UNIVERSITY OF MARYLAND
University College | ASIA

The University Made for You

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Welcome to UMUC Asia

Welcome to University of Maryland University College and the Asia campus. Our mission—to offer quality academic programs to students whose responsibilities may include work, family, and military service — is always at the heart of our decisions. UMUC is proud to serve our students, and your success is our priority.

Since our founding in 1947, UMUC has been dedicated to the education of military servicemembers, veterans, and their families. As the first American university to educate U.S. military overseas, serving the military is embedded in the university's DNA, and we proudly carry on this heritage as one of the top military-trusted and veteran-friendly schools in the country. We are honored to serve the members of military communities throughout the United States, Europe, Asia, Africa, and the Middle East.

Having served in the military, we have seen the challenges servicemembers and their families face and the sacrifices they make. We have also recognized their ambition to improve themselves and their lives. At UMUC, we answer this need by offering career-relevant academics to help you become more valuable in your current role and in the job market. Our programs and courses are designed to give you the best possible academic training, preparation, and credentials for a successful career in your field. You can achieve your dreams and your true potential — one class, one semester, one accomplished moment at a time.

On behalf of the faculty and staff of this great institution, we extend to you our very best wishes as you build your professional value and achieve your educational goals.
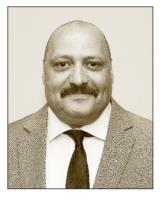
Maj. Gen. Lloyd "Milo" Miles, U.S.
Army, Ret.
Senior Vice President,
Global Military Operations

James B. Cronin
U.S. Army, Ret.
Vice President and Director,
UMUC Asia

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 140 worldwide classroom and service locations in more than 20 countries and territories and more than 90 undergraduate and graduate degree, certificate, and specialization curricula 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 you to register for courses, pay tuition, apply for graduation, and update your personal information when it's convenient for you. You can also access academic and career advising, financial aid counseling, library services, and much more online via the university's website or by phone or e-mail. All over the world, UMUC gives you what you need to succeed.

Meet Your Director

Christian Mahoney, PhD
Director of Graduate and
Special Programs, Asia

ACCREDITATION

University of Maryland University College is accredited by the Middle States Commission on Higher Education, 3624 Market Street, Philadelphia, PA 19104 (+1-267-284-5000), an institutional accrediting agency recognized by the U.S. Secretary of Education and the Council for Higher Education Accreditation UMUC is a constituent institution of the University System of Maryland and is governed by the USM Board of Regents.

UMUC is certified to operate by the State Council of Higher Education for Virginia. UMUC at Quantico, Corporate Center, 525 Corporate Drive #101, Stafford, VA 22554

UNIVERSITY SYSTEM
of **MARYLAND**

See the policy statement and additional policies in the index.

From the Dean

It is my pleasure to welcome you to The Graduate School at University of Maryland University College (UMUC).

At UMUC, we are committed to improving the lives of adult learners. Each academic year we help thousands of students realize their academic and professional dreams. We recognize that when you decide to go to graduate school, you are making a commitment to pursue learning that is extremely important to you. So many of us at UMUC have walked similar paths to pursue our own higher education while balancing life, family, and work obligations. It is for this reason that we are sincerely committed to helping you achieve your goals and support you along your journey.

We design our graduate programs to help you build the knowledge, skills, and abilities essential to success. Our programs embrace innovation, and provide you with opportunities to practice the real-world work of your discipline, and our faculty of scholar-practitioners are leaders in their fields. They are strongly committed to engaging you in meaningful learning experiences that support your success and look for opportunities to mentor and coach you as you work and make learning more personalized.

Journeys often go more smoothly with a roadmap and good tools. This catalog provides valuable information related to program requirements, administrative policies, university resources, and services to help you navigate. This information is also available via our website at *umuc.edu.* While reviewing the catalog, do not hesitate to contact one of our academic advisors, who will answer any questions you may have and assist you in creating your individual academic roadmap.

I am confident that your graduate school journey will be successful and fulfilling. There may be some obstacles, small setbacks, or delays on the road, but never give up. Always feel free to reach out to your faculty, program chair, or my office. We are here to help and want your dreams to become a reality!

Sincerely,

E. Kathryn Klose

Kathryn Klose, PhD
Acting Vice Provost and Dean
The Graduate School
E-mail: graddean@umuc.edu

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.

This catalog provides the degree requirements and recommended curriculum for students who begin continuous study on or after August 1, 2018. (Details are listed on p. 28.) 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 pp. 45-42 Sources for any claims made throughout this catalog may be found on the UMUC website *(umuc.edu).*

Table of Contents

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 like you—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 you from achieving your educational goals—remains unchanged.

CARRYING OUT THE MISSION

Students First
At UMUC, your success as a student is of paramount importance. The university seeks not only to help you fulfill your current education goals but also to create an educational partnership that will last throughout your life.

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

As a global university, UMUC makes it possible for you to take classes any time, any place, by offering one of the largest selections of online programs available—in addition to classes at sites throughout Maryland and the Washington, D.C., metropolitan area and at military sites all over the world. You can also access student services 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 you will find respectful of diverse backgrounds—inclusive, responsive, and relevant.

Recognizing that financial concerns often present the biggest obstacle to higher education, UMUC also strives to keep tuition costs low and provides numerous financial aid opportunities, including scholarships for military and community college students.

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

In providing these programs, UMUC relies on a renowned faculty of scholar-practitioners—teachers who bring real-world experience to courses—and the use of the latest technologies. UMUC also is able to provide you with a wealth of resources 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 Professional and 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, you can access both courses and services online, using the university's learning management system and MyUMUC,

its online gateway to services and information. Through its Center for Innovation in Learning and Student Success, UMUC leads the search for next-generation learning models and best practices for online learning.

FACILITIES AND PROGRAMS

UMUC offers degree programs from the associate level to the doctorate. Most undergraduate and graduate programs are available online. These academic programs are administered by The Undergraduate School and The Graduate School.

The university's administrative headquarters, located in Adelphi, Maryland, also serve as home to a prestigious art collection and a conference facility, the College Park Marriott Hotel and Conference Center at UMUC. The Academic Center at Largo houses both The Undergraduate School and The Graduate School, as well as all related academic support units. Most classes and services, however, are provided at more than 140 sites worldwide, as well as through cutting-edge technology—online via the university's website, the learning management system, and MyUMUC.

FOR ASSISTANCE

Contact us by e-mail at *mba-asia@umuc.edu.*

Military Address
UMUC Asia
Unit 5060, Box 0100 APO AP
96328-0100

Civilian Address
UMUC Asia
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Telephone
DSN: 315-225-3680
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About The Graduate School

MISSION STATEMENT

UMUC's Graduate School prepares you 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 through multiple formats.

The Graduate School strives for excellence in the quality of programs offered and innovative delivery formats. The curriculum provides discipline-specific knowledge with emphasis on leadership, communication, technology, globalization, diversity, systems thinking, critical thinking, information literacy, research competency, and ethical practices. The Graduate School challenges you to continuously demonstrate effective leadership as you apply what you study to your professions and your daily lives.

ACADEMIC PROGRAMS

UMUC's graduate degrees are designed to provide a career-focused curriculum. Over the years, many of these programs have won awards for excellence. Most recently, UMUC's graduate program in data analytics received the University and Professional Continuing Education Association (UPCEA) Mid-Atlantic Region Outstanding Program and Partnership Award.

A list of UMUC's graduate programs, organized by career field, is provided on the following pages.

Virtually all programs are available online. Coursework for some programs is available on-site at Maryland/national capital area locations in a hybrid format that combines on-site attendance with online study. For more information, e-mail *grad.advisor@umuc.edu* or call 800-888-UMUC (8682).

CONTINUOUS INNOVATION

As a leader in distance education, UMUC continually strives to ensure that its academic programs, course delivery formats, and student services meet the highest standards for excellence. Ongoing efforts focus on improving the student experience online and ensuring that programs meet the needs of today's workforce. These changes may involve the introduction of new or revised programs later in the academic year. Visit *umuc.edu/grad* for the latest program information, especially if you intend to enroll in 2018–2019. Also check *umuc.edu* for possible addenda to this catalog.

ACADEMIC RELATIONSHIPS

The Graduate School established academic relationships for its existing programs with a number of academic and government institutions, some of which are listed below.

The Undergraduate School
Articulation agreements between The Graduate School and UMUC's Undergraduate School allow students who completed their undergraduate degree at UMUC with majors in accounting, computer science, criminal justice, English, history, and social science, and coursework in emergency management and homeland security to reduce their total coursework for certain related graduate degrees. Details on each of these agreements are provided under the individual program descriptions.

Military Relationships
UMUC has established special relationships with a number of military institutions of higher education: Air War College, Air University, 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. In most of these academic relationships, you may complete military specializations at the partner school as part of a master's degree program at UMUC (usually the Master of Science in Management or the Master of Science in Information Technology). More information on these academic relationships is available online at *umuc.edu/military-and-veterans* or by e-mail at *MilitarySupportServices@umuc.edu.*

Preparing for Graduate Study

As you probably know, more is expected at the graduate level than what is normally required at the undergraduate level. In addition, you usually must complete special requirements at the end of your graduate program. UMUC requires you to complete comprehensive exams and a dissertation only at the doctoral level. UMUC's master's degree programs require you to complete an integrative end-of-program capstone course in which you must demonstrate mastery of content covered throughout the program.

