J.*Program Director, Executive Programs,
and Collegiate Professor*

BA, Wabash College
LLB, Yale University
MA, Yale University
DrJur, University of Bonn

Mansour, Mohamed A.*Adjunct Associate Professor*

BS, American University in Cairo
MS, George Washington University
EdD, George Washington University

Mao, Jeng F.*Adjunct Assistant Professor*

BS, University of Central Florida
JD, Howard University

Marchand, Laureen*Adjunct Assistant Professor*

BA, University of Alberta
MLS, University of Western Ontario
MA, University of Saskatchewan

Marconi, Katherine M.*Program Director, Health Administration
Informatics and Health Care Administration,
and Collegiate Professor*

BA, St. Joseph's College
MA, State University of New York at Buffalo
PhD, George Washington University

Marcus, Sara*Adjunct Assistant Professor*

BA, State University of New York at Stony Brook
MLS, Queens College, City University of New York
MS, University of Missouri

Markenson, Ari J.*Adjunct Associate Professor*

BA, Syracuse University
JD, Brooklyn Law School
MPH, Columbia University

Markevicz, John W.*Adjunct Assistant Professor*

BS, University of Oklahoma
BS, Navy Postgraduate School
MS, Navy Postgraduate School
DSc, George Washington University

Markulis, Ruth*Adjunct Assistant Professor*

BS, University of Maryland College Park
MEd, University of Maryland College Park
DCD, University of Baltimore

Marovitz, Mitchell E.*Adjunct Associate Professor*

BS, University of Illinois at Urbana
MS, Syracuse University
PhD, Syracuse University

Marron-Grodsky, Theresa*Collegiate Professor*

BS, Suffolk University
MA, University of Maryland, College Park
PhD, University of Maryland, College Park

Marsh, Alfred B. III*Collegiate Professor*

BA, Johns Hopkins University
MSE, Johns Hopkins University
MS, Johns Hopkins University
MS, Johns Hopkins University
PhD, Johns Hopkins University

Marsh, Meghan E.*Adjunct Assistant Professor*

BSW, Pennsylvania State University
JD, University of Maryland, Baltimore

Masullo, Miriam J.*Adjunct Associate Professor*

BS, City College, City University of New York
MPhil, City University of New York;
MS, City University of New York
PhD, City University of New York

Martin, Charles L. Jr.*Adjunct Professor*

BS, University of Maryland, College Park
MSA, George Washington University
DBA, George Washington University

Martin, John A.*Adjunct Associate Professor*

BS, University of Oregon
MBA, Western New England College
PhD, Florida State University

Martin, Michael L.*Adjunct Professor*

BA, University of Montana
MBA, Saint Louis University
MS, Johns Hopkins University
PhD, George Mason University

Martin, Nicole A.*Adjunct Assistant Professor*

BA, Princeton University
MA, University of Chicago
JD, Harvard University

Martin, William F.*Adjunct Associate Professor*

BS, Xavier University of Louisiana
MA, Catholic University of America
MPH, Rutgers University
PsyD, Rutgers University

Martinak, Mary L.*Adjunct Professor*

BA, College of Notre Dame of Maryland
MA, Loyola College
PhD, University of Delaware

Masi, Ralph J.*Adjunct Professor*

BS, U.S. Military Academy at West Point
MPA, University of Oklahoma
MS, Texas A&M University
PhD, University of Illinois

Matthews, Wayne A.*Adjunct Professor*

BS, University of Louisiana at Lafayette
MPA, University of Southern California
DPA, University of Southern California

Mazyck, Michael*Adjunct Associate Professor*

BS, Winona State University
MA, University of Minnesota
PhD, University of Minnesota

Mbonglou, Gaston*Adjunct Associate Professor*

BS, University of Technology Dresden
MS, University of Technology Dresden
PhD, University of Technology Dresden

FACULTY

McAlpin, Valorie F.

Adjunct Assistant Professor

BS, North Carolina Central University
MS, North Carolina A&T State University
EdD, North Carolina State University

McClain, Bruce

Adjunct Professor

BA, Hillsdale College
JD, Case Western Reserve University
LLM, New York University

McCormick-Clark, Laura K.

Adjunct Professor

BA, University of Tennessee
MSPH, University of South Carolina
PhD, University of North Carolina

McDavid, Sandra

Adjunct Professor

BS, University of Kansas
MBA, St. Louis University
JD, St. Louis University

McElroy, Barbara

Adjunct Assistant Professor

BGS, Ohio University
MBA, Kent State University
PhD, Pennsylvania State University

McEnery, John (Jack)

Adjunct Professor

BA, Marquette University
MS, Marquette University
PhD, Wayne State University

McGowan, Stephen Patrick

Adjunct Assistant Professor

BA, University of Maryland University College
MS, University of Maryland University College

McKeeby, Jon W.

Adjunct Professor

BS, Hope College
MS, Bowling Green State University
DSc, George Washington University

McKelvey, Cornelius P.

Adjunct Associate Professor

BS, Philadelphia College
MS, University of Maryland, Baltimore
MA, George Washington University
MPhil, George Washington University

McKenna, Patricia

Collegiate Associate Professor

BS, University of Maryland, College Park
MA, University of Maryland, College Park
PhD, Vanderbilt University

McLaughlin, Michael W.

Adjunct Assistant Professor

BS, Virginia Polytechnic Institute and
State University
JD, Washington and Lee University

McMullen, Matthew S.

Adjunct Professor

BA, University of Pittsburgh
PhD, University of Pittsburgh
JD, University of Pittsburgh

McWeeney, Thomas

Adjunct Professor

BA, San Diego State University
MA, Georgetown University
PhD, Georgetown University

Meky, Mohamed

Adjunct Professor

BS, Alexandria University
MS, Alexandria University
PhD, The Graduate School and University Center,
City University of New York

Memon, Iqbal A.

Adjunct Professor

BA, University of Sindh
MA, University of Sindh
MBA, Illinois State University
PhD, Mississippi State University

Menking, Ricky A.

Adjunct Professor

BS, University of Missouri–Rolla
MS, University of Colorado–Boulder
MA, Liberty Baptist Theology Seminary
PhD, University of North Texas

Menta, Prasanna K.

Adjunct Associate Professor

MBA, Madurai Kamaraj University
MS, University of Maryland University College

Merhant, Sylnovie

Adjunct Professor

BS, California State University, Sacramento
MBA, California State University, Sacramento
PhD, University of Arkansas

Merin, Yitshak

Adjunct Assistant Professor

BSC, Hebrew University
PhD, Touro University International

Merkulov, Gennady V.

Adjunct Assistant Professor

MS, University of Illinois
PhD, Johns Hopkins University

Miaoulis, George Jr.

Adjunct Professor

BS, New York University
MBA, New York University
PhD, New York University

Michelson, Barton

Collegiate Professor

BA, Ohio State University
MA, Ohio State University
PhD, Ohio State University

Mierzwa, Thomas J.

*Program Director, Doctoral Programs, and
Collegiate Professor*

BFA, University of Illinois
MLA, Harvard University
MPA, University of Southern California
DPA, University of Southern California

Milburn, Kimla T.

Adjunct Associate Professor

BA, University of Maryland, College Park
JD, University of Maryland, Baltimore

Miller, Clare R.

Adjunct Assistant Professor

BA, Providence College
MLS, University of Maryland, College Park

Miller, Jeffrey M.

Adjunct Assistant Professor

BA, University of Wisconsin
MAE, University of Florida
PhD, University of Florida

Miller, Maxwell H.

Adjunct Assistant Professor

BS, California State University, Hayward
MA, Catholic University of America
PhD, Catholic University of America

Miller, Robert

Adjunct Professor

BA, University of Chicago
PhD, Princeton University
JD, George Washington University

Miller, Stephen D.*Adjunct Assistant Professor*

BA, University of Kentucky
MLS, University of Kentucky
MBA, University of Maryland University College

Miller, Susan B.*Adjunct Assistant Professor*

BA, College of William and Mary
MS, George Washington University
MEd, George Washington University

Mills, Joette V.*Adjunct Associate Professor*

BA, Rutgers University
MPA, New York University
PhD, Walden University

Mills, Leonard, O.*Adjunct Assistant Professor*

BS, Hampden-Sydney College
PhD, Tulane University

Millson, Murray R.*Adjunct Professor*

BS, Clarkson College
MS, Clarkson College
MBA, Syracuse University
PhD, Syracuse University

Minatra, Rodger*Adjunct Professor*

BS, Arizona State University
MA, University of Denver
MBA, Southwest Baptist University
EdD, University of North Texas

Minkus-McKenna, Dorothy*Adjunct Professor*

MBA, New York University
PhD, Pace University

Minor-Cooley, Delonia O.*Adjunct Assistant Professor*

BE, University of Arkansas
MS, University of Arkansas
MBA, University of Arkansas
PhD, University of Memphis

Mintz, Daniel G.*Adjunct Assistant Professor*

BS, University of Maryland College Park
MIM, University of Maryland University College

Miree, Lucia F.*Adjunct Professor*

BA, Auburn University
MS, Florida State University
MPH, Boston University
PhD, Florida State University

Mirzaei, Hans (Hamid) A.*Adjunct Associate Professor*

BEng, State University of New York Maritime College
PGD, Liverpool Polytechnic University
PhD, University of Wales, Cardiff

Mitchell, David B. Sr.*Adjunct Professor*

MS, University of Maryland, College Park
JD, University of Maryland, Baltimore

Mittal, Ravi O.*Collegiate Professor*

BE, University of Bombay
MT, Indian Institute of Technology
MS, Ohio State University
PhD, Pennsylvania State University

Mohanty, Siba*Adjunct Associate Professor*

MS, University of Wisconsin
MBA, Rutgers University
PhD, Polytechnic Institute of New York University

Monaco, Francis*Adjunct Associate Professor*

BS, U.S. Military Academy
MS, Georgia Institute of Technology

Monaco, Pamela J.*Adjunct Professor*

BBA, George Washington University
MA, Catholic University of America
PhD, Catholic University of America

Moran Leal, Atilio J.*Adjunct Assistant Professor*

MS, Oklahoma State University
PhD, Oklahoma State University

Morrison, Ronald W.*Adjunct Associate Professor*

BS, Purdue University
MBA, Southern Illinois University
PhD, George Mason University

Morrissey, J. David*Adjunct Associate Professor*

MA, Boston College
MBA, Harvard University
DBA, Harvard University

Mostaghimi, Siroos*Adjunct Associate Professor*

BS, Pahlavi University
MS, Texas A&I University
PhD, Ohio State University
MS, Virginia Polytechnic Institute and State University

Moulton, Brent R.*Adjunct Professor*

BA, Brigham Young University
MS, Brigham Young University
PhD, University of Chicago

Morphet, William*Adjunct Assistant Professor*

BS, Brigham Young University
MS, Utah State University
PhD, Utah State University

Mousalli, Samir R.*Adjunct Professor*

MSE, University of Michigan
MBA, Auburn University
PhD, Auburn University

Moustafa, Rida*Adjunct Associate Professor*

BS, Zagazig University
MS, George Mason University
PhD, George Mason University

Mtika, Chatonda*Adjunct Assistant Professor*

BEng, London South Bank University
PhD, Stevens Institute of Technology

Murensky, Cathie L.*Adjunct Assistant Professor*

BA, East Carolina University
MS, East Carolina University
PhD, George Mason University

Muraskin, Jack D.*Adjunct Professor*

MS, University of Pennsylvania
JD, University of Connecticut
PhD, University of California, Berkeley

FACULTY

Murensky, Cathie*Adjunct Professor*

BA, East Carolina University
MS, East Carolina University
PhD, George Mason University

Murphy, Catherine K.*Adjunct Associate Professor*

BS, St. Louis University
MS, Alfred University
PhD, Syracuse University

Mussington, Brian David*Adjunct Assistant Professor*

BA, University of Toronto
MA, University of Toronto
PhD, Carleton University

Mustafa, Muhammad*Adjunct Professor*

BA, University of Dhaka
MA, University of Dhaka
MA, University of New England
PhD, Wayne State University

Mwila, Apollinaris*Adjunct Assistant Professor*

BA, University of Zambia
MALS, University of Michigan
PhD, University of Michigan

Myers, Joseph H.*Adjunct Associate Professor*

BS, North Carolina State University
MS, Carnegie-Mellon University

Myers, Susan R.*Adjunct Professor*

BS, Pennsylvania State University
MBA, National University
PhD, Pennsylvania State University

Naccarato, Rose M.*Adjunct Assistant Professor*

BA, Vanderbilt University
MPP, Vanderbilt University
MA, Vanderbilt University
PhD, Vanderbilt University

Nance, Kara L.*Collegiate Associate Professor*

MS, University of Oklahoma
PhD, University of Oklahoma

Nangle, Dennis P.*Adjunct Assistant Professor*

BA, Cedarville University
MLS, University Maryland, College Park

Napier, Randall A.*Adjunct Assistant Professor*

BA, Northwestern University
MS, Florida International University
JD, University of Houston