As long as you are continuously enrolled, you should refer to the catalog of the year in which you began graduate study for the specific requirements related to your program of study. Continuous enrollment is defined on p. 27

In all programs, you must maintain a term and cumulative grade point average (GPA) of 3.0 to remain in good academic standing; in some, you must also earn a grade of B or better in each class to progress to the next class. Academic progress is assessed at the end of each term. Other requirements—such as time limits for degree completion and minimum GPA—also apply; details are provided on pp. 26–27.

While UMUC's course formats offer you considerable flexibility, graduate study requires a significant time commitment. Most courses involve group projects. Each week, you should expect to devote at least 3 hours of outside study for every credit in which you are enrolled. According to that calculation, you need to devote at least 9 to 18 hours per week to outside study, research, and reading.

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 you succeed in your graduate studies. Complete course descriptions are provided on pp. 12–13.

Required Introductory Course
UCSP 615 Orientation to Graduate Studies at UMUC is designed to help you develop the skills and techniques you need to understand and manage the challenges involved in successfully completing a graduate program at UMUC and to familiarize you with research strategies and online library resources—material that is critical for 21st-century professionals.

This noncredit course is required for all new master's degree students, except those in programs that require CBR, DCL, or PRO 600. At the successful conclusion of the course, a grade of S (Satisfactory) or U (Unsatisfactory) is posted; the mark of I (Incomplete) is not an option. UCSP 615 must be completed within the first 6 credits of graduate study. It is recommended that you take this as your first course before beginning program coursework.

Optional Noncredit Courses
Noncredit courses (currently designated UCSP or ASC) are available in computer programming, financial accounting, information technology, writing, and research methods and generally last five to eight weeks. Although these courses carry no UMUC credit, they appear on your official academic transcript. At the successful conclusion of the course, a grade of S (Satisfactory) or U (Unsatisfactory) is posted; the mark of I (Incomplete) is not an option. You must be admitted or have an application on file before registering for noncredit courses.

Current information about fees for noncredit courses is available at umuc.edu/tuition.

COURSE FORMATS

UMUC offers courses online and in a hybrid format that combines on-site and online instruction.

Hybrid classes typically meet on-site at a UMUC location for four to six sessions per term; the remainder of the teaching and learning in the course occurs in the online classroom. The schedule of on-site sessions is provided at the beginning of the term. Hybrid classes are identified in the most current graduate schedule of classes.

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

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

As a UMUC student, you must be prepared to participate in asynchronous, computer-based class discussions; study groups; online database searches; course evaluations; and other online activities—whether you are taking a course online or in a hybrid format.

You must, therefore, ensure that you have some type of Internet access. Barring individual course requirements, this access may be through use of a UMUC computer lab; university or public library; or other readily available, reliable source if you do not have home access. However, such access should be regularly available, and you must have a current e-mail address. Information on UMUC student e-mail addresses is available at umuc.edu/umucgmail.

Some academic programs may have specific technical requirements.*

Taking Online Classes
Before registering for an online course, you may want to consider the following:

1. You need to be prepared to write extensively, because nearly all communication is written. You need strong reading and writing skills in English.

2. You need to be competent in the use of computers and commonly used software programs.

3. Because the online classroom is asynchronous and you are expected to be an active participant, you are encouraged to log in frequently to check what has transpired in your online classroom (in lieu of classroom meetings).

4. You need disciplined work habits, effective time management skills, and the ability to work both alone and collaboratively.

Technical Requirements
You must meet certain minimum technical requirements to take graduate online courses; these requirements are subject to change. Review the current information about technical requirements at umuc.edu/techreq. You are responsible for your own Internet access costs.

Some academic programs may have additional technical requirements, such as requiring you to download and install computer programs. To determine whether such requirements apply to your program, you should consult the program chair (listed under Contact Information).

Course Evaluations
UMUC uses feedback from you and your fellow students to make decisions about future courses. Individual responses are kept confidential. For online and hybrid classes, the notice appears in the online classroom when three-quarters of the class has been completed.

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

These descriptions also provide possible career fields toward which graduates of these programs may aim. Your degree should give you the skills—and often a necessary credential—for making a good start toward attaining a career in these fields.

Most degree and certificate programs follow a very specific curriculum with little or no choice. However, in some cases you may substitute a single 6-credit course that covers the same content as two required 3-credit courses or vice versa. These options are listed in the course requirements.

* Certain project management courses require the use of a computer with a Microsoft Windows operating system.

MASTER OF BUSINESS ADMINISTRATION

Advance your career in an award-winning MBA program that can help you gain the skills and abilities desired by today's employers.

The MBA program can help you learn how to strategically manage an organization for growth and success. Develop and advance your competencies in finance, marketing, human resources, strategy, and leadership. Apply your learning from multiple disciplines and specializations to real-life business problems.

What You'll Learn

Through your coursework, you'll learn how to

- Create and implement a personal leadership development plan
- Foster mutual respect, trust, and high standards of ethics, performance, and teamwork
- Assess and manage critical knowledge and skill gaps related to core organizational functions and managerial responsibilities
- Complete a comprehensive analysis of the costs of operations, pricing options, financing, product mix, distribution channels, and supply chain relationships
- Evaluate your cultural intelligence, ethical values, and skills in decision making, and implement specific actions to leverage your strengths and further develop areas of relative weakness
- Evaluate your organization's policies for managing legal and ethical risks, with a focus on contracts, agency, and tort law
- Complete an audit of the technology and information systems and processes in your organization
- Design and develop a marketing plan for a new product or service in both domestic and international markets
- Prepare a detailed project management plan for an initiative in a new international location that presents business, language, cultural, legal, and other challenges for your organization
- Develop a comprehensive strategy for expanding your organization's products or services in a selected country
- Prepare a personal professional portfolio that includes your key achievements, a brief summary of your strategic leadership skills, and your plan for goal and career advancement

Career Preparation

This program is designed to help you prepare for management careers in business, government, or nonprofit organizations in areas such as team leadership, project supervision, and creation and implementation of business solutions.

Your Coursework

Courses in the MBA curriculum use high-quality online learning resources and emphasize teamwork, information literacy, technology fluency, systems thinking, ethics, communication, problem solving, and critical thinking. Additionally, the MBA offers you the opportunity to learn from highly qualified faculty with significant managerial and leadership experience in emerging areas relevant to your career growth.

Coursework Examples

- Analyze costs of operations for an organization using managerial finance techniques
- Determine optimal prices for goods and services by analyzing costs, revenues, and profitability
- Evaluate the opportunities and risks involved in an organization's decision to expand its operations to a global market by assessing issues of culture, business ethics, employment law, contracts, and criminal law in the context of a global business
- Design and present a marketing plan for a new product or service, including a comprehensive situation analysis, a strong value proposition, an effective marketing mix strategy, and a holistic marketing communications plan

MBA	
Required Core Courses	36
Total Credits	36

Preparation Recommended for Success

Recommendations

If you need to improve your computing skills, you should take the noncredit course ASC 605. Taking ASC 601 is recommended to improve writing and analytical skills.

Degree Requirements

MBA

REQUIRED CORE COURSES

PRO 600   Communicating, Problem Solving, and Leading in Professional Fields (6)
MBA 610   Leading Organizations and People (6)
MBA 620   Financial Decision Making (6)
MBA 630   Leading in the Multicultural Global Environment (6)
MBA 640   Innovation Through Marketing and Technology (6)
MBA 670   Strategic Decision Making (6)

COURSE SEQUENCING

Courses must be taken in the order listed.

Criteria for Program Progression

You must complete each course with a grade of B or better to advance to the next course. The grade of C is not available for these courses. Your course syllabus will explain options for and consequences of requesting an Incomplete.

2018-19 MBA SCHEDULE

FALL 2017	SESSION DATES	REGISTRATION DEADLINE
Onsite/Online (11 weeks)	3 October–18 December 2018	On-site: 2 October 2018 Online: 28 September 2018
WINTER 2018		
Onsite/Online (11 weeks)	2 January–19 March 2019	On-site: 1 January 2019 Online: 28 December 2019
SPRING 2018		
Onsite/Online (11 weeks)	3 April–18 June 2019	On-site: 2 April 2019 Online: 29 March 2019
SUMMER 2018		
Onsite/Online (11 weeks)	3 July–17 September 2019	On-site: 2 July 2019 Online: 28 June 2019

BUSINESS AND MANAGEMENT PROGRAMS

TRANSFORMATIONAL LEADERSHIP MASTER'S DEGREE PROGRAM*

AVAILABLE SPRING 2019

The following curriculum and degree requirements apply to students who begin continuous study on or after April 1, 2019.

Reposition your military leadership skills and gain new competencies to transition to civilian organizations.

The Master of Science (MS) in Transformational Leadership program is designed for students with military experience who want to build on and maximize their leadership training and skills to transition to corporate, nonprofit, or government organizations. Each course offers you practical experience by using workplace scenarios to apply your strategic-thinking and decision-making skills in both group and individual activities with civilian organizations. You "learn by doing" and graduate better prepared for workplace opportunities. The program provides hands-on experience with transformational leadership strategies and techniques that will enable you to effect change at the individual, group, and organizational levels and prepare you for positions in civilian organizations. You'll utilize theories and concepts in leadership in a civilian context, focusing on the dynamics of leadership and building skills in communication, strategic planning and management, team building, conflict resolution and mediation, fiscal and performance-based decision making, change management, project management, and organizational learning.