Ndubuisi, Samuel*Adjunct Professor*

BA, University of Ibadan
MA, Georgetown University
PhD, Howard University

Negreanu, Lorina Cristina*Adjunct Associate Professor*

PhD, Bucharest Technical University

Nelson, Harold*Adjunct Professor*

BS, Notre Dame University
MS, University of Kentucky
PhD, University of California, San Diego

Nemichinova, Yulia*Adjunct Assistant Professor*

BS, Tiraspol State University
MS, University of Maryland University College
DFA, University of Baltimore

Nenstiel, Gregory A.*Adjunct Professor*

BA, Pennsylvania State University
MA, University of Maryland, College Park
PhD, University of Maryland, College Park

Newman, Charles M. II*Program Director, Master of Business Administration, and Collegiate Professor*

BS, Case Western Reserve University
MS, University of Southern California
PhD, Pace University

Newman, John H.*Adjunct Professor*

BS, University of Maryland, College Park
JD, University of Baltimore
MBA, Loyola College in Maryland
MS, University of Maryland, Baltimore County
PhD, University of Maryland, Baltimore County

Nicolay, John A.*Adjunct Professor*

BA, University of Maryland, College Park
MA, Virginia Polytechnic Institute and State University
PhD, Virginia Polytechnic Institute and State University

Niland, Joseph M.*Adjunct Assistant Professor*

MS, University of Maryland University College
JD, University of Maryland, Baltimore

Nixon, George*Collegiate Professor*

BA, San Francisco State University
MA, Central Michigan University
DPA, University of Alabama
MS, National Defense University

Nnolim, Anene L.*Adjunct Associate Professor*

BS, State University of New York University at Buffalo
MBA, Stephen F. Austin State University
DM, Lawrence Technological University

Noumair, Edgar*Adjunct Professor*

MBA, Leicester University
MS, Boston University
PhD, Saint Paul University
PhD, Manchester University

Norsworthy, Leonid A.*Adjunct Professor*

BA, American University
MA, American University
PhD, American University
MBA, Georgetown University

North, Matthew*Adjunct Professor*

BA, Brigham Young University
MS, Utah State University
EdD, West Virginia University

Nunley, Charlene R.*Program Director, Doctoral Programs, and Collegiate Professor*

BA, Pennsylvania State University
MEd, Pennsylvania State University
PhD, George Washington University

Nwaigwe, Adaeze*Adjunct Assistant Professor*

BEng, University of Nigeria
MS, University of Lagos
MS, University of Pittsburgh
PhD, University of Pittsburgh

Nyakaana Blair, Andrew M.*Adjunct Assistant Professor*

ME, Memorial University
PhD, University of Maryland, College Park

Nyatepe-Coo, Akorlie A.
Adjunct Professor
BA, University of Ghana
MA, Northern Illinois University
PhD, Northern Illinois University

Obiri, Nicolas I.
Adjunct Associate Professor
BS, Eastern Illinois University
MS, Eastern Illinois University
PhD, Mississippi State University

O'Brien, Denise D.
Adjunct Assistant Professor
BS, New York University
MBA, Carnegie Mellon University
MS, Stevens Institute of Technology

O'Callaghan, Paula C.
Collegiate Assistant Professor
BA, University of Massachusetts
MBA, Syracuse University
JD, Syracuse University

Officer, Alvin D.
Adjunct Professor
BS, Kansas State College
MEd, University of Pittsburgh
PhD, University of Pittsburgh

Olanrewaju, Larry A.
Adjunct Professor
BBA, College of William and Mary
MA, Virginia State University
MBA, Howard University
PhD, George Mason University

O'Lear, Richard J.
Adjunct Associate Professor
BS, U.S. Air Force Academy
MA, University of Denver
MA, Auburn University
MA, Georgetown University

Oleru, George U.
Adjunct Professor
BA, College of the Holy Cross
MS, University of Rhode Island
PhD, New York University
DrPH, Columbia University

Oleson, Peter C.
Adjunct Associate Professor
BA, University of the South
MA, Tufts University

Olson, Edwin E.
Collegiate Professor
BA, St. Olaf College
MA, American University
PhD, American University

Olson, Susan B.
Adjunct Professor
AB, Regis College
MA, Fordham University
PhD, University of Illinois

Orban, Joseph A.
Adjunct Associate Professor
BA, University of South Dakota
MS, Virginia Polytechnic Institute and
State University
PhD, Virginia Polytechnic Institute and
State University

Otegbeye, Mojisola
Adjunct Assistant Professor
BS, Ahmadu Bello University
MS, New Jersey Institute of Technology
PhD, New Jersey Institute of Technology

Ouellette, Robert P.
*Program Director, Project Management,
and Collegiate Professor*
BS, University of Montreal
PhD, University of Ottawa
MBA, New York Institute of Technology

Owens, Sherdeana L.
Adjunct Assistant Professor
BA, Goucher College
MPA, University of Oklahoma
DDS, Baylor College of Dentistry, Texas A&M
Health Science Center

Ozag, David
Adjunct Associate Professor
BS, University of Maryland, College Park
MBA, Mount St. Mary's College
EdD, George Washington University

Palrecha, Rita
Adjunct Assistant Professor
BE, Bombay University,
MBA, Bombay University
PhD, State University of New York at Binghamton

Pandit, Ganesh M.
Adjunct Associate Professor
BCom, University of Bombay
MBA, University of Louisiana at Monroe
DBA, Louisiana Tech University

Pang, Les
*Program Director, Informatics and
Information Systems and Services, and
Collegiate Professor*
BS, University of Hawaii
MS, University of Nebraska
PhD, University of Utah
MBA, University of Maryland, College Park

Panitz, Eric
Adjunct Professor
MS, University of Kentucky
MBA, Southern Illinois University
PhD, Oregon State University
DBA, University of Kentucky

Panja, Biswajit
Adjunct Associate Professor
BE, University of Mumbai
MS, Grand Valley State University
PhD, University of Missouri-Rolla

Parker, Mark L.
Adjunct Associate Professor
BA, Florida State University
MA, Florida State University
PhD, University of Maryland, College Park

Parker, Ruth D.
Adjunct Associate Professor
BS, University of Maryland University College
MSED, University of North Carolina

Parks, Janet M.
Adjunct Assistant Professor
BS, Drexel University
MS, University of Maryland University College

Parks-Yancy, Rochelle
Adjunct Associate Professor
BS, Central State University
MBA, Howard University
PhD, Rutgers University

Parsons, Lisa R.
Adjunct Assistant Professor
BS, Oklahoma State University
PhD, University of Maryland, College Park

Pathak, Divaker V.
Adjunct Assistant Professor
BS, Marathwada University
MS, University of Maryland, College Park
PhD, Purdue University

FACULTY

Pauli, Richard A.

Program Director, Master of Business Administration, and Collegiate Professor

BA, Hiram College
JD, Boston University
MA, Antioch College

Paulone, Stephen T.

Adjunct Assistant Professor

BA, Fairfield University
MBA, Rensselaer Polytechnic Institute
MS, Rensselaer Polytechnic Institute

Peacock, Bruce E.

Adjunct Associate Professor

BS, Oklahoma State University
MS, New Mexico State University
PhD, University of Arizona

Perelman, Gregory

Adjunct Professor

BA, University of California, Los Angeles
MBA, Yale University
PhD, Russian State University for the Humanities

Perry, James M.

Adjunct Professor

BS, Holy Cross College
MA, Indiana University
MS, Worcester Polytechnic Institute
PhD, University of Connecticut

Peter, Bonnie J.

Adjunct Professor

BS, Louisiana State University
JD, Wake Forest University

Petersohn, Henry

Adjunct Assistant Professor

BS, University of Pennsylvania
MBA, Temple University
PhD, American University

Peterson, Douglas K.

Adjunct Associate Professor

BA, University of Kansas
MBA, University of Kansas
PhD, University of Nebraska—Lincoln

Petrello, George J.

Collegiate Professor

BA, Montclair State University
MBA, Seton Hall University
PhD, New York University

Petroshius, Susan

Adjunct Professor

BA, Syracuse University
MSBA, University of Massachusetts
PhD, Virginia Polytechnic Institute and State University

Pew, Stephen

Adjunct Professor

BA, University of Nebraska
MA, University of Nebraska
PhD, University of Nebraska

Phelan, Joseph R.

Adjunct Assistant Professor

BA, New School of Social Research
MA, New School of Social Research
PhD, University of Toronto

Philbin, Tobias

Adjunct Professor

BA, La Salle College
MS, Defense Intelligence College
PhD, King's College, University of London

Phillips, Laurence M.

Adjunct Assistant Professor

BM, Michigan State University
MA, Johns Hopkins University
DM, University of Maryland University College

Pickering, Willa

Adjunct Associate Professor

BA, Oklahoma State University
MSEE, University of New Mexico
PhD, George Mason University

Pieragostini, Karl

Adjunct Professor

MA, University of Southern California
PhD, University College London

Pierce, Barbara L.

Adjunct Professor

BA, University of Rochester
MS, University of Rochester
PhD, University of Rochester

Pierre, Cynthia

Adjunct Assistant Professor

BA, University of Pennsylvania
MA, Antioch University
PhD, George Washington University

Pilato, Virginia H.

Chair, Education, and Collegiate Professor

BA, University of Maryland, College Park
MEd, University of Maryland, College Park
PhD, University of Maryland, College Park

Pinder, Sharon

Professor of Practice

MS, University of Maryland University College

Plochocki, Maria

Adjunct Associate Professor

BA, Stevens Institute of Technology
PhD, St. John's University

Plumley, Joseph P. Jr.

Adjunct Professor

ABJ, University of Georgia
MEd, University of Georgia
EdD, University of Georgia

Podoshen, Jeffrey S.

Adjunct Associate Professor

BS, University of Delaware
MBA, Temple University
PhD, Temple University

Pomea, Neal E.

Adjunct Assistant Professor

BA, University of Louisiana, Lafayette
BA, University of Louisiana, Lafayette
MLS, University of Maryland University College

Pontiff, Susie W.

Adjunct Professor

BBA, Averett University
MBA, Shenandoah University
EdD, George Washington University

Porto, Stella

Program Director, Master of Distance Education and E-Learning, and Collegiate Professor

MS, Pontifical Catholic University of Rio de Janeiro
PhD, Pontifical Catholic University of Rio de Janeiro

Portugal, Frank H.

Adjunct Professor

BS, Columbia University
PhD, University of Illinois at Chicago

Plumley, Joseph P. Jr.

Adjunct Professor

ABJ, University of Georgia
MEd, University of Georgia
EdD, University of Georgia

Podoshen, Jeffrey S.*Adjunct Associate Professor*

BS, University of Delaware

MBA, Temple University

PhD, Temple University

Premuroso, Ronald E.*Adjunct Associate Professor*

MS, Florida Atlantic University

PhD, Florida Atlantic University

Presley, Karen*Adjunct Assistant Professor*

BS, North Carolina Agricultural and Technical State University

JD, Texas Southern University

Pressman, Rebecca R.*Adjunct Associate Professor*

BA, Hamilton-Kirkland College

JD, Catholic University of America

MLS, Rutgers University

PhD, Florida State University

Price, Tim E.*Adjunct Professor*

BS, Pennsylvania State University

MBA, University of South Florida

PhD, University of South Florida

Pritchard, David*Adjunct Professor*

BS, State University of New York at Buffalo

MA, State University of New York at Buffalo

PhD, State University of New York at Buffalo

Procaccino, Joseph A.*Adjunct Associate Professor*

BA, George Washington University

JD, American University

MFS, George Washington University

Promboin, Ronald L.*Adjunct Professor*

BA, Williams College

MA, Stanford University

PhD, Stanford University

Qin, Yan*Adjunct Assistant Professor*

MS, Fairland University

PhD, City University of New York

Quinn, Kathy S.*Adjunct Associate Professor*

MEd, University of South Carolina Columbia

PhD, University of South Carolina Columbia

MS, University of Maryland University College

Quivey, David M.*Adjunct Assistant Professor*

BS, Purdue University

MS, Purdue University

MS, National Defense University

PhD, Purdue University

Qusaibaty, Ammar*Adjunct Assistant Professor*

MS, University of Oxford

MS, University of Michigan

PhD, Université Paris

Rabatin, Angela J.*Adjunct Associate Professor*

BS, University of Pittsburgh

MA, St. Francis University of Pennsylvania

JD, Duquesne University

LLM, University of Baltimore

Radlauer, Charles B.*Adjunct Professor*

MD, Washington University

JD, St. Thomas University

Raftery, Susan*Adjunct Professor*

BA, Ohio State University

MS, Ohio State University

PhD, Ohio State University

Rahman, Aminur*Adjunct Assistant Professor*

BS, Bangladesh University of Engineering and Technology

MS, Asian Institute of Technology

PhD, University of Oklahoma

Raider, Alfred S.*Chair, Management, Accounting, and**Finance, and Collegiate Professor*

BA, University of Wisconsin–Madison

JD, University of Maryland, Baltimore

LLM, Georgetown University

Raisinghani, Mahesh S.*Adjunct Associate Professor*

BCom, Osmania University

MBA, University of Central Oklahoma

MS, University of Texas at Arlington

PhD, University of Texas at Arlington

Ramanathan, Ananda*Adjunct Associate Professor*

BS, University of Madras

MS, Strayer University

PhD, Oklahoma State University

Ramkumar, Vasant C.*Adjunct Associate Professor*

BS, Philadelphia College of Textiles and Science

MS, City University of New York

PhD, City University of New York

MS, National Technological University

Ramos, James A.*Adjunct Associate Professor*

BA, Fordham University

MA, University of Southern California

PhD, Michigan State University

Rankin, Michele L.*Adjunct Associate Professor*

BS, Louisiana State University Baton Rouge

MS, Louisiana State University Baton Rouge

PhD, Louisiana State University Baton Rouge

Rathinasamy, Rathin S.*Adjunct Professor*

BS, University of Madras

MS, Tamilnadu Agricultural University

MBA, University of Tennessee

PhD, University of Tennessee

Rawson, James H.*Adjunct Associate Professor*

BA, State University of New York College at Cortland

MA, State University of New York at Albany

MS, Syracuse University

PhD, University of Maryland, College Park

Reed, Rhea R.*Adjunct Associate Professor*

BA, Houghton College

MA, George Washington University

JD, University of Maryland, Baltimore

Reed, Timothy S.*Adjunct Professor*

BS, University of Florida

MS, Central Michigan University

MS, Air Command and Staff College

PhD, University of Colorado

Renda-Tanali, Irmak*Program Director, Emergency Management**and Homeland Security, and Collegiate**Associate Professor*

BS, Middle East Technical University

MS, Middle East Technical University

MBA, Middle East Technical University

DSc, George Washington University

FACULTY

Reynolds, Arthur

Collegiate Professor

BA, City College of New York
MA, University of Minnesota
MHA, University of Minnesota
JD, William Mitchell College of Law

Rhodes, Shelton

Adjunct Associate Professor

BA, Virginia Military Institute
MA, Howard University
PhD, Old Dominion University

Rich, Anne J.

Adjunct Professor

BA, Queens College
MBA, University of Bridgeport
PhD, University of Massachusetts

Richardson, John M.

Adjunct Professor

BA, University of Colorado
MA, Harvard University
PhD, Harvard University

Richardson, Thomas W.

Adjunct Assistant Professor

BS, Old Dominion University
MA, Iowa State University
PhD, Iowa State University

Richman, Steven H.

Adjunct Associate Professor

BS, City College of New York, City University of New York
MS, Polytechnic Institute of Brooklyn
PhD, Polytechnic Institute of Brooklyn

Riedling, Ann M.

Adjunct Professor

BS, Indiana University, Bloomington
MLS, University of Georgia, Athens
MEd, University of Georgia, Athens
EdD, University of Louisville

Rife, Patricia

Collegiate Associate Professor

BS, Grand Valley State University
PhD, Union University

Riley, Michael J.

Collegiate Professor

BS, U.S. Naval Academy
MBA, University of Southern California
PhD, Harvard University

Rivkin, Malcolm

Adjunct Associate Professor

AB, Harvard College
MCP, Massachusetts Institute of Technology
PhD, Massachusetts Institute of Technology

Robbani, Mohammad G.

Adjunct Associate Professor

BCom, University of Dhaka
MCom, University of Dhaka
MBA, University of Massachusetts
PhD, Florida International University

Roberts, William H. Jr.

Adjunct Assistant Professor

BS, Jacksonville University
MBA, Augusta State University
MS, Naval Postgraduate School
MPA, Troy State University
DPA, George Mason University

Roberson, Ponchitta J.

Adjunct Assistant Professor

BA, District of Columbia Teachers College
MA, George Washington University
EdD, George Washington University

Roberts, Elizabeth

Adjunct Assistant Professor

BA, University of Virginia
MLS, University of Kentucky

Robertson, James A.

Collegiate Assistant Professor

BS, University of Houston, Clear Lake
MS, University of Dayton

Robertson, Judy E.

Adjunct Professor

BSEd, University of Arkansas
MSEd, Kansas State University
EdD, University of Arkansas

Robinson, Anthony C.

Assistant Professor

BS, Cornell University
MPP, Harvard University
MBA, University of Virginia
JD, University of Virginia

Rodrigues, Dawn

Adjunct Professor

BS, Kutztown State College
MA, Kent State University
PhD, Kent State University

Roman, Cynthia

Adjunct Associate Professor

BA, University of Virginia
MEd, University of Georgia
EdD, Virginia Polytechnic Institute and State University

Romero, Martha G.

Adjunct Professor

BA, Loretto Heights College
MA, University of Colorado
PhD, University of Colorado

Rosenberg, Marvin L.

Adjunct Assistant Professor

BS, University of Houston
MS, George Washington University
DSc, George Washington University

Rossi, John

Adjunct Associate Professor

BA, University of Rhode Island
MA, Rhode Island College

Rowe, Beverly J.

Adjunct Professor

BA, University of Houston—Clear Lake
MS, Purdue University
PhD, Texas A&M University

Rubin, Eugene

Adjunct Professor

BA, Ohio Wesleyan University
MS, Kansas State University
MA, University of Michigan
PhD, University of Michigan

Ruffini, Michael F.

Adjunct Associate Professor

BA, Rowan University
BS, West Chester University
MS, West Chester University
MEd, Widener University
EdD, Widener University

Rumpf, Wolfgang R.

Adjunct Assistant Professor

BS, University of Dayton
MS, University of Dayton
PhD, Ohio State University

Rusaw, Alberta

Adjunct Professor

BA, Lake Superior State University
MA, University of Missouri
MPA, Golden Gate University
EdD, Virginia Polytechnic Institute and State University

Russotto, Thomas

Adjunct Assistant Professor
BS, Stevens Institute of Technology
MBA, Loyola College
MBA, George Washington University
PhD, George Washington University

Rydl, Teri L.

Adjunct Associate Professor
BS, Doane College
MPA, University of Nebraska at Omaha
PhD, University of Nebraska at Lincoln

Sadhwani, Arjan T.

Adjunct Professor
BA, University of Bombay
MCom, University of Bombay
PhD, Michigan State University

Sadiq, Salman

Adjunct Associate Professor
BA, George Washington University
MBA, George Washington University
JD, Emory University

Sagar, Vidya

Adjunct Professor
BS, Panjab University
LLB, Delhi University
MEE, Catholic University of America
PhD, Catholic University of America

Saha, Tulshi

Adjunct Assistant Professor
BS, Jahangirnagar University
MS, Jahangirnagar University
MA, Brown University
PhD, Brown University

Salmon, Peter M.

Adjunct Assistant Professor
BS, University of Cape Town
MS, Stanford University
PhD, Stanford University

Samba, Augustine

Adjunct Professor
BS, Fourah Bay College, University of Sierra Leone
MS, University of Liverpool
PhD, University of Liverpool

Sanchez, Rafael

Adjunct Assistant Professor
BS, University of Maryland, College Park
BS, University of Maryland, College Park
MS, University of Maryland University College
PhD, George Mason University

Sandler, Susan R.

Adjunct Assistant Professor
BA, Drake University
LLM, University of Leicester
JD, Drake University

Sarracino, Jaylene M.

Adjunct Associate Professor
BA, University of New Mexico
JD, University of New Mexico

Sauer, Philip S.

Adjunct Assistant Professor
BA, University of Arizona
MS, Troy University
DM, University of Maryland University College

Saunders, John H.

Adjunct Associate Professor
BS, Pennsylvania State University
MBA, George Washington University
PhD, George Washington University

Savage, Howard A.

Adjunct Professor
BA, Oklahoma City University
PhD, University of Texas at Austin
MA, Johns Hopkins University

Sayala, Dash

Adjunct Associate Professor
BS, Osmania University
MS, Osmania University
MS, University of New Mexico
PhD, George Washington University

Sayani, Hasan H.

*Program Director, Software Engineering,
and Collegiate Professor*
BSE, University of Michigan
MSE, University of Michigan
PhD, University of Michigan

Scanlan, Eugene A.

Adjunct Associate Professor
BA, Lafayette College
MEd, University of New Hampshire
PhD, Loyola University Chicago

Scanlan, Joanne B.

Adjunct Assistant Professor
BA, University of California, Santa Cruz
MA, Northwestern University
PhD, Northwestern University

Scheira, Thomas R.

Adjunct Associate Professor
BA, State University of New York at Buffalo
MEd, State University of New York at Buffalo
PhD, State University of New York at Buffalo

Schertzing, Phillip D.

Adjunct Associate Professor
BA, Aquinas College
MA Aquinas College
PhD, Michigan State University

Schmelzle, George

Adjunct Professor
BS, Southern Illinois University
MS, University of Missouri
PhD, University of Mississippi

Schulin, Kathleen M.

Adjunct Professor
BA, George Mason University
MPA, University of Southern California
PhD, University of Southern California

Schultz, Christopher

Adjunct Associate Professor
BA, State University of New York Regents College
MA, Saint Louis University
PhD, University of New Mexico
MBA, University of Texas at Austin

Schultz, Darcy R.

Adjunct Assistant Professor
BS, Central Missouri State University
MA, University of Nebraska-Kearney
PhD, University of Nebraska-Lincoln

Schutz, Amanda

Adjunct Assistant Professor
BA, College of William and Mary
MPH, University of Delaware
DrPH, St. Louis University

Schwartz-Bechet, Barbara

*Program Director, Master of Arts in
Teaching, and Collegiate Associate Professor*
BA, Brooklyn College
MS, College of Staten Island
EdD, Teachers College, Columbia University

Schwarz, Joel M.

Adjunct Associate Professor
BA, State University of New York at Binghamton
JD, Albany Law School

FACULTY

SchWeber, Claudine

Program Director, Doctoral Programs, and Collegiate Professor

BA, Hunter College, City University of New York
MA, State University of New York at Buffalo
PhD, State University of New York at Buffalo

Schweiker-Marra, Karyn E.

Adjunct Associate Professor

BS, West Virginia University
MA, West Virginia University
PhD, West Virginia University

Seferian, Avedis H.

Adjunct Assistant Professor

BA, St. Stephen's College, Delhi University
MBA, American University of Armenia
JD, Georgetown University

Sempeles, Leigh A.

Adjunct Assistant Professor

BA, Wright State University
MBA, Antioch College
JD, University of Dayton

Sen, Jayanta

Program Director, Financial Management and Information Systems, and Collegiate Professor

BS, Indian Institute of Technology
MS, Yale University
PhD, University of Chicago

Serrano, Leonardo

Adjunct Associate Professor

BS, National Autonomous University of Mexico
MA, Concordia University
MBA, University of California, Los Angeles
PhD, Tulane University

Sersland, Daniel R.

Collegiate Professor

BA, Luther College
MS, Iowa State University
PhD, Pennsylvania State University

Seth, Naveen

Adjunct Professor

BA, St. Stephen College, Delhi University
MA, Delhi School of Economics, Delhi University
MBA, Baruch College, City University of New York
PhD, Stern School of Business, New York University

Sgrheb-Tehrani, Medhi

Adjunct Professor

BSC, Lund University
MSC, Lund University
PhD, Lund University

Sha, Bey-Ling

Adjunct Assistant Professor

BA, Purdue University at West Lafayette
MA, University of Maryland, College Park
PhD, University of Maryland, College Park

Shahdad, B. Moe

Program Director, Project Management, and Collegiate Professor

BS, University of Tehran
MS, Queen's University
PhD, University of London

Shandler, Donald

Adjunct Professor

BA, Montclair State University
MA, Montclair State University
PhD, Ohio State University

Sharp, Stephen

Adjunct Associate Professor

BA, San Jose State University
MA, San Jose State University

Sharp, Warren G.

Adjunct Associate

BME, Georgia Institute of Technology
MBA, Georgia State University
PhD, Vanderbilt University

Shartle-Galotto, Mary Kay

Adjunct Associate Professor

AB, College of Notre Dame
MLA, John Hopkins University
PhD, American University

Shaw, James K.

Adjunct Professor

AB, University of San Francisco
MA, University of Nevada
MS, University of Nevada
PhD, University of Nevada
MA, Stanford University

Sheehan, Nancy J.