What You'll Learn

Through your coursework, you will learn how to

- Analyze your strengths and weaknesses as a leader and leverage them to accomplish strategic goals
- Manage civilian employees and help them perform at higher levels
- Analyze the performance of an organization through metrics and formulate strategies to improve that performance
- Manage change in the organization's environment

Career Preparation

The program is designed to prepare you for senior leadership positions in public, private, and nonprofit organizations in various fields.

Your Coursework

The curriculum is designed to enhance the knowledge you have already gained through your military experience, by examining the organization first from the inside, then looking outward at the environment it navigates. Ultimately, you'll work on a project with a civilian organization.

Coursework Examples

- Assess and evaluate one's own leadership skills using a leadership instrument created by experts in the field
- Create an individual development plan to leverage strengths and address skills that could benefit from development
- Develop performance and productivity metrics for individual employees and project teams
- Assess employee engagement and satisfaction and strategies for setting goals for individuals, departments, and the organization as a whole
- Evaluate workforce readiness to meet the immediate and long-term goals of an organization.
- Create employee development plans that outline strategies tailored to individual employees based on their employee profile and in support of the organization's succession strategies and workforce plan
- Analyze trends and specific data points to support decision making within an organization
- Develop a performance predictive indicators report that provides guideposts for the organization's strategic planning

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MS IN TRANSFORMATIONAL LEADERSHIP

Required Core Courses	36
Total Credits	36

Admission Criteria

To be admitted to the program, you must meet the standard criteria for graduate admission and belong to one of the following military populations:

- Full-time active-duty members of the U.S. Armed Forces
- Members of the National Guard
- Reservists
- Veterans of the U.S. Armed Forces
- Commissioned Corps members of the U.S. Public Health Service
- Commissioned Corps members of the National Oceanic and Atmospheric Administration

Note: You are responsible for providing the documentation necessary to verify your military status.

If you are a civilian without military experience and are interested in developing your leadership and strategic skills, you may benefit by pursuing the MBA or MS in Management.

Preparation Recommended for Success

Expectations
You are expected to have some leadership experience as an officer (noncommissioned or commissioned).

Recommendations
Taking ASC 601 is recommended to improve writing skills.

Degree Requirements

Courses must be taken in the order listed.

MS in Transformational Leadership

DCL 600   Decisive Thinking, Communicating, and Leading (6)
TLP 610   Repositioning Your Leadership Skills (6)
TLP 620   Leading in the Organization (6)
TLP 630   Leading with Strategy and Performance Measures (6)
TLP 640   Leading Through Change and Uncertainty (6)
TLP 670   Leadership Capstone (6)

Criteria for Program Progression

You must complete each course with a grade of B or better to advance to the next course. (The grade of C is not available for these courses.) Your course syllabus will explain options for and consequences of requesting an Incomplete.

COURSE DESCRIPTIONS

PRO (Professional Communication and Leadership)

PRO 600 Communicating, Problem Solving, and Leading in Professional Fields (6)
Make yourself more valuable to an employer by gaining and improving skills in communication and problem solving. Explore your field by developing connections to your career path, creating a professional social network presence, and using critical thinking to inform decisions. Improve and refine your skills in communication, critical thinking, quantitative reasoning, and team leadership as you hone your professional writing and oral communication skills and proficiency with analytical software programs, collaboration tools, and other professional software.

MBA (Business Administration)

MBA 610 Leading Organizations and People (6)
Prerequisite: PRO 600. Assess and develop your leadership skills by creating a personal leadership and professional development plan that you will refine during the program. Develop a strategic understanding of your organization by analyzing its mission, vision, goals, and values. Evaluate your organization's culture, climate, and approach to decision making and assess leadership effectiveness, governance structure, and processes. Explore how high-performing work teams can be a source of competitive advantage.

MBA 620 Financial Decision Making (6)
Prerequisite: MBA 610. Conduct financial analysis to accomplish strategic goals for an organization. Analyze financial statements to estimate the financial risks faced by the organization. Make effective operational decisions related to pricing, product mix, and distribution channels by analyzing costs, revenues, and profitability. Use capital budgeting techniques to determine the suitability of candidate projects and determine long-term capital requirements needed to support an organization.

MBA 630 Leading in the Multicultural Global Environment (6)
Prerequisite: MBA 620. Enhance your cultural competence and evaluate opportunities and risks for operations in a global market. Expand your ability to apply ethical decision-making models. Assess issues of culture, business ethics, employment law, contracts, and criminal law in the context of a global business. Analyze political, legal, economic, and cultural forces that impact multinational businesses. Recommend the legal form and organizational structure of a business.

MBA 640 Innovation Through Marketing and Technology (6)
Prerequisite: MBA 630. Critically examine technology systems and business processes in the organization. Complete a situation analysis of the organization, the environment, and customers. Organize tasks in a marketing plan, assess market risk and opportunity, and collect data required to implement the marketing plan. Develop revenues, cost projections, and suitable metrics, as well as a balanced scorecard for tracking the marketing plan.

MBA 670 Strategic Decision Making (6)
Prerequisite: MBA 640. Assume the role of a strategy officer who reports to the CEO. Identify activities in the value chain of your organization and propose a plan to relocate one or more activities to another geographical region. Prepare a project management plan for the opening of a facility in a new country. Develop a business plan that includes an entry strategy, operational plan, competitive strategy, and financial statements.

DCL (Decisive Communication and Leadership)

DCL 600 Decisive Thinking, Communicating, and Leading (6)
Prepare for academic and professional success by developing skills that employers want in their employees. Explore your area of study to learn how it connects with your career aspirations, create a professional social network presence, and use critical thinking to inform decisions. Improve and refine your skills in communication, critical thinking, quantitative reasoning, and team leadership. Hone your professional writing and oral communication skills to produce effective presentations, and become proficient with spreadsheets, collaboration tools, and other professional software.

TLP (Transformational Leadership)

TLP 610 Repositioning Your Leadership Skills (6)
Prerequisite: DCL 600. Examine how leadership takes place within organizations, and master the most effective leadership styles for directing individuals, projects, and groups to success. Demonstrate the differences between managing and leading, focusing on motivating and inspiring individuals in preparation for future challenges and opportunities. Explore the various roles that leaders take on in domestic and global markets, and discover how leaders influence events that can drive success through individual and collaborative efforts. Create your own personal brand as you begin a journey to becoming a transformational leader.

TLP 620 Leading in the Organization (6)
Prerequisite: TLP 610. Analyze the dynamics involved in leading a workforce of multigenerational and diverse talent. Develop strategies for facilitating an inclusive work culture and maximizing the varied skill sets and experiences of employees. Weigh the impact of workforce change on organizations, and consider the potential challenges that run counter to a respectful, civil, and ethical work environment. Create planning strategies for retention and succession and techniques for coaching and mentoring emerging leaders.

TLP 630 Leading with Strategy and Performance Measures (6)
Prerequisite: TLP 620. Gain the tools needed to assess the organization's bottom line and action steps for growth and sustainability. Apply strategic management theories and practice to measure and motivate organizational performance, identify trends, and manage the different stages of the organization's life cycle. Become proficient using tools to review and interpret analytics, market research, and financial data that can drive short- and long-range strategic decisions and identify potential deficiencies that run counter to the organization's mission and goals.

TLP 640 Leading Through Change and Uncertainty (6)
Prerequisite: TLP 630. Apply change management techniques for leading and maintaining stability during unplanned, turbulent events within the organization. Analyze and implement strategic planning and decision-making approaches to diagnose the symptoms and predictors of organizational challenges and obstacles to change. Use change management models to assess organizational performance, process reengineering, and forecast outcomes and resistance to change at the individual, group, and organization levels.

TLP 670 Leadership Capstone (6)
Prerequisite: TLP 640. Lead a real-world consulting project. Apply the techniques of project management as you collaborate with a partnering organization to develop a strategic and financial plan to address an organizational issue. Use client-relationship management, organizational diagnosis models, and coaching and presentation skills to complete your consulting project, and showcase your solutions and plans to your partner organization.