Adjunct Assistant Professor

BA, National-Louis University
JD, State University of New York at Buffalo

Sheer, Frank

Adjunct Assistant Professor

BA, University of Virginia
MBA, University of Tennessee, Knoxville
DBA, University of Tennessee, Knoxville

Shepherd, Norman Glenn

Collegiate Associate Professor

BS, Appalachian State University
BS, University of North Carolina at Greensboro
MEd, Elon College
EdD, North Carolina State University

Sherlock, John

Adjunct Assistant Professor

BS, James Madison University
MBA, University of Maryland, College Park
EdD, George Washington University

Sherlock, Robert

Collegiate Professor

BS, University of Utah
JD, University of Utah
MPA, University of Utah

Shi, Rong

Adjunct Associate Professor

BS, Shanghai Jiaotong University
MS, Old Dominion University
PhD, Old Dominion University

Shilesky, Donald

Adjunct Assistant Professor

BS, University of Cincinnati
MS, University of Cincinnati
DSc, Washington University

Shin, Young J.

Adjunct Professor

BA, Seoul University
PhD, Georgia State University

Shirani, Ashraf I.

Adjunct Professor

MBA, University of Arkansas at Little Rock
MS, Cornell University
PhD, University of Mississippi

Shirley, Jensen H.

Adjunct Assistant Professor

BS, American University
MA, George Washington University
MA, University of San Francisco
EdD, University of San Diego

Shirazi, Joyce T.
*Chair, Information Technology Systems,
and Collegiate Professor*
BS, Howard University
MS, University of Tennessee
DSc, George Washington University

Shoukat, Michael M.
Collegiate Professor
BS, Memphis State University
MS, Air Force Institute of Technology
PhD, University of Missouri–Rolla

Shue, Craig A.
Adjunct Assistant Professor
BS, Ohio University
MS, Indiana University
PhD, Indiana University

Sibert, Alonzo
Adjunct Assistant Professor
BA, Howard University
MS, Industrial College of Armed Forces, National
Defense University
MIPP, Johns Hopkins University
LLM, Georgetown University
JD, Georgetown University
MBA, Stern Graduate School of Business, New York
University

Sicotte, Hugues B.
Adjunct Assistant Professor
BS, McGill University
MA, Princeton University
PhD, Princeton University

Sidle, Stuart D.
Adjunct Professor
BA, American University
MA, DePaul University
PhD, DePaul University

Silard, Con D. Jr.
Adjunct Assistant Professor
BSBA, American University
MS, University of Maryland University College

Simmons, Donald E.
Adjunct Professor
BS, Syracuse University
MBA, University of Missouri–Columbia
PhD, State University of New York at Binghamton

Simoncen, Anne Louise
Adjunct Professor
BA, University of Iowa
MA, George Washington University
MA, University of Baltimore
MA, Gallaudet University
PhD, University of Maryland, College Park

Simpson, Elizabeth A.
Adjunct Assistant Professor
BA, College of William and Mary
JD, George Mason University

Skinner, Tracy S.
Adjunct Assistant Professor
BA, East Nazarene College
MS, Lesley University
PhD, Old Dominion University

Sledjeski, Darren D.
Adjunct Associate Professor
BS, College of William and Mary
PhD, University of Maryland, College Park

Sloan, Richard
Adjunct Assistant Professor
BA, Ohio State University
JD, Ohio State University

Smith, Harriet
Adjunct Associate Professor
BA, Hampton University
MGA, University of Maryland University College
EdD, George Washington University

Smith, Jeffery S.
Adjunct Associate Professor
BA, University of South Carolina
MS, Wright State University
PhD, University of Tennessee

Smith, Julia A.
Adjunct Assistant Professor
BA, University of Pittsburgh
BS, University of Pittsburgh
MS, University of Pittsburgh
DSc, Robert Morris University

Smith, Karen
Adjunct Professor
BS, University of Delaware
PhD, University of Texas at Austin

Smith, Linda L.
Collegiate Associate Professor
BS, University of Tennessee
MS, University of Tennessee
MA, Columbia University
EdD, Columbia University

Smith, Marion S.
Adjunct Professor
BS, Rensselaer Polytechnic Institute
MS, Rensselaer Polytechnic Institute
PhD, University of Houston

Smith, Robert A.
Adjunct Associate Professor
BA, University of Maryland, College Park
MS, Joint Military Intelligence College

Smith, Walter P.
Adjunct Associate Professor
BS, Ohio State University
BA, Marietta College
PhD, Ohio State University

Smola, Karen W.
Adjunct Associate Professor
BS, Oklahoma City University
MA, University of Oklahoma
MS Auburn University
PhD, Auburn University

Smucny, Darlene A.
Collegiate Associate Professor
BA, Lake Erie College
MS, Cleveland State University
PhD, University of California, Los Angeles

Solberg, Bennett J.
Adjunct Assistant Professor
BA, University of Minnesota Duluth
MPA, Troy State University
PhD, Touro University International

Sondervan, William W.
*Executive Director, Public Safety Outreach,
and Collegiate Professor*
BS, College of New Jersey
MPA, Jacksonville State University
EdM, Boston University
EdD, Virginia Polytechnic Institute and State
University

Spaulding, Anna
Adjunct Assistant Professor
BSCE, Tufts University
MS, Cornell University
PhD, Cornell University

FACULTY

Spector, Kathleen D.

Adjunct Associate Professor

BS, Charter Oak State College
PhD, Union Institute and University

Spencer, David

Adjunct Professor

BS, Carnegie Mellon University
MS, New Jersey Institute of Technology
PhD, Rutgers University

Spilman, Mary Ann

Program Director, Master of Business Administration, and Collegiate Professor

BA, Rutgers University
MIM, University of Maryland University College
PhD, Rutgers University

Sponder, Barry M.

Adjunct Professor

BA, Incarnate Word College
MA, Adelphi University
EdD, Utah State University

Sridhara, Srinivas B.

Adjunct Assistant Professor

BS, Indian Institute of Technology
MS, Virginia Polytechnic Institute and State University
PhD, University of Washington

Srikantaiah, Taverakere

Adjunct Professor

BS, Mysore University
MS, Karnataka University
MPA, University of Southern California
PhD, University of Southern California

Staley, Blair

Adjunct Professor

BA, Western Connecticut State University
MPA, University of Texas
DBA, Nova Southeastern University
MS, American University

Steen, Lee J.

Adjunct Assistant Professor

BS, Pennsylvania State University
BS, Pennsylvania State University
MS, Robert Morris University
MS, Robert Morris University
DSc, Robert Morris University

Stegmann, Juan P.

Collegiate Professor

MS, Buenos Aires Institute of Technology
PhD, Pacific Western University
MBA, University of Warsaw

Steinbuch, Pearl

Adjunct Professor

BA, Brandeis University
EdM, Harvard University
MA, Wharton School, University of Pennsylvania
PhD, Wharton School, University of Pennsylvania

Steinheiser, Frederick H.

Adjunct Associate Professor

BA, University of Michigan
MA, University of Cincinnati
PhD, University of Cincinnati

Stenger, Georgianna R.

Adjunct Assistant Professor

BA, University of Pittsburgh at Johnstown
MS, Krannert School, Purdue University
JD, Duquesne University

Sterns, Anthony A.

Adjunct Associate Professor

BS, University of Michigan
MA, University of Akron
PhD, University of Akron

Steube, Gerard

Adjunct Associate Professor

BA, Divine Word College
MS, Johns Hopkins University
PhD, Capella University

Stevens, Christopher Lee

Adjunct Associate Professor

MA, American Military University
MS, Central Michigan University
MS, Joint Military Intelligence College
DM, University of Maryland University College

Stevens, David

Adjunct Associate Professor

BS, Virginia Polytechnic Institute and University
MS, Virginia Polytechnic Institute and University
MBA, Wharton School, University of Pennsylvania

Stewart, James J.

Program Director, Master of Business Administration, and Collegiate Professor

BS, U.S. Military Academy
MSEE, U.S. Naval Postgraduate School
MS, American University
DSc, George Washington University

Stewart, Louis

Adjunct Professor

BA, Franklin and Marshall College
MBA, University of Chicago
PhD, University of Wisconsin

Stewart, McDonald R.

Adjunct Assistant Professor

BS, University of Maryland University College
MS, University of Maryland University College
PhD, George Washington University

Stieber, William G.

Adjunct Professor

MBA, LaSalle University
PhD, Temple University

Stone, Theodore E.

Program Director, MAT Field and Clinical Experiences, and Collegiate Professor

BA, University of Maryland, College Park
MA, University of Maryland, College Park
PhD, University of Maryland, College Park

Story, Mark

Adjunct Assistant Professor

BA, University of Maryland, College Park
MGA, University of Maryland University College

Stover, Mary Liana

Adjunct Professor

BA, Kansas State University Manhattan
MA, University of Hawaii at Manoa
MA, University of Hawaii at Manoa
PhD, University of Hawaii at Manoa

Strom, SueAnn

Adjunct Professor

BA, Ohio University
MA, John Carroll University
PhD, University of Missouri

Sturm, Philip R.

Adjunct Associate Professor

BS, Murray State University
MBA, Murray State University
PhD, Virginia Commonwealth University

Sullivan, John P.

Adjunct Assistant Professor

BA, East Nazarene College
MS, Lesley University
PhD, Boston College

Sullo, Elaine

Adjunct Assistant Professor
BA, University of Connecticut
MLS, Southern Connecticut State

Sumrall, William H. III

Adjunct Professor
BA, Louisiana Tech University
MBA, Delta State University
EdD, Arkansas State University

Sundaram, Sathish

Adjunct Assistant Professor
BE, Birla Institute of Technology
MS, Birla Institute of Technology
PhD, Michigan Technological University

Sundararaghavan, Pillaiboothamgudi

Adjunct Professor
MBA, Indian Institute of Management
PhD, University of Tennessee Knoxville

Sutherland, Alan R.

*Program Director, Management, and
Collegiate Professor*
BFA, Pratt Institute
MPA, New York University
PhD, New York University

Sweeney, Michael

Adjunct Professor
BA, Aquinas College
BS, Aquinas College
MBA, University of Detroit
PhD, University of Kentucky

Szporer, Michael M.

Collegiate Associate Professor
BA, Hunter College
MA, Indiana University Bloomington
PhD, Indiana University Bloomington

Talley, Richard Allan

Adjunct Professor
BS, Michigan State University
MS, Michigan State University
PhD, Michigan State University

Tanik, Urcun (John)

Adjunct Associate Professor
BS, University of Texas at Austin
MS, University of Alabama at Birmingham
PhD, University of Alabama at Birmingham

Taylor, Adrian Travis

Adjunct Associate Professor
BA, Howard University
MA, Howard University
PhD, Howard University

Taylor, Jonathan

Adjunct Professor
BS, Washington University
PhD, Massachusetts Institute of Technology

Templeton, Richard L.

Assistant Professor
BS, California State University
PhD, University of North Dakota

Tenenbaum, Jacob E.

Adjunct Professor
BS, University of Pittsburgh
MPH, University of Pittsburgh
DPA, Nova University

Tepe, Cemal

Adjunct Associate Professor
BS, Istanbul Technical University
MS, Istanbul Technical University
MBA, Pfeiffer University
PhD, Yildiz Technical University

Terwilliger, Thom

Adjunct Associate Professor
BS, Christopher Newport College
MBA, Golden Gate University
EdD, College of William and Mary

Thayer, Richard

Collegiate Professor
BA, Mary Immaculate Seminary and College
PhD, Saint Louis University

Thomas, Andrew

Adjunct Professor
BA, University of Akron
MA, University of Akron
PhD, University of Bucharest

Thomas, Derrick

Adjunct Associate Professor
BS, University of Tampa
MS, University of Phoenix
JD, Stetson University

Thomas, Douglas E.

Adjunct Assistant Professor
BA, Brigham Young University
PhD, Texas A&M University

Thomas, Jennifer A.

Adjunct Assistant Professor
BA, St. Mary's College of Maryland
MLS, University of Maryland, College Park

Thomes, Cynthia

Adjunct Assistant Professor
BA, College of William and Mary
MSLS, University of North Carolina at Chapel Hill

Thompson, Charles

Adjunct Associate Professor
BS, University of Nevada
MS, Catholic University of America
PhD, American University

Thorn, Isabel

Adjunct Assistant Professor
BA, University of Florida
MA, University of Florida
PhD, University of Maryland, College Park

Tillery-Larkin, Rochelle

Adjunct Assistant Professor
BA, Howard University
MA, University of Maryland, College Park
PhD, Southern Illinois University

Tinerella, Vincent P.

Adjunct Associate Professor
BA, Northeastern Illinois University
MA, DePaul University
MLIS, Dominican University

Tipple, Robert W.

Adjunct Professor
BS, Salford University
MBA, Ottawa University
DM, University of Maryland University College

Tocci, Denis P.

Adjunct Professor
BS, Colorado State University
MS, University of Southern California
PhD, Regent University

Toplin, Marc B.

Adjunct Associate Professor
BA, Temple University
MA, University of Maryland, College Park
MBA, American University

Tonowski, Richard F.

Adjunct Associate Professor
BA, Manhattan College
MS, Rutgers University
PhD, Rutgers University

FACULTY

Trittipio, Tom L.*Collegiate Professor*

BBA, University of Central Oklahoma
BS, Oklahoma Baptist University
MEd, University of Central Oklahoma
PhD, University of Oklahoma

Trujillo, Rene Jr.*Adjunct Professor*

BA, University of Colorado, Boulder
MA, University of Colorado, Boulder
PhD, University of Colorado, Boulder

Trunk, Karl E.*Adjunct Assistant Professor*

BA, Pacific Lutheran University
JD, University of Virginia

Tsai, Henry W. H.*Adjunct Associate Professor*

BS, National Chung-Hsing University
MS, National Taiwan University
PhD, University of Maryland, College Park

Tschechtelin, James D.*Adjunct Professor*

BA, University of Kansas
MA, Ohio University
EdD, George Washington University

Tuck, Overton, M.*Adjunct Associate Professor*

BS, Virginia Polytechnic Institute and State University
MS, Johns Hopkins University
MS, Johns Hopkins University

Tucker, Charles T. Jr.*Adjunct Professor*

BA, St. John's University
MPA, St. John's University
JD, St. John's University

Tucker, Kennis*Adjunct Professor*

BA, Hellenic College
MPP, Georgetown University
PhD, Georgetown University

Tung, Ye*Adjunct Professor*

BS, Xian Jiaotong University
PhD, Pennsylvania State University

Tunon, Johanna R.*Adjunct Professor*

BA, Valparaiso University
MLS, Texas Woman's University
EdD, Nova Southeastern University

Turner, Mark A.*Adjunct Professor*

BBA, University of Texas at Austin
MBA, University of Texas at Austin
DBA, University of Memphis

Turner, Marvin W.*Adjunct Associate Professor*

BBA, Howard University
MBA, George Washington University
JD, Georgetown University

Tuzmen, Sukru*Adjunct Associate Professor*

BS, Bogazici University
MS, Bogazici University
PhD, Bogazici University

Umber, Wanda L.*Adjunct Professor*

BS, Lubbock Christian College
MS, Arizona State University
EdD, University of New Mexico

Uri, Noel D.*Adjunct Professor*

BA, San Diego State College
MA, San Diego State College
PhD, University of Illinois

Usilaner, Brian*Adjunct Professor*

BS, New York University
MS, New York University
DSc, George Washington University

Vagle, Sheila L.*Adjunct Assistant Professor*

BS, Valley City State University
JD, North Dakota State University

Valley, Armina D.*Adjunct Associate Professor*

BS, Texas Woman's University
BS, University of Texas Health Science Center of San Antonio
MBA, Our Lady of the Lake University
PhD, Our Lady of the Lake University

van Berten, Phillipe*Adjunct Associate Professor*

BMAT, Université de la Méditerranée Aix-Marseille II
MS, Université de la Méditerranée Aix-Marseille II
BA, Conservatoire National des Arts et Métiers
MS, Conservatoire National des Arts et Métiers
PhD, Institut National des Télécommunications

Van Ornam, Donald C.*Adjunct Professor*

BA, La Sierra University
MS, University of California, Los Angeles
PhD, Claremont Graduate School

Vanyur, John M.*Adjunct Professor*

BS, University of Scranton
MA, University of Maryland, College Park
PhD, University of Maryland, College Park

Veerasamy, Jey*Adjunct Professor*

MS, University of Texas at Dallas
PhD, University of Texas at Dallas

Veilleux, Daniel*Adjunct Assistant Professor*

BA, American University
MS, George Washington University
MS, Norwich University

Vengadasalam, Sarbani*Adjunct Assistant Professor*

BA, University of Madras
MA, University of Madras
PhD, University of Poona

Venkatachalam, Murugan*Adjunct Professor*

PhD, University of Madras

Vernick, Leonard J.*Adjunct Assistant Professor*

BS, University of Cincinnati
MS, Temple University
PhD, University of Pittsburgh

Vernon, Thomas A. (Alex)*Adjunct Professor*

BS, University of Tennessee
MBA, University of Mississippi
DBA, Louisiana Tech University

Versace, Stephen V.*Collegiate Professor*

BA, University of Maryland, College Park
MS, Central Missouri State University
PhD, University of Maryland, College Park

Vikas, Shree*Adjunct Assistant Professor*

BS, Indian School of Mines
MEng, Syracuse University
PhD, State University of New York at Albany

Villadsen, Alice W.*Adjunct Professor*

BS, University of Alabama, Tuscaloosa
MA, University of Alabama, Tuscaloosa
PhD, University of Alabama, Tuscaloosa

Vincent, Carolyn D.*Adjunct Assistant Professor*

BS, Arkansas State University
MBA, Strayer University
PhD, George Washington University

Vlaisavljevic, Barbara S.*Adjunct Professor*

BA, Lehigh University
MBA, Lehigh University
JD, Widener University

Vucetic, Jelena*Adjunct Associate Professor*

BSEE, University of Belgrade
MScS, University of Belgrade
PhD, University of Belgrade

Wakim, Nagi T.*Adjunct Professor*

BS, College of Staten Island, City University
of New York
MS, Polytechnic Institute of New York
PhD, Polytechnic University

Wajert, Susan C.*Adjunct Professor*

BS, Bowling Green State University
MBA, University of Toledo
PhD, Union Institute and University

Waldrop, Dennis Jon*Adjunct Professor*

BA, Pennsylvania State University
MA, University of California, Los Angeles
DM, University of Maryland University College

Walker, Cynthia*Adjunct Professor*

BA, Faulkner University
MEd, East Texas State University
PhD, Texas A&M University—Commerce

Wallace, Lorna H.*Adjunct Assistant Professor*

BA, University of Regina
MBA, Rutgers University
PhD, Rutgers University

Wallace, Patricia M.*Adjunct Professor*

BA, University of Texas at Austin
MS, University of Maryland University College
PhD, University of Texas at Austin

Waller, Edna*Adjunct Professor*

BS, University of Montevallo
BA, William Carey University
PhD, University of Southern Mississippi

Walti, Christine*Adjunct Associate Professor*

BS, Technical College of Social Work
MSW, Institute of Social Work and Social
Pedagogies
MDE, University of Maryland University College

Wandersee, Kim*Adjunct Assistant Professor*

BS, University of Missouri
MS, University of Maryland University College
MS, Missouri State University

Wang, Shuangboa*Adjunct Professor*

BS, Southwest Jiaotong University
MS, Southwest Jiaotong University
PhD, Tsinghua University
PhD, George Mason University

Wanorie, Tekle O.*Adjunct Associate Professor*

BBA, Southeast Asia Union College
MBA, Andrews University
MA, University of Alabama
PhD, University of Alabama

Ward, David*Adjunct Professor*

BA, Queens College, City University of New York
MS, Pepperdine University
JD, Pace University

Ward, Raymond C.*Adjunct Professor*

BA, State University of New York at Stony Brook
MA, State University of New York at Binghamton
MS, Central Michigan University
PhD, Capella University

Ward, Roger*Adjunct Associate Professor*

BS, John Jay College
MPA, John Jay College
JD, New York Law School
EdD, University of Pennsylvania

Ward, Sherry L.*Adjunct Assistant Professor*

BS, Pennsylvania State University
MS, University of Maryland University College
MBA, University of Maryland University College
PhD, Michigan State University

Ward, William B*Adjunct Professor*

BA, Portland State University
MA, University of California, Los Angeles
MS, University of California, Los Angeles
PhD, University of California, Berkeley

Washington, Mary T.*Adjunct Professor*

BS, San Diego State University
MBA, University of San Diego,
PhD, University of Southern California
JD, John Marshall Law School

Watkins, Lanier A.*Adjunct Assistant Professor*

BS, Clark Atlanta University
MS, Clark Atlanta University
MS, Clark Atlanta University
PhD, Georgia State University

Watson, Andrew*Adjunct Professor*

BS, Lancaster University
PhD, University of Massachusetts Amherst

Watson, Charles B.*Adjunct Assistant Professor*

BS, Washington Adventist University
MS, University of Maryland University College
EdD, George Washington University

Watson, Joel C.*Adjunct Associate Professor*

BS, University of Virginia
PhD, University of Utah

FACULTY

Watson, Rudy J.

*Program Director, Technology Management,
Collegiate Professor*

BA, George Washington University
MBA, George Washington University
MS, George Washington University
PhD, George Washington University

Watts, Diana L.

Adjunct Associate Professor

MS, Johns Hopkins University
PhD, University of California, Berkeley

Weeks, Edythe

Adjunct Associate Professor

BA, University of Missouri–Columbia
JD, University of Missouri–Columbia
PhD, Northern Arizona University

West, Andrew V.

Adjunct Assistant Professor

BS, Johns Hopkins University
MBA, George Washington University
PhD, American University

West, Barry C.

Adjunct Assistant Professor

BS, Northern Michigan University
MS, Central Michigan University
MS, University of Maryland University College

West, Dondi S.

Adjunct Assistant Professor

BS, Alabama Agricultural and Mechanical
University
MS, Towson University
JD, University of Maryland, Baltimore

West, LaTanya

Adjunct Assistant Professor

BS, University of Baltimore
MLIS, Drexel University

Weyland, Jon J.

Adjunct Assistant Professor

BA, Yale University
MCRP, Rutgers University
PhD, Rutgers University

Wharff, Deborah M.

Adjunct Assistant Professor

BS, University of Maryland University College
MS, University of Maryland University College
DM, University of Maryland University College

Wheless, Karen

Adjunct Associate Professor

BA, Baylor University
MBA, Baylor University
DPA, University of Southern California

White, Lawrence M.

Adjunct Associate Professor

BA, King's College
MA, Fielding Institute
PhD, Fielding Institute

Wilbon, Anthony D.

Adjunct Professor

BS, Michigan State University
MBA, Howard University
PhD, Georgetown University

Wilcox, Bonita

Adjunct Associate Professor

PhD, University of Pittsburgh

Wilcox, Marlene V.

Adjunct Professor

BS, Pepperdine University
MBA, Pepperdine University
MS, Claremont Graduate University
PhD, Claremont Graduate University

Wilke, Clifford A.

Adjunct Assistant Professor

BS, University of Missouri
MS, Boston University
MS, Boston University

Wilkinson, Timothy J.

Adjunct Professor

BS, University of Wyoming
MPA, University of Arkansas at Little Rock
PhD, University of Utah

Williams, Hank N.

Adjunct Assistant Professor

BS, University of Phoenix
MBA, University of Maryland University College
MS, University of Maryland University College

Williams, James R.

Adjunct Assistant Professor

BA, Johns Hopkins University
MS, Johns Hopkins University
PhD, Johns Hopkins University

Williams, Larry R.

Collegiate Professor

AB, University of North Carolina
MS, University of Southern California
PhD, George Washington University

Williams, Nicole

Adjunct Associate Professor

BS, Brown University
MA, University of California, Santa Barbara
PhD, University of California, Santa Barbara

Williams, Victoria R.

Collegiate Assistant Professor

BA, University of Maryland University College
MS, University of Maryland University College

Willnat, Annette

Collegiate Associate Professor

BS, Oklahoma State University
MS, Oklahoma State University
PhD, University of Oklahoma

Wilson, Clay

*Program Director, Cybersecurity Policy, and
Collegiate Assistant Professor*

BS, University of Maryland University College
MS, University of Maryland University College
PhD, George Mason University

Wilson, Lydia

Adjunct Associate Professor

BS, Florida State University
MA, Naval War College
JD, Georgetown University

Wilson, Muriel A.

Adjunct Assistant Professor

BBA, Old Dominion University
PhD, University of Oxford

Windelberg, Marjorie E.

Adjunct Professor

BA, University of Rochester
PhD, University of North Carolina

Winters, Dennis E.

Collegiate Associate Professor

BA, Western Montana College
MA, University of Montana
PhD, Southern Illinois University

Witcher, Pamela M.