UMUC DOCTORAL AND GRADUATE PROGRAMS

STUDENTS MAY HAVE ACCESS TO THESE ADDITIONAL PROGRAMS THROUGH ONLINE STUDY▲

DOCTORAL PROGRAM

Doctor of Management ✳

Doctor of Management in
Community College Policy
and Administration ⊙

ACCOUNTING AND FINANCE PROGRAMS

Master of Science in Accounting
and Financial Management

Master of Science in Accounting
and Information Systems

Master of Science in Management
- Accounting
- Financial Management

BUSINESS AND MANAGEMENT PROGRAMS

Master of Business Administration

Master of Science in Management
- Acquisition and Supply Chain
Management
- Human Resource Management
- Interdisciplinary Studies in
Management
- Nonprofit and Association
Management
- Project Management
- Transformational Leadership

CYBERSECURITY PROGRAMS

Master of Science in Cybersecurity
Management and Policy

Master of Science in Cybersecurity Technology

Master of Science in Digital
Forensics and Cyber Investigation

Master of Science in Information Technology
- Information Assurance

EDUCATION AND TEACHING PROGRAMS

Master of Arts in Teaching ✳✳

Master of Distance Education
and E-Learning

Master of Education in Instructional
Technology

Master of Science in Learning Design
and Technology

HEALTHCARE AND SCIENCE PROGRAMS

Master of Science in Biotechnology
- Bioinformatics
- Biosecurity and Biodefense
- Biotechnology Management
- Biotechnology Regulatory Affairs

Master of Science in Environmental
Management

Master of Science in Healthcare
Administration

Master of Science in Health
Informatics Administration

STUDENTS MAY HAVE ACCESS TO THESE ADDITIONAL PROGRAMS THROUGH ONLINE STUDY▲

INFORMATION TECHNOLOGY PROGRAMS

Master of Science in Cloud Computing Architecture

Master of Science in Data Analytics

Master of Science in Information Technology
- Database Systems Technology
- Informatics
- Project Management
- Software Engineering
- Systems Engineering
- Telecommunications Management

Master of Science in Management
- Information Systems and Services

MARKETING AND COMMUNICATIONS PROGRAMS

Master of Science in Management
- Marketing
- Public Relations

PUBLIC SAFETY AND INTELLIGENCE PROGRAMS

Master of Science in Information Technology
- Homeland Security Management

Master of Science in Management
- Criminal Justice Management
- Emergency Management
- Homeland Security Management
- Intelligence Management

CERTIFICATE PROGRAMS ✛

Acquisition and Supply Chain
Management

Bioinformatics

Cybersecurity Management and Policy

Cybersecurity Technology

Foundations in Business Analytics

Foundations of Human Resources
Management

Global Health Management ✛

Homeland Security Management

Information Assurance

Instructional Technology Integration

Leadership and Management

Learning Design and Technology

Project Management

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

⊙ Not available to Maryland residents. Offered online with mandatory residencies or course meetings at UMUC headquarters in Adelphi, Maryland.

✳✳ On-site teaching field experiences and practicum required.

▲ For more information on online courses, please visit www.umuc.edu/academic-programs/the-graduate-school/

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

✛ Offered jointly with University of Maryland, Baltimore.

ADMISSIONS

Eligibility

Members of the U.S. Armed Forces, American employees of the U.S. government, and their family members located in a contract country may enroll in MBA courses through University of Maryland University College Asia if they meet admission requirements. U.S. military policy requires a valid identification privilege card issued by the military services. Card validation is required after completing the online application. All eligibility questions should be directed to the MBA Program staff at the UMUC Asia Headquarters by emailing *mba-asia@umuc.edu*.

General Information

UMUC field representatives and academic advisors stand ready in military communities to provide on-site assistance with admissions, registration, financial aid, advising appointments, and more. Contact information for field offices is available at *www.asia.umuc.edu/locations*.

Before the beginning of each session, UMUC holds special orientations for new and prospective students. At on-site open house events, you have the opportunity to learn about UMUC and its programs, student services, academic and career options, and meet faculty members and fellow students. When you participate in these special events, you may have your application fee waived.

Admission Requirements

UMUC's graduate admissions policy is available online at *www.umuc.edu/policies/academicpolicies/aa17010.cfm*.

For virtually all master's degree and graduate certificate programs, most applicants who have graduated from a regionally accredited degree-granting university or college are eligible for admission. Graduates from other accredited institutions may be considered on a case-by-case basis. Official transcripts are required, but Graduate Record Examination (GRE) or Graduate Management Admission Test (GMAT) scores are not. Applicants who are not seeking a degree or certificate must meet the same criteria and upon admission are limited to taking a maximum of 12 credits.

Admission Procedures

To apply for admission, you must complete the following steps:

Complete an online application for admission via MyUMUC at *www.asia.umuc.edu*.

1. Pay the nonrefundable application fee ($50).

2. Request an official transcript from the bachelor's degree granting institution, even if you attended another institution in the University System of Maryland. However, if the bachelor's degree was awarded by University of Maryland University College (stateside, Asia, or Europe), you do not need to request a UMUC transcript. If you received a bachelor's degree from an institution outside of the United States, the transcript must be evaluated by an

independent agency. The section on international applicants follows. UMUC Asia reserves the right to request additional transcripts.

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

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

Addresses for most U.S. institutions of higher education may be obtained through reference materials generally available at education centers, libraries, or on the web.

Readmission After Being Dismissed

If you were academically dismissed from The Graduate School, you may be considered for a one-time reinstatement (if you reapply within five years) or a restart (if you reapply after five years).

Readmission After Being On Academic Probation

If you ceased study while you were on academic probation and wait five years before reapplying for admission, you are eligible for readmission to restart your program from the beginning. The grades and credits you earned five or more years before will not count toward your new program or toward your academic progress status.

Go Army Ed

All eligible active duty, National Guard, and Army Reserve students must complete the Common Application online in the GoArmyEd portal.

International Applicants

If you were educated abroad, you must submit the following to be considered for admission:

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

If you were educated outside the United States, you must have your official transcripts evaluated by an independent evaluation service. The evaluating organization will send a copy of the evaluation both to you and to The Graduate School. UMUC accepts credit evaluations from any National Association of Credential Evaluation Services (NACES)–approved organization, including World Education Services (WES) and the International Education Research Foundation (IERF).

A list of NACES-approved agencies is available at *www.naces.org/members.htm*.

- Evidence of English language proficiency.

If you did not earn a bachelor's or master's degree from an accredited university in the United States or another

English speaking country (listed online at *umuc.edu/internationalstudent*), you must demonstrate English-language proficiency to be eligible for admission. The following are accepted as proof of English proficiency:

- A minimum TOEFL (Test of English as a Foreign Language) score of 79 on the Internet version or or or both a minimum TOEFL score of 550 on the paper-based version and a minimum Test of Written English (TWE) score of 4

- A minimum score of 6.5 on the IELTS (International English Language Testing System), including the academic writing and academic reading modules

- A minimum 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. Graduate coursework from other accredited institutions may be considered on a case-by-case basis. You must have earned the credits in the past two years with a grade of B or higher. All credit is subject to review before being accepted as evidence of English proficiency.

You must arrange to have official score reports sent directly from the testing agency to The Graduate School. The TOEFL score recovery code for UMUC is 5804. Test scores must be less than two years old.

Alternative evidence may be accepted as demonstrating English proficiency. Contact Graduate Admissions at *admissions@umuc.edu* for more information.

> Note: UMUC does not issue Form I-20 A-B Certificate of Eligibility for F-1 student status.

- Documentation of residency status. You 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 also may be required. The official transcript evaluation must be submitted and evaluated before admission is considered.

Restrictions on Admission

You may be admitted either as a graduate or as an undergraduate, but you may not hold both classifications simultaneously. As a graduate student, you may be enrolled in only one master's degree program at a time, and you may not enroll in courses outside your degree program.

Evaluation of Transfer Credit

Up to 6 credits of graduate coursework may be considered for transfer as replacement for PRO 600, if earned at an approved institution. If you have previously earned a master's degree from an approved institution, you are eligible to receive transfer credit for PRO 600 in recognition of the fundamental competencies essential or successful completion of a gradu-

ate degree program. If you have earned graduate credit but have not earned a master's degree, you may request a review of transfer credit for PRO 600.

All graduate credits offered for transfer credit must meet the following criteria and will be reviewed for approval:

- Credits must have been earned as graduate credit.

- A grade of B or better must have been earned in the courses considered for transfer. These grades, however, will not be included in the calculation of the grade point average at UMUC.

- Credits must have been earned at an approved institution and be equivalent to graduate-level coursework or recommended for graduate-level credit by the American Council on Education.

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

Credits from other accredited institutions may be approved on a case-by-case basis.

Academic Advisement Report

Upon application, your academic background is evaluated by the admissions team to determine eligibility for enrollment in a graduate program.

Upon official admission, you will be able to view your academic advisement report through MyUMUC which lists all course requirements for graduation including UMUC courses required for degree completion.

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

Tentative Evaluations

Tentative evaluations may be required for use of tuition assistance or VA benefits. You can visit your local academic advisor or submit an electronic request via email to the MBA program office. Please visit *www.asia.umuc.edu/advising* for contact information.

FEES

List of Fees

Application for Graduate Admission $50

UMUC Asia charges a nonrefundable fee for establishing your permanent record, the official university document from which transcripts are issued. Payment should be made through MyUMUC at the time you complete the eApplication with UMUC Asia.

Go Army Ed

GoArmyEd students: When you complete a Common Application in the GoArmyEd portal, you must pay the $50 application fee through MyUMUC before your course begins.

Tuition

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

As a member of the U.S. Armed Forces, you may be entitled to tuition assistance (TA) from the U.S. government. Students other than GoArmyEd and active duty Air Force students must give the UMUC staff at their education center a copy of the TA form or email it directly to *tpmilitary@umuc.edu*

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

You will receive invoices for charges incurred to your student account. Charges become past due after the end date of the official registration period for the session. Once a charge is considered delinquent, you will begin receiving dunning (collection) notices. Timely payments should be made to avoid your debt being sent to collections.