Adjunct Associate Professor

BA, University of Southern California
MA, University of Maryland, College Park
PhD, George Washington University

Witz, Laura Drake

Collegiate Professor

BA, Southern Illinois University
MA, Michigan State University
PhD, Michigan State University

Wolf, Daniel*Adjunct Assistant Professor*

BS, Case Institute of Technology
MS, University of Maryland, College Park

Wolf, William W.*Adjunct Assistant Professor*

BA, University of Colorado
MBA, College of William and Mary
JD, Harvard University

Wolfe, John T. Jr.*Adjunct Professor*

BEd, Chicago State University
MS, Purdue University
PhD, Purdue University

Wolk, Peter*Adjunct Associate Professor*

BA, Trinity College
ME, Harvard University
JD, American University

Wolod, Larry B.*Adjunct Professor*

BS, University of Baltimore
MS, University of Hartford
JD, Potomac School of Law
LLM, Georgetown University

Wood, Jennifer*Adjunct Assistant Professor*

BA, University of Richmond
MEd, Arcadia University
PhD, University of Virginia

Woods, Lawrence*Adjunct Associate Professor*

BS, University of Kentucky
MS, North Carolina A&T State University
PhD, Oakland University

Woodall, Ryan*Adjunct Assistant Professor*

BA, University of South Carolina
MBA, Darla Moore School of Business, University
of South Carolina
JD, University of South Carolina

Woodward, Katherine S.*Program Director, Master of Education in
Instructional Technology, and Collegiate
Professor*

BA, Harvard University
MAT, Brown University
PhD, University of Maryland, College Park

Worden, Greg*Adjunct Assistant Professor*

BS, Syracuse University
MS, Capitol College
DM, University of Maryland University College

Wormack, Janet E.*Adjunct Assistant Professor*

BS, Arizona State University
MA, Bowie State University
EdD, Morgan State University

Wu, YiFei*Adjunct Assistant Professor*

BS, Inner Mongolia Medical College
PhD, Arizona State University

Wunderlich, Erwin J.*Adjunct Assistant Professor*

BS, U.S. Naval Academy
MBA, Florida Institute of Technology
MS, Florida Institute of Technology
EdD, University of Central Florida

Wylie, Mark*Adjunct Assistant Professor*

MAS, University of Illinois
JD, Washington University

Yager, Jane O.*Adjunct Assistant Professor*

BS, University of Arizona
MS, University of Maryland, College Park
PhD, University of Maryland, College Park

Yan, Harry*Adjunct Professor*

BS, Fudan University
MA, University of Kentucky
MA, Wharton School, University of Pennsylvania
PhD, Wharton School, University of Pennsylvania

Yan, Qing*Adjunct Assistant Professor*

MD, Nanjing University
MS, University of Arizona
PhD, University of California, San Francisco

Yates, Frances*Adjunct Assistant Professor*

BA, Purdue University
MA, Indiana University

Yazdipour, Rassoul*Adjunct Professor*

BBA, Tehran Business School
MBA, Indiana University
PhD, Ohio State University

Yilmaz, Levent*Adjunct Assistant Professor*

BS, Bilkent University
MS, Virginia Polytechnic Institute and
State University
PhD, Virginia Polytechnic Institute and
State University

Youngblood, Thomas E.*Adjunct Professor*

BS, St. Peter's College
MBA, Rutgers University
JD, Seton Law University

Yourougou, Pierre*Adjunct Professor*

BA, Ecole Supérieure des Sciences Commerciale
d'Angers
MBA, Louisiana State University
PhD, New York University

Young, Charles C.*Adjunct Assistant Professor*

BS, Quinnipiac University
PhD, Pennsylvania State University

Young, Shin*Adjunct Professor*

BA, Seoul National University
PhD, Georgia State University
DPA, University of La Verne

Yuan, Qing*Adjunct Professor*

BA, Northeast Normal University
MA, Northeast Normal University
MS, Northeast Normal University
EdD, East Tennessee State University

Xu, Zhe (Joe)*Adjunct Assistant Professor*

BS, Northern Jiaotong University
MS, University of Texas
MS, University of Texas
PhD, University of Texas

Zahwa, Hassan*Adjunct Associate Professor*

BS, University of South Alabama
MBA, University of Maryland University College
MS, University of Maryland, College Park
PhD, Pennsylvania State University

FACULTY

Zakour, Richard A.

Adjunct Associate Professor

BS, University of Notre Dame

MS, University of Notre Dame

MS, Rice University

PhD, Rice University

Zavialova, Elena V.

Adjunct Professor

MA, National Academy of Management

PhD, Taras Shevchenko National University of Kyiv

MA, Taras Shevchenko National University of Kyiv

Zegiorgis, Seyoum

Adjunct Assistant Professor

PhD, Texas A&M University

Zenebe, Azene

Adjunct Professor

BS, Addis Ababa University

MS, Addis Ababa University

MS, University of Maryland University College

PhD, University of Maryland, Baltimore County

Zgheib, Ghania

Adjunct Assistant Professor

BA, Lebanese University

MA, Holy Spirit University of Kaslik

MS, George Mason University

Zihala, Maryann

Adjunct Associate Professor

BA, University of Maryland, College Park

MA, Catholic University of America

JD, California Southern University

Visiting Faculty

Carl von Ossietzky University of Oldenburg (Germany)

Brindley, Jane

Creed, Charlotte

Huelsman, Thomas

Macintosh, Wayne

Panda, Santosh

Rumble, Greville

Zawacki, Olaf

Escuela Superior de Economía y Administración de Empresas (Argentina)

Blousson, Alfredo Enrique

Universidad Argentina de la Empresa (Argentina)

Feld, Mariana

Irkutsk State University (Russia)

Bobkova, Natalie

Chemyakina, Ludmila I.

Diogenov, Alexander

Grosheva, Nadezda B.

Kostantinov, Gennady N.

UNIVERSITY POLICIES

Student Classification for Admission and Tuition Purposes

(University System of Maryland Policy VII-2.70, Approved by the Board of Regents August 28, 1990; Amended July 10, 1998; Amended November 27, 2000; Amended April 11, 2003; Amended June 23, 2006; Amended February 15, 2008; Amended September 18, 2009)

I. POLICY

A. Purpose

To extend the benefits of its system of higher education while encouraging the economical use of the state's resources, it is the policy of the Board of Regents of the University System of Maryland (USM) to recognize the tuition categories of in-state and out-of-state students for the purpose of admission and assessing tuition at USM institutions.

B. Burden of Proof

The person seeking in-state status shall have the burden of proving by clear and convincing evidence that he or she satisfies the requirements and standards set forth in this policy. Assignment of in-state or out-of-state status will be made by the applicable USM institution upon a review of the totality of facts known or presented to it.

C. In-State Status

To qualify for in-state tuition, a student must demonstrate that, for at least twelve (12) consecutive months immediately prior to and including the last date available to register for courses in the semester/term for which the student seeks in-state tuition status, the student had the continuous intent to

1. Make Maryland his or her permanent home;
2. Abandon his or her former home state;
3. Reside in Maryland indefinitely; and
4. Reside in Maryland primarily for a purpose other than that of attending an educational institution in Maryland.

Satisfying all of the requirements in Section II (and Section III, when applicable) of this policy demonstrates continuous intent and qualifies a student for in-state tuition. Students not entitled to in-state status under this policy shall be assigned out-of-state status for admission and tuition purposes.

D. Presumption

Either of the following circumstances raises a presumption that the student is residing in the state of Maryland

primarily for the purpose of attending an educational institution and therefore, does not qualify for in-state status under this policy:

1. A student is attending school or living outside Maryland at the time of application for admission to a USM institution; or
2. A student is financially dependent on a person who is not a resident of Maryland.

This presumption may be rebutted. The student bears the burden of rebutting the presumption. See III. Rebuttal Evidence.

II. REQUIREMENTS

Before a request for classification to in-state status will be considered, a student must comply with all of the following requirements for a period of at least twelve (12) consecutive months immediately prior to and including the last date available to register for courses in the semester/term for which the student seeks in-state tuition status. The student must demonstrate he or she

- A. Owns or possesses, and has continuously occupied, including during weekends, breaks, and vacations, living quarters in Maryland. The student must provide evidence of a genuine deed or lease and documentation of rent payments made. In lieu of a deed or lease, a notarized affidavit from a landlord showing the address, name of the student as occupant, term of residence, and history of rent payments made will be considered. As an alternative, a student may demonstrate that he or she shares living quarters in Maryland which are owned or rented and occupied by a parent, legal guardian, or spouse.
- B. Has substantially all of his or her personal property, such as household effects, furniture, and pets, in Maryland.
- C. Has paid Maryland income tax on all taxable income, including all taxable income earned outside the state, and has filed a Maryland tax return.
- D. Has registered all owned or leased motor vehicles in Maryland.
- E. Possesses a valid Maryland driver's license, if licensed.
- F. Is registered to vote in Maryland, if registered to vote.
- G. Receives no public assistance from a state other than the state of Maryland or from a city, county, or municipal agency other than one in Maryland.
- H. Has a legal ability under federal and Maryland law to live permanently without interruption in Maryland.

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- I. Has rebutted the presumption that he or she is in Maryland primarily to attend an educational institution, if the student's circumstances have raised the presumption.

III. REBUTTAL EVIDENCE

Satisfying the requirements listed in paragraphs A through I of Section II does not rebut the presumption that a student is in Maryland primarily to attend an educational institution. To overcome the presumption, a student must present additional evidence.

To determine a student's intent, the university will evaluate evidence of a student's objectively verifiable conduct. Evidence that does not document a period of at least twelve (12) consecutive months immediately prior to and including the last date available to register for courses in the semester/term for which the student seeks in-state tuition status is generally considered an unfavorable factor under this policy. Evidence of intent must be clear and convincing and will be evaluated not only by the amount presented but also based upon the reliability, authenticity, credibility, and relevance of the evidence.

The absence of objective, relevant evidence is generally considered an unfavorable factor. A student's statement of intent to remain in Maryland in the future is generally not considered to be objective evidence under this policy.

Additional evidence that will be considered includes, but is not limited to, the following:

- A. Source of financial support:
 1. Maryland employment and earnings history through sources beyond those incident to enrollment as a student in an educational institution, e.g., beyond support provided by work study, scholarships, grants, stipends, aid, student loans, etc. (Tuition costs will be considered as a student expense only to the extent tuition exceeds the amount of any educational scholarships, grants, student loans, etc.); or
 2. Evidence the student is financially dependent upon a person who is a resident of Maryland.
- B. Substantial participation as a member of a professional, social, community, civic, political, athletic, or religious organization in Maryland, including professionally related school activities that demonstrate a commitment to the student's community or to the state of Maryland.
- C. Registration as a Maryland resident with the Selective Service, if male.
- D. Evidence showing the student uses his or her Maryland address as his or her sole address of record for all purposes, including on health and auto insurance records,

bank accounts, tax records, loan and scholarship records, school records, military records, leases, etc.

- E. An affidavit from a person unrelated to the student that provides objective, relevant evidence of a student's conduct demonstrating the student's intent to live permanently in Maryland.

IV. NONRESIDENTS WHO MAY TEMPORARILY QUALIFY FOR IN-STATE STATUS

In addition, persons with the following status shall be accorded the benefits of in-state status for the period in which they hold such status:

- A. A full-time or part-time (at least 50 percent time) regular employee of USM or a USM institution.
- B. The spouse or financially dependent child of a full-time or part-time (at least 50 percent time) regular employee of USM or a USM institution.
- C. A full-time active member of the Armed Forces of the United States whose home of residency is Maryland or one who resides or is stationed in Maryland, or the spouse or a financially dependent child of such a person. Students that qualify under this provision will retain in-state status for tuition purposes as long as they are continuously enrolled, regardless of a change in military assignment or status of the active member of the military.
- D. A veteran of the United States Armed Forces with an honorable discharge who, within one year of discharge, presents documentation that he or she attended a secondary school in the state for at least three years and graduated or received the equivalent of a high school diploma from a secondary school in the state. The veteran must present documentation and register at a USM institution within one year of discharge for this provision to apply.
- E. A member of the Maryland National Guard, as defined in the Public Safety Article of the Maryland Annotated Code, who joined or subsequently serves in the Maryland National Guard to
 1. Provide a critical military occupational skill; or
 2. Be a member of the Air Force Critical Specialty Code as determined by the National Guard.
- F. For UMUC, a full-time active member of the Armed Forces of the United States on active duty or the spouse of a member of the Armed Forces of the United States on active duty.
- G. A graduate assistant appointed through a USM institution for the semester/term of the appointment. Except through prior arrangement, this benefit is available only for enrollment at the institution awarding the assistantship.

V. PROCEDURES

- A. An initial determination of in-state status will be made at the time of admission. The determination made at that time, and any determination made thereafter, shall prevail for each semester/term until the determination is successfully challenged in a timely manner.
- B. A change in status must be requested by submitting a USM institution's "Petition for Change in Classification for Tuition." A student applying for a change to in-state status must furnish all evidence that the student wishes the USM institution to consider at the time the petition is due. The due date is based on the deadline set forth by the USM institution at which the student seeks to enroll. If the applicable USM institution has no such deadline, the due date is the last published date to register for the forthcoming semester/term for which the change in classification is sought.
- C. The student shall notify the USM institution in writing within fifteen (15) days of any change in circumstances which may alter in-state status.
- D. In the event incomplete, false, or misleading information is presented, the USM institution may, at its discretion, revoke in-state status and take disciplinary action provided for by the institution's policy. Such action may include suspension or expulsion. If in-state status is gained because of false or misleading information, the institution reserves the right to retroactively assess all out-of-state charges for each semester/term affected.
- E. Each USM institution shall develop and publish additional procedures to implement this policy. Procedures shall provide that on request the institution president or designee has the authority to waive any requirement set forth in Section II if it is determined that the application of the requirements creates an unjust result. These procedures shall be filed with the Office of the Chancellor.

VI. DEFINITIONS

- A. Financially Dependent: For the purposes of this policy, a financially dependent student is one who is claimed as a dependent for tax purposes.
- B. Parent: A parent may be a natural parent, or, if established by a court order recognized under the law of the State of Maryland, an adoptive parent.
- C. Guardian: A guardian is a person so appointed by a court order recognized under the law of the state of Maryland.
- D. Spouse: A spouse is a partner in a legally contracted marriage.

- E. Child: A child is a natural child or a child legally adopted pursuant to a court order recognized under the law of Maryland.
- F. Regular Employee: A regular employee is a person employed by USM or a USM institution who is assigned to a state budget line or who is otherwise eligible to enroll in a state retirement system. Examples of categories NOT considered regular employees are graduate students, contingent employees, and independent contractors.
- G. Continuous Enrollment
 - 1. Undergraduate Student: An undergraduate student who is enrolled at a USM institution for consecutive fall and spring semesters, until completion of the student's current degree program or unless on an approved leave of absence or participating in an approved program off-campus.
 - 2. Graduate and Professional: Continuous enrollment for a graduate or professional student is defined by the institution in accordance with program requirement.

VI. IMPLEMENTATION

This policy as amended by the Board of Regents on September 18, 2009 shall be applied to all student tuition classification decisions made on or after July 1, 2009.

UMUC students should also consult UMUC Policy 210.20—Procedures for Student Residency Classification for Admission, Tuition and Charge-Differential Purposes, which implements USM Policy VIII-2.70.

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Religious Observances

(UMUC Policy 51.00)

- I. UMUC conforms to the Board of Regents Policy III-5.10 Concerning the Scheduling of Academic Assignments on Dates of Religious Observance, approved on January 11, 1990.
- II. So that the academic programs and services of UMUC shall be available to all qualified students who have been admitted to its programs, regardless of their religious beliefs, students shall not be penalized because of observances of their religious holidays. Students who miss a course session because of an observance of their religious beliefs must be allowed
 - To make up any examinations, other written tests, or class work;
 - To have access to any handouts or other material distributed in class; and
 - To have the opportunity to obtain or review any duplicated lecture notes or slides presented in class.
- III. UMUC prohibits scheduling examinations on the following religious holidays: Rosh Hashanah, Yom Kippur, and Good Friday.

Shared Governance

(UMUC Policy 20.20)

I. INTRODUCTION

- A. University of Maryland University College (UMUC) is one of eleven degree-granting institutions within the University of System Maryland (USM). Governance is vested in the Board of Regents and by the board delegated to the chancellor of the USM and to the presidents of the constituent institutions of the USM.
- B. The president of UMUC is the senior officer of the university and is responsible for the overall implementation and continued management of UMUC's mission and vision. The provost and chief academic officer (or "provost") is UMUC's senior academic officer and the senior vice president for policy and administration (or "senior vice president") is UMUC's senior administrative officer. The Executive Committee and the Cabinet serve as the senior advisory councils to the president.
- C. The provost heads the governance structure for all academic affairs at UMUC. Academic affairs include, but are not limited to, the following: academic policies and procedures, research and training, faculty and student

services, and academic programs and courses. The major contributors to the academic governance system are the Academic Affairs Council, the Undergraduate Programs Advisory Council, the Graduate Council, responsible vice provosts, and the provost.

- D. The senior vice president heads the governance structure for all administrative matters at UMUC. These matters include, but are not limited to, the following: legal counsel, human resources management, financial management, government and external outreach, institutional advancement, communications and marketing, planning and accountability, information technology, and facilities management. The major contributors to the administrative governance system are the Administrative Council, the responsible vice presidents, and the senior vice president.
- E. To facilitate the decision-making process in UMUC, individual units are encouraged to have standing or ad hoc committees, task forces, or working groups to provide the unit leader the best possible information for sound decision making.

II. SHARED GOVERNANCE

In accordance with University System of Maryland Policy I-6.00 Policy on Shared Governance in the University System of Maryland, approved on August 25, 2000, by the Board of Regents, UMUC has developed a shared governance structure that allows stakeholders to provide input to and be informed about significant institutional decisions. Each shared governance body within this structure acts in advisory capacity to the president and other university officers.

III. STAKEHOLDERS

UMUC's internal stakeholder groups are students, faculty, and staff.

- A. Students: UMUC admits full-time and part-time students "on the ground" and online, through UMUC stateside, UMUC Europe, and UMUC Asia.
- B. Faculty: UMUC has four types of faculty worldwide, as defined in UMUC Policy 181.00—Faculty Appointment, Rank, and Promotion.
- C. Staff: UMUC employs full-time and part-time staff at its main locations in Maryland (Adelphi, Largo, Shady Grove, and Waldorf) as well as in UMUC Asia and UMUC Europe.

IV. SHARED GOVERNANCE STRUCTURE

- A. Because of its unique structure and geographically dispersed stakeholder population, UMUC provides separate governance bodies for each stakeholder group as well as an institution-wide shared governance body. Each of the three stakeholder groups has an Advisory Council. The Advisory Councils consist of a minimum of 12 representatives, all duly elected by the stakeholders themselves. Each Advisory Council may also have one or more ex officio members selected from the university's senior leadership. The charter and constitution of each group outline the representation, mission, and purpose of the council. It is the responsibility of each council to comply with its charter and constitution. With the approval of the president, councils may modify their charters and constitutions as needed. Four representatives are chosen from each stakeholder Advisory Council to sit on the University Advisory Council, the institution-wide governance body.

The Advisory Councils are

- B. Student Advisory Council: The Student Advisory Council serves as an information network for its constituents. The Student Advisory Council will meet periodically with the university's senior academic officers to address issues of concern to UMUC students.
- C. Faculty Advisory Council: This council is structured to ensure representation of all faculty in a common, university-wide advisory body. The Faculty Advisory Council advises the provost, vice provosts, and any others designated by the provost on faculty issues and UMUC's research agenda.
- D. Global Staff Advisory Council: The Global Staff Advisory Council serves as a worldwide communication link between the staff and the president on matters of concern to UMUC staff. The council will meet periodically with the vice president for human resources to advise on issues of concern to UMUC employees.
- E. University Advisory Council: The University Advisory Council consists of four representatives from each of the above stakeholder councils. They meet with the president, the provost, the senior vice president, and other senior administrators as the president shall designate on a regular basis to review the broad direction of the university in the following areas: mission/budget; curriculum/instruction; research; appointment, rank, and promotion of faculty; human resource policies; student issues; and other areas of interest or concern. In addition, the council shall upon request of the president, the provost, or senior vice president, provide appropriate representatives to serve on search committees for the selection of senior university officers and administrators.

V. PROCESSES

To ensure representation by all stakeholder subgroups, each of the councils will use appropriate telecommunications technology to canvass for nominations to its offices, disseminate information to stakeholders, and conduct other business. The University Advisory Council will hold its meetings with the president, provost, and senior vice president at UMUC Adelphi or other location as the president shall designate. Funds will be provided for council members' travel where necessary.

VI. ACCOUNTABILITY

The president will submit an annual report to the chancellor describing the activities of the various advisory councils during the previous year.

Student Advisory Council

The Student Advisory Council consists of 12 student representatives from UMUC locations worldwide and includes both undergraduate and graduate students. Student Advisory Council representatives serve on the overall University Advisory Council. Members act in an advisory capacity to the university president, provost, deans, and other officials on behalf of all students. To learn more about the Student Advisory Council or contact a representative, students should visit the Web page at www.umuc.edu/gov/stac or send an e-mail to stac@umuc.edu.

Student Drug and Alcohol Use

UMUC complies with all federal, state, and local laws that regulate or prohibit the possession, use, or distribution of alcohol or illicit drugs. Violations of such laws that come to the attention of UMUC officials will be addressed through UMUC procedures, or through prosecution in the courts, or both.

All UMUC students are prohibited by UMUC from unlawfully possessing, using, manufacturing, distributing, or dispensing alcohol or any controlled substance on UMUC premises or at UMUC-sponsored activities. UMUC expects all students to comply with applicable federal, state, and local laws and regulations pertaining to possession, use, manufacture, distribution, or dispensation of alcohol and/or controlled substances.

Any student who violates any of the applicable standards of conduct is subject to corrective disciplinary actions and penalties up to and including expulsion from UMUC academic programs and referral to the appropriate state, federal, and/or local authorities for prosecution in the courts. Students should see section III of the most current annual information report (www.umuc.edu/inform) for additional information.

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Financial Aid—Satisfactory Academic Progress, Graduate

(UMUC Policy 220.33)

I. INTRODUCTION

Financial aid is intended to meet the financial needs of the student who otherwise could not or would not consider continuing their education. Students who receive financial aid must not only demonstrate financial need, but must also make satisfactory progress toward the completion of their programs of study as determined by University of Maryland University College in accordance with federal regulations. Satisfactory academic progress (SAP), as described below, is evaluated each year following the posting of all spring grades for students enrolled in degree programs. Students who are enrolled in eligible postbaccalaureate programs of one academic year or less will have their SAP evaluated at the end of the fall and spring semesters. Failure to maintain satisfactory progress, as described below, will result in cancellation of financial aid awards, and the student may have to repay any funds already received.

II. MINIMUM STANDARDS FOR GRADUATE STUDENTS

A. UMUC's institutional requirements for minimum satisfactory performance for graduate financial aid recipients are defined as follows:

1. Minimum cumulative grade-point average (GPA).

Graduate students must maintain a minimum cumulative GPA of 3.0.

2. Maximum timeframe to completion.

Graduate students are required to complete their programs of study within seven consecutive years, except for the Master of Business Administration which must be completed within five years. Graduate students who are enrolled in dual degree programs must complete both degrees within seven years.

Federal regulations require that UMUC track the academic progress of financial aid recipients from the first date of enrollment at UMUC, whether or not financial aid was received. Students who do not earn their degree within the maximum timeframe to completion, outlined above, will be placed in Financial Aid Denied status. No financial aid will be disbursed for the student during subsequent semesters of enrollment unless the student has made an appeal of the Financial Aid Denied and the appeal is granted. Please note that readmission to the graduate program does not guarantee reinstatement of federal student financial aid.

Students who have graduated from one program at UMUC and then enroll in a second eligible program should contact the Financial Aid Office to determine their SAP status under their new program of study

III. TREATMENT OF W, I, AU, F, FN, S, P, U, AND G GRADES, NO GRADE REPORTED, REPEATED COURSEWORK, AND TRANSFER CREDITS

- A. Course withdrawals (W) after the drop/add period are not included in the GPA calculation, but are considered a noncompletion of attempted coursework.
- B. Incomplete (I) grades are not included in the GPA calculation but are considered a noncompletion of attempted coursework until the grade is replaced with a permanent grade and academic progress can be re-evaluated.
- C. Audit (AU) grades are not considered attempted coursework and are not included in completion rate determinations.
- D. Satisfactory grades (S) and passing grades (P) are treated as attempted credits, which are earned but not included in calculation of the GPA.
- E. Failure (F) and failure for nonattendance (FN) grades will be treated as attempted credits that were not earned, and will be included both in the calculation of the GPA and minimum completion rate.
- F. If a grade pending (G) or no grade is assigned, for any reason, the credits will not be included in the GPA calculation and will be considered a noncompletion of attempted coursework until a grade is assigned and academic progress can be re-evaluated.
- G. Transfer credits will be counted as attempted and completed credits for the calculation of completion rate and maximum timeframe but will not affect the student's GPA calculation.
- H. The highest grade earned in a course that is repeated will count in the GPA computation.

IV. FINANCIAL AID DENIED STATUS

- A. Graduate students who fail to maintain a minimum cumulative GPA of 3.0 or better will be placed in Financial Aid Denied status for subsequent semesters of enrollment. No financial aid will be disbursed during subsequent semesters of enrollment until the student is removed from Financial Aid Denied status (See Reinstatement of Aid after Financial Aid Denied Status).

- B. Graduate students who do not earn their degree within the maximum timeframe to completion will be placed in Financial Aid Denied status. No aid will be disbursed during subsequent semesters of enrollment unless the student has made an appeal and the appeal is granted for that semester.
- C. Students placed in Financial Aid Denied status will be notified via e-mail.