To pay for tuition for the current term, you have the option of a convenient payment plan with 0 percent interest that allows you to spread your tuition payments over several months. It is not a loan, so no interest is accrued. You will be charged a small non-refundable application fee to use this payment plan.

Payments may be made online through the MyUMUC Student Center by credit card, e-check, or by setting up an automatic withdrawal plan from a personal checking or savings account. If you are interested in the monthly payment plan, you can view the options available to you through MyUMUC.

Additional information can be found on the UMUC websites. To discuss payment plans for previous terms, you must contact the UMUC Stateside Collections Office at *collections@umuc.edu.*

Returned Check $30

You will incur a charge for any check returned unpaid by a bank. When you stop payment on a check for tuition, you are neither disenrolled nor relieved of responsibility for paying your tuition and fees.

Official Transcript $10

The fee for ordering each academic transcript issued by UMUC is $10, except those sent to an alliance school.

Rush Official Transcript

A special handling fee is charged for transcripts processed and mailed or faxed within 24 business hours.

Certificate/Graduation $50

For each certificate and graduation application filed, you are assessed an application fee.

Cap and Gown

When you attend commencement as a graduate, you are responsible for purchasing your own cap and gown.

Fees and Activity from Other UMUC Campuses

Charges incurred from UMUC stateside and UMUC Europe will be reflected on your financial account along with any UMUC Asia charges. You may direct all financial account inquiries to your local UMUC Business Office.

Textbooks and Course Materials

Starting in fall 2016, all graduate course materials will be available for free in the online classroom.

Refunds

The refund policy applies to tuition only. Other fees are not refundable. If you withdraw from a course during the official drop period, you will receive a full refund. If you withdraw after the drop period, you may be refunded a portion of the tuition as determined by the date of withdrawal. Information about withdrawal refunds is found at *www.asia.umuc.edu/ services/course-withdrawal-refunds*.

If your tuition was paid by employer contract, the refund is returned to the employer. If the tuition assistance was a partial payment, it is returned to the employer, and excess payment is refunded to you.

All withdrawals will be initiated through MyUMUC. You may visit your UMUC field office at the local education center for assistance.

If you are using tuition assistance (TA), you need to contact a military education counselor or education services officer (ESO) for guidance on withdrawals related to emergencies or official duty.

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

All refunds will be computed from the date the withdrawal is formally initiated, not from the date of the last class you attended.

Go Army Ed

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

Military or Employer Provided Tuition Assistance (TA)

If you are financing your education with military or civilian tuition assistance (TA), also known as a third party payment, you must present authorized TA forms to the UMUC field staff or the Business Office. If TA is pending, you should contact the Third Party Payment Office to explain the circumstances via *tpmilitary@umuc.edu* for military students or *thirdparty@umuc.edu* for non-military students.

Tuition assistance documents are typically written forms issued by a third party agency that guarantees payment. Military and civilian TA forms should be completed and signed by the appropriate authorizing official. You may submit forms and inquiries to the Third Party Payment Office.

Go Army Ed

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

If you are an active duty Air Force student, you do not need to submit TA forms; however, you must verify that TA is digitally signed and approved within the AI Portal for UMUC to retrieve electronically.

Indebtedness to the University

If you incur debts to UMUC, you must clear them to be permitted to register. Requests for transcripts and diplomas will be denied until all debts have been paid. Outstanding debts are collected against refunds due to you. After a reasonable period, uncollected debts are forwarded to the Central Collection Unit of the State Attorney General's Office.

To inquire about a debt or make a payment, contact the Business Office at email: *studentaccounts@umuc.edu* (general) or *tpmilitary@umuc.edu* (TA)

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 you to spread all or part of your 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. If you are interested in the monthly payment plan, visit *umuc.edu/ payoptions* or call 800-888-UMUC (8682).

General Eligibility Requirements

To be eligible for UMUC need-based assistance, you 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. (Note: Audited courses do not count.)
- Demonstrate satisfactory academic progress toward a degree or certificate according to UMUC policy.
- Have a high school or GED diploma.
- 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

Financial Aid

UMUC's Financial Aid Office administers a variety of financial assistance programs—including grants, scholarships, and loans—to help you meet the costs of your educational goals. Aid is available for students who can demonstrate financial need, academic merit, or both. You are encouraged to apply for assistance regardless of your income level; many financing alternatives are available.

General Eligibility Requirements

To be eligible for UMUC need-based assistance, you 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. (Note: Audited courses do not count.)
- Demonstrate satisfactory academic progress toward a degree or certificate according to UMUC policy.
- Have a high school or GED diploma.
- 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, and loans. In most cases, at least half-time enrollment is required.

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. 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. Typical awards range from $200 to $1,500 per semester. Requirements vary according to the individual scholarship programs. Most scholarships require a minimum

GPA and completion of a minimum number of credits at UMUC for consideration.

If you meet eligibility requirements, you are automatically prompted to complete the scholarship application through MyUMUC. Scholarships are awarded for the academic year on a first-come, first-served basis, so it is essential that you submit scholarship applications as early as possible. More information is available online at *www.umuc.edu/scholarships.*

The UMUC President's Grant program offers grants to students who demonstrate financial need, and are enolled in at least 3 credits. If funds are available, typical awards range from $300 to $700 per semester, based on need.

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 $400 to $10,000 annually. Senatorial and Delegate Scholarship awards are based on criteria established by the elected official. For more information, contact the Maryland Higher Education Office of Student Financial Assistance at 410-767-3300 or   800-974-0203 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. If you take loans to pay for college expenses, you must repay the principal and interest in accordance with the terms of the promissory note. The William D. Ford Federal Direct Loan program offers low-interest federal loans to students. Repayment begins six months after you leave school or your attendance drops below half-time. For information about annual award amounts and general repayment terms, visit *www.umuc.edu/financialaid.*

Graduate PLUS and alternative student loan programs are also options to consider. If your financial aid awards do not meet your financial need, you may be able to borrow up to their cost of attendance through the graduate PLUS program offered by the U.S. Department of Education. You also may 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.*

UMUC Financial Aid Standards for Satisfactory Academic Progress

If you receive financial aid, federal regulations require you to maintain satisfactory academic progress toward your degree or certificate. If you fail to meet the minimum academic standard, you are not eligible to receive financial aid. Details of the appeal process are provided in the complete Satisfactory Academic Progress policy for financial aid students, located at *www.umuc.edu/gradsap.*

The Financial Aid Application Process

You 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 if you wish to be considered for need-based Maryland state scholarships. UMUC's school code is 011644.

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 below. Students who apply by the priority deadlines may be considered for additional grant and scholarship programs with limited funds.

If you apply late, you may still receive aid, depending on your eligibility and the availability of funds. Late applications are still processed and considered. You are always encouraged to apply for financial aid

.

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
Winter & Spring Semesters	November 1
Summer Semester	April 1

Federal Return of Funds Policy

Federal student financial aid is awarded under the assumption that you will be enrolled for a specified period of time, such as a semester. If you receive these funds but do not enroll as expected, the Financial Aid Office is required to determine whether you have been enrolled long enough to keep all of the financial aid paid to you.

Therefore, UMUC's Financial Aid Office must perform a return of Title IV funds calculation any time you stop your enrollment (i.e., you withdraw, drop, or stop participating in classes and receive an FN grade) before the end of the semester and if you do not certify your intent to return in another session before the end of the semester.

For more information, *visit www.umuc.edu/enrollmentchanges.*

For Further Information

If you need additional information, visit the Financial Aid Online Support Center at *umuc.edu/help* to e-mail, chat, request a call, or view the extensive list of frequently asked questions in the Knowledge Base.

Contact the UMUC Asia Financial Aid Office

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

ASIA
CIV: +81-3117-55-3680
DSN: 315-225-3680

E-mail: *finaid-asia@umuc.edu*

Web:

www.asia.umuc.edu/financial-aid/umuc-asia-financial-aid

VETERANS EDUCATION 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:

- 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. You may submit initial applications for benefits online directly to the U.S. Department of Veterans Affairs. You also must complete a UMUC Request for Certification form (available online via MyUMUC) each session you 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 you may receive from the U.S. Department of Veterans Affairs depends on the educational assistance program for which you are eligible, the number of credits for which you are registered, the length of the session, and (for certain programs) the number of dependents you have. The current monthly payment for each educational assistance program is available online at *www.gibill.va.gov.*

Evaluation of Prior Training

When you file a claim for educational benefits, the U.S. Department of Veterans Affairs requires prior training to be evaluated for transfer credit. If you have earned graduate credit from a regionally accredited institution, you must have an evaluation completed during the first session of attendance. (Equivalent credit from other accredited institutions may be considered on a case-by-case basis. If you were educated abroad, see *umuc.edu/internationalstudent* for additional requirments.) Not complying with this evaluation, you may find future benefits delayed. After your first registration, you will be provided with information on the necessary procedure.

Student Responsibilities

If you receive benefits, you 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. You should be aware of the following requirements and consequences:
- You are expected to make satisfactory progress toward a degree or certificate; everyone must comply with the academic standards of UMUC.
- You 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 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 was assigned.
- Payment of benefits will be disallowed for any course that is not a requirement of your degree or certificate program.
- Payment of tuition and fees is required at time of registration, unless you are applying for Chapter 31, Vocational Rehabilitation, or Chapter 33, Post-9/11 benefits.