V. REINSTATEMENT OF AID AFTER FINANCIAL AID DENIED STATUS

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

1. The student submits a written letter of appeal and the Financial Aid Appeals Committee grants the appeal. The student is placed on Financial Aid Probation for the next semester of enrollment. Financial aid probation means that the student who failed to make satisfactory academic progress and who has appealed has had eligibility for aid reinstated. At the end of that probationary semester their SAP status will be reevaluated. The student must meet all SAP requirements at the end of that semester or they will return to Financial Aid Denied status and must reestablish eligibility as described in item 2.
2. The student attends UMUC, pays for tuition and fees without the help of student financial aid, and does well enough in the coursework to satisfy all the satisfactory academic progress standards. Students who are in Financial Aid Denied status for failure to graduate within the maximum timeframe to completion cannot regain eligibility this way. Students who are beyond the maximum timeframe to completion cannot regain financial aid eligibility except on a semester-by-semester basis through the appeal process.

B. Appeal Process

1. The student must submit a written appeal of Financial Aid Denied status before the deadline to the Financial Aid Office. The appeal must include documentation of the circumstance that led to their not meeting SAP standards as well as a description as to how they will be able to meet SAP at the end of the next enrollment period. Circumstances which may be considered include death of a family member, unexpected injury or illness of the student or other special circumstances as supported with documentation.

2. The Financial Aid Appeals Committee will review the appeal and notify the student in writing of their decision via e-mail. Appeals will not be granted unless the student would be able to reestablish their progress under these standards in the upcoming semester.
3. All decisions of the Financial Aid Committee are final.
4. Deadlines: Fall November 1, Spring April 1, Summer July 1

VI. EFFECTIVE DATE

This policy is effective 7/1/2011 and will be first calculated for students on probation under the prior policy at the conclusion of the fall 2011 semester.

Note: Students who fail to enroll after an appeal has been granted may be suspended again and may be required to submit a new appeal before they will be eligible to receive financial aid.

Disclosure of Student Records

(UMUC Policy 210.14)

I. INTRODUCTION

UMUC complies with the Family Educational Rights and Privacy Act (FERPA) of 1974 (also known as “the Buckley Amendment”) which protects the education records of students. In accordance with FERPA, this policy informs students of their rights to

- A. Inspect and review their education records;
- B. Seek an amendment of their education records, where appropriate;
- C. Limit disclosure to others of personally identifiable information from education records without the student’s prior written consent; and
- D. File formal complaints alleging a violation of FERPA with the Department of Education.

II. DEFINITIONS

- A. “Student” is an individual who is attending or who has attended UMUC. A “student” does not include any applicant for admission to UMUC who does not matriculate, even if he or she previously attended UMUC.
- B. “Education records” are records that contain information directly related to a student that are maintained by UMUC or by a third party on behalf of UMUC. The following records are not education records:

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1. Campus police or security ("law enforcement unit") records maintained solely for law enforcement purposes and maintained by that law enforcement unit.
2. Employment records, except where a currently enrolled student is employed as a result of his or her status as a student.
3. Records of a physician, psychologist, or other recognized professional or paraprofessional if made or used only for treatment purposes and available only to persons providing treatment.
4. Records that contain only information relating to a person's activities after that person is no longer a student at UMUC.

III. INSPECTION AND REVIEW OF EDUCATION RECORDS BY STUDENTS

A. Right of Access

1. Each student has a right of access to his or her education records, except financial records of the student's parents and confidential letters of recommendation received prior to January 1, 1975.
2. A student may, by a signed writing, waive his or her right of access to confidential recommendations in three areas: admission to any educational institution, job placement, and receipt of honors and awards. UMUC will not require such waivers as a condition for admission or receipt of any service or benefit normally provided to students. If the student chooses to waive his or her right of access, he or she will be notified, upon written request, of the names of all persons making confidential recommendations. Such recommendations will be used only for the purpose for which they were specifically intended. A waiver may be revoked in writing at any time; and the revocation will apply to all subsequent recommendations, but not to recommendations received while the waiver was in effect.

B. Custodians of Education Records

The custodian of education records is

1. For UMUC Adelphi: the registrar located in Adelphi, Maryland.
2. For UMUC Asia: the registrar located in Tokyo, Japan.
3. For UMUC Europe: the registrar located in Heidelberg, Germany.

4. For Mannheim: the registrar located in Heidelberg, Germany.
5. For Schwäbisch Gmünd: the registrar located in Adelphi, Maryland.

C. Procedure to Request Review and/or Inspection of Education Records

Requests for review and/or inspection of education records should be made in writing to the appropriate custodian of records, as defined above. The custodian of records or designee will comply with a request for access within a reasonable time by arranging for the student to review his or her records in the presence of a staff member. If facilities permit, a student may obtain copies of his or her records by paying reproduction costs. The fee for copies is 50 cents per page. UMUC will not provide copies of any transcripts in the student's records other than the student's current UMUC transcript. Official transcripts (with the seal of UMUC) will be provided for a separate fee.

IV. AMENDMENT OF EDUCATION RECORDS

Students may request an amendment of their education records in accordance with this procedure.

A. Request to Amend Education Records

A student who believes that his or her education records are inaccurate, misleading, or in violation of the student's rights of privacy may ask the custodian of the education records to amend the record. The custodian of the education records or designee will decide whether to amend the record within a reasonable time after the request. If the custodian of the education records or designee decides not to amend the record, he or she will inform the student of the right to a hearing.

B. Hearings

1. A student may submit a written request for a hearing to challenge the content of his or her education records to the university registrar. The written request must state what records the student believes are inaccurate, misleading, or in violation of the privacy rights of the student.

2. A hearing will be conducted by the university registrar or designee. The hearing may take place via telephone or video conferencing. The student will be given an opportunity to present evidence relevant to the issues raised and may be assisted or represented by individuals of his or her choice at his or her own expense, including an attorney.
3. Within a reasonable period of time after the conclusion of a hearing, the university registrar will notify the student in writing of his decision. The written decision will include a summary of the evidence and the reasons for the decision.
 - a. If the university registrar determines that the education record is inaccurate, misleading, or in violation of the privacy of the student, the education records will be amended. The university registrar will inform the student of the amendment in writing.
 - b. If, as a result of the hearing, the university registrar decides that the education record is not inaccurate, misleading, or otherwise in violation of the privacy rights of the student, he will inform the student of the right to place a statement in the record commenting on the contested information in the record or stating why he or she disagrees with the decision of the agency or institution, or both. Any such explanation will be kept as part of the student's record as long as the contested portion of the record is kept and will be disclosed whenever the contested portion of the record is disclosed.

V. DISCLOSURES

UMUC will not disclose education records or the personally identifiable information contained therein unless permitted by FERPA and under the following circumstances:

A. Prior Written Consent

The custodian of the records will provide the education records or personally identifiable information contained therein if the student provides prior written consent that the information may be disclosed. The consent must

1. Specify the records that may be disclosed;
2. State the purpose for the disclosure;

3. Identify to whom the disclosure is to be made; and
4. Be signed and dated by the student.

At the student's request and expense, a copy of the records disclosed will be provided to the student.

B. Directory Information

1. UMUC designates the following categories of information as directory information:
 - a. Name;
 - b. Major field of study;
 - c. Dates of attendance;
 - d. Degrees and awards received;
 - e. Previous educational institution most recently attended; and
 - f. Birth date.
2. Directory information may be disclosed in the absence of consent unless the student files a written notice, within three weeks of the first day in which the student is enrolled, informing UMUC not to disclose any or all of the categories. To prevent automatic disclosure of directory information, this notice must be filed annually within the time allotted above, with the appropriate custodian of the education records, as defined in this policy.

C. Additional Disclosures Without Prior Consent

Prior consent is not required for disclosure of education records or the personally identifiable information contained therein in the following circumstances:

1. The disclosure is to other school officials generally within the University System of Maryland (USM) or UMUC who have legitimate educational interests.
 - a. "School officials" includes internal and external instructional or administrative personnel who are or may be in a position to use the information in furtherance of a legitimate educational objective, such as to provide student services. This includes, but is not limited to, faculty, staff members, and security personnel.
 - b. "Legitimate educational interests" include interests directly related to the academic environment.

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2. The disclosure is to officials of other schools in which a student seeks to enroll or is enrolled for purposes related to the student's enrollment transfer. Upon his or her request and at his or her expense, the student is provided with a copy of the records that have been transferred.
 3. The disclosure is to authorized representatives of the comptroller general of the United States, the secretary of the U.S. Department of Education, and state or local educational authorities.
 4. The disclosure is to authorized persons and organizations in connection with a student's application for, or receipt of, financial aid—but only to the extent necessary for such purposes as determining eligibility, amount, conditions, and enforcement of terms and conditions.
 5. The disclosure is to state and local officials to whom, according to effective state law adopted prior to November 19, 1974, such information is specifically required to be reported.
 6. The disclosure is to organizations conducting educational studies for the purpose of developing, validating, or administering predictive tests, administering student aid programs, and improving instruction, pursuant to a written agreement. The studies shall be conducted so as not to permit personal identification of students or parents to individuals other than the representatives of the organization conducting the study who have legitimate interests in the information and so that the information is destroyed or returned to UMUC when it is no longer needed for those purposes.
 7. The disclosure is to accrediting organizations for purposes necessary to carry out their functions.
 8. The disclosure is to the parent of a student who is dependent for income tax purposes. (Note: UMUC may require documentation of dependent status, such as copies of income tax forms.)
 9. The disclosure is to comply with a judicial order or lawfully issued subpoena. Unless expressly prohibited by the subpoena, UMUC will make a reasonable effort to notify the student or parent of the order or subpoena in advance of compliance in order to give them time to seek protective action, unless
 - a. The subpoena is issued by a federal grand jury and the court ordered that the existence or contents of the subpoena or the information furnished in response to the subpoena not be disclosed, or
 - b. The subpoena is issued for a law enforcement purpose and the court or other issuing agency has ordered that the existence or contents of the subpoena or the information furnished in response to the subpoena not be disclosed.
 10. The disclosure is to comply with an ex parte order obtained by the U.S. attorney general (or designee not lower than an assistant attorney general) concerning investigations or prosecutions of an offense listed in 18 U.S.C. 2332b(g)(5)(B) or an act of domestic or international terrorism as defined in 18 U.S.C. 2331.
 11. The disclosure is in connection with a health or safety emergency.
 12. The disclosure is to an alleged victim of any crime of violence or nonforcible sex offense of the results of any disciplinary proceeding conducted by UMUC against the alleged perpetrator of that crime or offense with respect to that crime or offense.
 13. The disclosure is to an alleged victim of any crime of violence of the results of any disciplinary proceeding conducted by UMUC against the alleged perpetrator of that crime with respect to that crime.
 14. The disclosure concerns sex offenders and other individuals required to register under 42 U.S.C. 14071 and the information was provided to UMUC under that federal law or applicable federal regulations.
- D. Record of Disclosures
1. UMUC maintains with the student's education records a record of each request and each disclosure, except for
 - a. Disclosures to the student himself or herself.
 - b. Disclosures made pursuant to the written consent of the student (the written consent itself suffices as a record).
 - c. Disclosures to USM instructional or administrative officials.
 - d. Disclosures of directory information. This record of disclosures may be inspected by the student, the official custodian of the records, and other officials of UMUC and governmental officials.
 2. When information from an education record is disclosed pursuant to a health or safety emergency, UMUC will maintain a record with the following additional information:

- a. The articulable and significant threat to the health or safety of a student or other individuals that formed the basis for this disclosure, and
- b. The parties to whom UMUC disclosed the information.

VI. RIGHT TO FILE COMPLAINT

A student alleging that UMUC has not complied with the Family Educational Rights and Privacy Act (FERPA) may file a student grievance in accordance with UMUC's Student Grievance Procedures (Policy 130.70) or submit a written complaint to

Family Policy Compliance Office
U.S. Department of Education
400 Maryland Avenue, SW
Washington, DC 20202-4605

Intellectual Property

(UMUC Policy 190.0)

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 on the Web at www.umuc.edu/policies/researchpolicies/research19000.cfm.

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NOTES

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ACCREDITATION

University of Maryland University College is accredited by the Commission on Higher Education of the Middle States Association of Colleges and Schools, 3624 Market Street, Philadelphia, PA 19104 (267-284-5000), one of six regional accrediting agencies recognized by the U.S. Department of Education. UMUC is governed by the University System of Maryland Board of Regents and certified by the State Council of Higher Education for Virginia. UMUC is a constituent institution of the University System of Maryland.

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ABOUT UMUC

University of Maryland University College (UMUC) is the largest public university in the United States. As one of the 11 degree-granting institutions of the University System of Maryland, this global university specializes in high-quality academic programs tailored to working adults.

UMUC has earned a worldwide reputation for excellence as a comprehensive virtual university and, through a combination of classroom and distance-learning formats, provides educational opportunities to 90,000 students. The university is proud to offer highly acclaimed faculty and world-class student services to educate students online, throughout Maryland, across the United States, and in 27 countries and territories around the world. UMUC serves its students through undergraduate and graduate programs, noncredit leadership development, and customized programs. For more information regarding UMUC and its programs, visit www.umuc.edu.



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