You are responsible for paying the balance of any tuition fees remaining after payment of Post-9/11 benefits.

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. If you are enrolled at least half-time, you may qualify. Payments are allowed when you demonstrate deficiency in courses that are required for your degree programs.

For Further Information

Information and applications are available from your advisor or at *www.umuc.edu/vabenefits.*

Veterans Resources

UMUC offers dedicated military and veterans advisors and a range of resources targeted specifically for veterans. These include VetSuccess on Campus and the Veterans Resource Center, a one-stop shop designed to give you the support you need to succeed in school and in your career. Learn more at *www.umuc.edu/vetresources.*

If you are in a program that involves any internship, practicum, or work study, you are required to provide documentation to the Veterans Certification Office verifying the physical location and zip code where the work takes place.

Certification Process

Notification that you wish to use VA benefits is your responsibility and **must** be submitted through MyUMUC (*my.umuc.edu*) each period of enrollment you are requesting benefits. UMUC acts as a certifying agent for the DVA.

The UMUC VA Office confirms the course(s) are part of your degree program and submits DVA form 22-1999, certification of enrollment, to the DVA Regional Office in Buffalo, NY. You may view the status of the processing of your certification through MyUMUC by selecting "View My Certification Status." The primary responsibility of the university is to verify active enrollment of VA students; it is not to make decisions on individual claims.

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

Contact The Umuc Asia VA Office

ASIA
CIV: +81-3117-55-3680
DSN: 315-225-3680

E-mail: *va-asia@umuc.edu*

Web:

www.asia.umuc.edu/veterans-affairs/umuc-asia-veterans-affairs

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[1] GI Bill is a registered trademark of the U.S. Department of Veterans Affairs. More information about education benefits offered by VA is available at **www.benefits.va.gov/gibill/**.

ACADEMIC AND ADMINISTRATIVE REQUIREMENTS

Grading Methods

The Graduate School has four grading methods: standard, satisfactory/unsatisfactory, satisfactory/fail, and audit. The most commonly used is the standard method. The satisfactory/unsatisfactory method is available only for noncredit courses. The satisfactory/fail method is restricted to certain specified courses. Any course may be audited. Regulations for each grading method are provided 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
S	Satisfactory	0
I	Incomplete	0
AU	Audit	0
U	Unsatisfactory	0
W	Withdrawal	0

Standard

Unless you choose the audit option at the time of registration, you will be graded according to the standard method. Under the standard grading method, you earn a grade of A, B, C (for courses in which the grade of C is available), F, or FN on the basis of your performance in meeting the requirements of each course. All grades received under the standard grading method are included in calculating the grade point average (GPA).

Satisfactory/Unsatisfactory

Noncredit courses, currently designated UCSP or ASC, are graded on a satisfactory/unsatisfactory basis. You may not choose to take other graduate courses on a satisfactory/unsatisfactory basis. This grading method does not include an option for requesting a mark of Incomplete.

Satisfactory/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 your grade point average (GPA). While a failing grade (F) earns no credit, it is included in computing your GPA.

Audit

If you do not wish to receive credit, you may register for courses as an auditor once you are admitted. You must indicate this intention when you register and must still fulfill all prerequisites. You 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. If you receive financial aid, you should check with a financial aid advisor before selecting audit as a grading option as this may affect financial aid.

Grades and Marks

The Grade of A: Excellent

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

The Grade of B: Good

The grade of B represents the benchmark for The Graduate School. It indicates that you have demonstrated competency in the subject matter of the course: you have fulfilled all course requirements on time, have a clear grasp of the full range of course materials and concepts, and are 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 your work was not considered sufficient to meet overall standards for work at the graduate level. Note that the grade of C is not available for all courses. Please refer to Academic Standards for further information on the implications of a grade of C (p. 26).

The Grade of F: Failure

The grade of F means you failed to satisfy the minimum requirements of a course. Although it carries no credit, it is included in calculating the GPA. If you earn a grade of F, you 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 FN: Failure for Nonattendance

The grade of FN is assigned if you never attend or participate in a course or if you cease to attend or participate within the first 60 percent of the course and do not officially drop or withdraw from the course. An FN grade results in zero quality points and no credit earned. It is included in calculating your GPA and may affect your academic standing. If you receive a grade of FN, you 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 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 exceptional mark, given only if your completed coursework has been qualitatively satisfactory, but you have been unable to complete all course requirements because of extenuating academic or personal circumstances beyond your control. To be eligible for an I, you must have completed 60 percent or more of the course requirements with an overall grade of B or better. You must request an I from your faculty member before the class ends. Faculty, however, are not required to approve the request. If your request for a mark of I is approved, you must arrange fulfillment of course responsibilities with your teachers by the assigned deadline to receive credit.

The mark of I is not available for noncredit courses. The doctoral program and master's degree programs requiring DCL 600, PRO 600, and CBR 600 have additional parameters for the mark of I. Consult your course syllabus for detailed information.

Refer to UMUC Policy 170. 71 Policy on Grade of Incomplete at *umuc.edu/incomplete* and your course syllabus for more information, particularly on deadlines.

The Grade of S: Satisfactory

The grade of S is awarded only for select courses. Although the grade of S confers credit and appears on the permanent record, it is not included in calculating the GPA.

The Grade of U: Unsatisfactory

The grade of U indicates that work for the course was not completed at a satisfactory level. Although it appears on the permanent record, it carries no credit and is not included in calculating the GPA.

The Mark of W: Withdrawal

The mark of W is assigned when you withdraw from a course. This mark will appear on your transcript, but will not be included in calculating your GPA. For purposes of financial aid, the mark of W is counted as attempted hours.

The mark of W can be posted only when you withdraw from the course through MyUMUC before the deadline for withdrawal.

The withdrawal process is described on p. 30.

Computing the Grade Point Average

The GPA is calculated using the quality points assigned to each grade or mark (chart on p. 24). 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, F, or FN was earned.

Changes in Grade

In accordance with relevant policies, faculty members may revise a grade previously assigned only if your grade was miscalculated or a mark of I was submitted and must be changed. Any revision must be made no later than four months after the original grade was awarded.

Repeated Courses

If you failed or withdrew from a course, you must repeat the course to establish credit in it. You must also repeat coursework if, after completing one program, you choose to enter a new program that requires one or more of the courses you completed for the first program, unless a course substitution is granted. In these cases, you must register, pay the full tuition and fees, and repeat the entire course successfully.

When you repeat a course, only the grade earned in the last attempt is included in the calculation of your GPA. For purposes of financial aid, both attempts are counted toward your completion rate. Both grades are entered on the permanent record, with a notation indicating that the course was repeated. You cannot increase the total hours earned toward a degree by repeating a course for which you already earned a passing grade.

Review of Alleged Arbitrary and Capricious Grading

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

Definitions

"Arbitrary and capricious grading" is defined as:

• A final course grade assigned on some basis other than performance in the course; or

• A final course grade assigned by resorting to unreasonable standards different from those that were applied to other students in that course; or

• A final course grade assigned by a substantial, unreasonable, or unannounced departure from the faculty member's previously articulated grading standards.

The "Appeal Administrator" for undergraduate courses originating in Adelphi is the vice president and dean, School of Undergraduate Studies; for graduate courses originating

ACADEMIC AND ADMINISTRATIVE REQUIREMENTS

in Adelphi is the senior vice president for Academic Programs and dean, Graduate School of Management and Technology; for courses originating from UMUC Europe or UMUC Asia is the respective associate vice provost.

Student Procedures

If the student believes his/her final course grade is arbitrary and capricious as defined above, the student must first request a conference with the faculty member within 30 days from the date the grade was posted to discuss how the grade was calculated.

If a satisfactory resolution is not reached and the student wishes to continue the process, the student must file a written request to know how the final grade was calculated with the appeal administrator within 60 days from the date the grade was posted.

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

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

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

- The student has failed to comply with procedure;

- The student made allegations that, even if true, do not constitute arbitrary and capricious grading as defined; or

- There is no evidence of arbitrary and capricious grading based upon the inquiry conducted by the appeal administrator or designee(s).

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

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

Scholastic Recognition

Academic Honor Societies

PHI KAPPA PHI

As the nation's oldest, largest, and most selective collegiate honor society for all academic disciplines, 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, you must be in the final term of your graduate degree coursework and in the upper 10 percent of your graduating class. For more information on the Phi Kappa Phi chapter, visit: *polaris. umuc.edu/phikappaphi.*

UPSILON PHI DELTA

Upsilon Phi Delta is a national academic honor society founded by the Association of University Programs in Health Administration for students in healthcare management and policy. It recognizes, rewards, and encourages academic excellence in the study of health administration. To be eligible for graduate student membership, you must have a cumulative GPA of 3.5 or higher and at least 18 credits of graduate coursework, and you must provide evidence of outstanding scholarship. You may obtain more information about the UMUC chapter, including membership criteria, by sending an e-mail to *HonorsHCAD@umuc.edu.*

Presidential Management Fellows Program

If you are Seeking a graduate degree at UMUC, you may apply to the Presidential Management Fellows Program, a prestigious leadership development program that is a pathway to a senior-level career with an agency of the federal government. This highly selective program operates under the auspices of the federal Office of Personnel Management. To learn about the application process, contact Student Relations at 800-888-UMUC, ext. 2-2400, or *graduateschool@umuc. edu*. More information is available at *www.pmf. gov*.

Academic Standards

Grade Point Average

As a graduate student, you must maintain a cumulative and term GPA of 3.0 or higher at all times to remain in good academic standing.

Academic Standing for Master's Degree and Certificate Programs

The Graduate School assesses your academic standing at the end of every term. Your GPA is computed for all UMUC graduate-level graded coursework to make a determination of academic standing as described below. For details, SeeUMUC Policy 158. 01 Academic Standing Status for Graduate Students *(umuc.edu/policies/academicpolicies/aa15801.cfm).*

GOOD ACADEMIC STANDING

If you have a term and cumulative GPA of 3.0 or higher, you are in good academic standing.

ACADEMIC PROBATION

If you have a term or cumulative GPA below 3.0, you will be placed on academic probation in your next term of enrollment. Academic probation is a temporary status. If you are placed on academic probation, you have up to two terms of enrollment in which to restore your GPA to 3.0. During that time, you must enroll only in the course(s) for which you received a grade that caused your cumulative or term GPA to drop below 3.0; you may not attempt any other coursework until you earn a grade of B or better in the repeated course(s).

Failing to restore your GPA to 3.0 or higher or earning any grade below B while on probation will result in academic dismissal. If you restore your GPA to 3.0 or higher, you will be returned to good academic standing. You should seek guidance and advice from an academic advisor if you are placed on academic probation.

DISMISSAL

If you are on academic probation and you fail to raise your GPA to 3.0 or higher or if you earn a grade below B during the probationary period, you will be dismissed. Once dismissed, you are ineligible to enroll in UMUC graduate courses and may be readmitted to The Graduate School only under the conditions for Reinstatement or Restart described in the following paragraphs.

Reinstatement After Dismissal

If you were academically dismissed from UMUC, you can submit one request for reinstatement. Contact The Graduate School at *graduateschool@umuc.edu* and request a Reinstatement Request Form, then submit the completed form and documentation to The Graduate School Reinstatement Review

Committee for consideration. You will be required to show that you have improved your academic skills and made changes in your academic strategies that increase your likelihood for success in graduate studies, should you be approved for reinstatement.

If you are approved for reinstatement, you will be admitted for one term and placed on academic probation. You may also be required to meet additional conditions, such as working with a coach or tutor or enrolling in specific courses. By the conclusion of this term, you must be in good academic standing to remain enrolled.

If you are reinstated to the same program in which you were last enrolled, you must immediately repeat the course(s) for which you received the grades that caused your cumulative GPA to drop below 3.0. If you are reinstated to a different program, your previous coursework and credits will not apply.

If you fail to attain a cumulative GPA of 3.0 or higher or if you earn a term GPA below 3.0, you will be academically dismissed, and you will not be eligible to apply for reinstatement or a restart again.

Restart After Dismissal or Academic Probation

If you were academically dismissed from The Graduate School, have not been approved for reinstatement (as described in the preceding section), and have not attended Graduate School classes for a period of at least five consecutive years, you may request a one-time restart. You may also request a one-time restart if you were on academic probation when you last attended The Graduate School and have not attended Graduate School classes for a period of at least five consecutive years. Grades and credits previously earned will not apply toward any program you pursue upon your return, and you must fulfill the program requirements in effect at the time you restart.

Program Completion Requirements

You are responsible for applying for graduation by completing and submitting the appropriate graduation application and fees by the deadlines published on the UMUC website (*umuc.edu*). The award of degrees and certificates is conditional upon *satisfactory* completion of all program requirements, compliance with all UMUC policies, and good academic standing (described on the previous page). Graduation clearance will not be granted if you are not in good academic standing, have outstanding debt to UMUC, or have any outstanding misconduct charges or unsatisfied sanction restrictions. Individual programs may have additional requirements that must be met before graduation clearance can be granted.

ACADEMIC AND ADMINISTRATIVE REQUIREMENTS

Time Limit for Degrees and Certificates

All requirements established for the completion of a master's degree or certificate program listed in this publication must be fulfilled within five consecutive years. The time limit is calculated from the term in which you successfully complete the first credit course that applies to the program. It does not include the introductory courses DCL 600, CBR 600, and PRO 600 but does include courses transferred from other institutions and courses transferred from the UMUC Undergraduate School as part of an articulation agreement.

All requirements established for the completion of a doctoral degree program listed in this publication must be fulfilled within seven consecutive years. The time limit is calculated from the term in which you successfully complete the first credit course that applies to the program, except for the prerequisite course DMG 600.

Degree Requirements and Continuous Enrollment

The UMUC degree and certificate requirements that apply to you are those that were in effect when you completed the first credit course that applied to your program, that is, when you began continuous enrollment.

To be considered continuously enrolled, you must be or have been enrolled at UMUC, and you must have had no more than two years of nonattendance. After two years of nonattendance, you must reapply for admission to resume enrollment.

If you have not been continuously enrolled, the requirements that apply are those in effect at UMUC when you completed the first credit course that applied to your program after you resumed continuous enrollment. If you choose to change your program or add a new one, you are subject to the requirements in effect at the time of the change or addition. In both cases, previously completed coursework may not apply to new requirements.

* The UMUC policy on religious holidays is available online at **umuc.edu/policies/academicpolicies/aa05100.cfm**.

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RIGHTS AND RESPONSIBILITIES OF THE STUDENT

Responsibilities of the Student

Attendance

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

If you are absent from class, you are responsible for completing any missed coursework, as indicated in the course syllabus. You also are responsible for obtaining information about each class session, including any announcements and assignments you missed. Failure to complete any required coursework as scheduled may adversely affect your grade. Faculty members are not expected to repeat material that you missed because of absence.

Students who exceed the number of authorized absences from class meetings, as specified in the course syllabus, and does not formally withdraw, may receive a failing grade of "F" (failure) or "FN" (Failure Non-attendance) in the course (s) which award credit. Additionally, a student who has excessive unexcused absences and does not formally withdraw, may receive a failing grade of "F" (failure) or "FN" (Failure Non-attendance) in the course (s) which award credit.

You may not give permission to another person to accompany you to an on-site class meeting, to attend an on-site class meeting in your place, or to access or attend your online class.

Academic Integrity

Integrity in teaching and learning is a fundamental principle of a university. As a member of the International Center for Academic Integrity *(www. academicintegrity.org),* UMUC subscribes to the center's definition of academic integrity as "a commitment, even in the face of adversity, to six fundamental values: honesty, trust, fairness, respect, responsibility, and courage." UMUC believes that all members of the university community share the responsibility for academic integrity.

As a UMUC student, you are expected to conduct yourself in a manner that will contribute to the maintenance of academic Integrity. You are responsible for understanding and avoiding academic dishonesty and plagiarism, whether it be intentional or unintentional. Attempts to engage in academic misconduct or to assist others in doing so are prohibited. Resources to help you uphold the highest standards of academic integrity are available at *umuc.edu/academicintegrity*. UMUC's complete policy on Academic Dishonesty and Plagiarism is available at *umuc.edu/policies/academicpolicies/aa15025.cfm.*

Intellectual Property

The primary mission of universities is to create, preserve, and disseminate knowledge. When that knowledge takes the form of intellectual property, a university must establish a clear and explicit policy that will protect the interests of the creators and the university while ensuring that society benefits from the fair and full dissemination of that knowledge. UMUC's policy on intellectual property is available online at *umuc.edu/policies /researchpolicies/research19000.cfm.*

Academic Load

FOR MASTER'S DEGREE PROGRAMS

If you are enrolled in a program that operates on a thee-term calendar for the academic year, you are considered a full-time graduate student if you are registered for at least 9 credits per term and half-time if you are enrolled for 6 credits of graduate coursework.

If you are enrolled in a program that operates on a four-term calendar for the academic year, you are considered a full-time graduate student if you are registered for 6 credits per term.

Given the time commitment required for graduate study, the normal academic load is 6 credits per term. The Graduate School strongly recommends that you limit your academic load to conform with the demands of your employment and the time you have to prepare for class.

Taking more than 6 credits per term is not allowed in any programs that operate on a four-term calendar or in the MS in Data Analytics program but may be allowed in most programs that operate on a three-term calendar, if certain conditions are met.

If you have a compelling need to take more than 6 credits per term (and are enrolled in a program that allows course overloads), you may submit to your advisor a written request to take 3 additional credits of coursework (i. e., one additional course). You must have fulfilled the prerequisites for the additional course you wish to take. In the request, you must indicate your acceptance of the academic risk entailed in adopting the course overload. All requests for exceptions to the maximum recommended course load must be made at least one month before the beginning of a term and are subject to approval by the Office of the Dean for The Graduate School.

To be considered for a course overload, you must

- Be a degree- or certificate-seeking student.
- Have no previous grades of C, F, or FN.
- Have no current marks of I.
- Have never been on academic probation.

See UMUC's Policy 215. 00 on Student Academic Load and Enrollment Status at *umuc.edu/policies/academicpolicies /aa215.00.cfm* for more information.

RIGHTS AND RESPONSIBILITIES OF THE STUDENT

Grievance/Appeal Procedure

If you have legitimate complaints about Graduate School faculty, staff members, academic departments, or administrative units, contact your program chair. The most up-to-date contact information is provided online at *umuc.edu/complaint-resolution.* For information on the procedure to file a formal appeal or grievance about the actions of a faculty or administrative staff member, contact Student Relations, The Graduate School, at 800-888-UMUC, ext. 2-2400, or *graduateschool @umuc.edu.* More information is available online at *umuc.edu /policies/academicpolicies/aa13070.cfm* and *umuc.edu/policies /academicpolicies/aa13080.cfm.*

Connectivity and Technical Fluency

As a student in The Graduate School, you must own or have access to a personal computer and the Internet. In some classes, you may participate in synchronous computer-based class discussions and study group activities.

As a graduate student, you must also be able to reach fellow students, faculty, and the university via e-mail. You will be assigned a UMUC Google account, which includes e-mail, as soon as you register. While you are not required to use the UMUC e-mail address, you must provide and maintain a current e-mail address through MyUMUC *(https://my.umuc.edu).* More information is available at *umuc.edu/umucgmail.*

In addition, you 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; Internet e-mail services; Microsoft Windows; and the World Wide Web.

If you require further training in the use of Internet services and basic software packages, you may wish to consult the UMUC undergraduate schedule of classes or speak with an undergraduate advisor regarding appropriate classes. You can access the online schedule at *umuc.edu/schedule,* and you may reach advisors at 800-888-UMUC, ext. 2-2100.

Code of Civility

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 *umuc.edu/civility* and in UMUC publications. For additional information, see page 31.

Code of Student Conduct

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

You 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 normally will 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.

In every case of alleged Code of Conduct violation, the burden of proof rests with the complainant, who must establish the responsibility of the person accused by a preponderance of evidence. In cases where the complainant wishes to remain anonymous, the burden of proof rests with the administrator.

See *umuc.edu/policies/studentpolicies/stud15100.cfm* for additional information about the UMUC Code of Student Conduct.

CHANGE OF ADDRESS OR NAME

If you move during the term, you should not only leave a forwarding address with the postal authorities but should also notify UMUC by updating your personal information through MyUMUC. If you are leaving Asia, you must also submit a divisional transfer request through MyUMUC. Your request for a name change on official records of UMUC must be accompanied by one of the following documents:

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

Your request can be made through MyUMUC, but must be followed by mailing in the requested documents. To ensure accurate and complete student records, you *must continue to register under your former name until the request and documentation have been forwarded and processed.*

Appealing a Grade

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

Regardless of teaching style, it may happen that you believe a faculty member's determination of your final course grade has been arbitrary and capricious. The phrase "arbitrary and capricious grading" is defined in UMUC Policy 130.80 as

- A final course grade assigned on some basis other than performance in the course; or

- A final course grade assigned by resorting to unreasonable standards different from those that were applied to other students in that course; or

- A final course grade assigned by a substantial, unreasonable, or unannounced departure from the faculty member's previously articulated grading standards.

The established performance standards for a course grade are communicated in the syllabus and other course materials. If you believe your final grade has not been based on such standards, you may pursue the appeal process. You should first confer promptly with the faculty member of the course. There is a time limit on appealing a grade; if you want to appeal a grade, you must initiate the process within 30 days of the posting of the grade.

If you have not been able to contact the faculty member after a reasonable effort, or if you and the faculty member cannot, after consultation, reach a satisfactory resolution, you must consult with the Director of Graduate Programs. If you, the faculty member, and the director are unable to reach a mutually agreeable solution, you may file a formal grade appeal to the director.

For a formal grade appeal, you must submit a written statement, explaining in detail the allegation that the grade was the result of arbitrary and capricious grading and presenting relevant evidence. Procedures for appealing a grade are detailed in UMUC Policy 130.80 Procedures for Review of Alleged Arbitrary and Capricious Grading, found at *www.umuc.edu/policies* or in the policies section of this catalog.

Withdrawals or Dropped Courses

Whether you wish to drop a single class or cease to attend UMUC, you must officially withdraw from your course(s) online via MyUMUC at *https://my.umuc.edu.* Simply follow the directions for dropping a course. The use of student and personal identification numbers is considered official authorization for the withdrawal, which is effective on the date the action is performed.

Stopping payment on checks for registration fees, or not paying at registration, does not constitute an official withdrawal; it does not relieve you of your financial obligation to UMUC. Never attending or ceasing to attend class(es) does not constitute a withdrawal.

After you withdraw from a course, a mark of W will show on your transcript (as described on p. 30). You must officially withdraw before 65 percent of the class has expired. Specific deadlines are provided online at *umuc.edu/withdrawals.*

UMUC cannot accept withdrawals verbally over the phone. Failure to withdraw in the required manner results in the

forfeiture of any refund and may result in a failing grade. If you are receiving financial aid and do not withdraw, you may find your financial aid awards reversed or canceled. Financial aid recipients should contact a financial aid advisor before dropping or withdrawing to determine the impact of this action on their aid.

Code of Civility

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

Respect

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

Kindness

Refrain from using profanity, insults, or other disparaging remarks.

Truth

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

Responsibility

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

Cooperation

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

Privacy

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

Exception to Policy

Requests for an exception to policy must be submitted in writing to the Director of Graduate Programs. You are responsible for presenting a strong case for the request for exception to policy. Requests are carefully reviewed before approval can be granted.

SERVICES AND RESOURCES

Academic Advising

Advisors will help guide you through all the steps that lead to a graduate-level degree. They also will recommend ways for you to complete academic requirements quickly and efficiently.

It is up to you to seek advising and to keep track of your program requirements. You should retain and refer to the catalog of the year you entered your program, as it contains all the degree requirements for which you will be held accountable as long as you maintain continuous enrollment.

If you have not attended UMUC for a year or more, you should also contact an advisor for assistance in getting back on track. If it has been more than two years since your last enrollment, you must first reapply for admission. Once readmitted, you must fulfill the degree requirements detailed in the catalog of the year in which you resume study.

Whenever possible, you should get advising information in writing. If you fail to meet all degree requirements, you will not be cleared for graduation.

Please visit *www.asia.umuc.edu/advising* for more information on how to contact an academic advisor in Asia.

Accessibility Services

Reasonable accommodations are available to help you if you have a disability and are enrolled in any program offered at UMUC.

You should make your request for accommodations as early as possible to allow sufficient time for requests and documentation to be reviewed and proper arrangements made. Such requests must be made every session.

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

Once documentation is received, Accessibility Services will notify you of the status of your file and schedule an intake appointment, which may be held by phone, via e-mail, or in person. During the appointment, an intake form is completed and services and procedures are discussed.

Note: All UMUC students are required to comply with university policies and procedures and meet the academic requirements of all undergraduate certificate and degree programs.

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

For more information, you should contact the director, Student Services or e-mail *sservices-asia@umuc.edu*, or visit *www.umuc.edu/accessibility.*

Alumni Association

The UMUC Alumni Association, founded in 1990, fosters and perpetuates lifelong relationships between alumni and the university. Its mission is to support, enhance, and promote UMUC and its community of students, faculty, staff, and alumni worldwide.

Membership in the Alumni Association is free for all UMUC graduates. The association invites graduates to stay connected through volunteer service, social events, career networking, and philanthropy.

Benefit programs and resources include career services, affinity partner discounts, and special alumni events. Membership in the UMUC Alumni Association offers an exceptional opportunity to expand personal and professional networks. UMUC currently has more than 180,000 graduates in 47 states and 24 countries. UMUC alumni work in nearly all major international and Fortune 500 organizations, federal agencies, branches of the military, and private industry.

More information on the Alumni Association and how to activate free membership is available at *www.umucalumni.org.* The Alumni Association can also be found on Facebook, Instagram, LinkedIn, and Twitter.

Computer Labs And Services

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

If you are considering enrolling in online courses, you should review the technical requirements at *www.umuc.edu/techreq* for the most current detailed information.

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

Drug And Alcohol Awareness

As required by federal law, UMUC provides referral services if you have concerns about the use or abuse of alcohol and drugs. You may discuss referrals with the director, MBA Program.

Enrollment Verification

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

If you are a current student, you may request enrollment verification through MyUMUC free of charge. If you are no longer enrolled at UMUC, you may request a transcript of your academic record to verify past enrollment.

All enrollment verifications requested via MyUMUC are processed in real time and available to print on the same day. An enrollment verification will not be processed until all financial obligations to the university have been satisfied.

Letters certifying official enrollment are also available upon request from the MBA Program Office. Enrollment can be certified only for the current term and for previous terms. If requesting a letter for a future session, the letter may be provided but a hold will be placed on your student record.

Degree Verification

UMUC has authorized the National Student Clearinghouse to provide degree verification. A degree verification will not be released until all financial obligations to the university have been satisfied. Employers and background screening firms must contact the clearinghouse directly for this information, for which a fee is charged. For more information about this service, visit *www.studentclearinghouse.org.*

Loan Deferment Form Certification

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

If you have a William D. Ford Federal Direct Loan and wish to apply for a deferment, you must complete the In-School Deferment Request (available at *www.umuc.edu/financialaid*) and submit it to the Registrar's Office stateside by fax at +1-240-684-2005 or +1-240-684-2006 for certification.

You should be aware both of your lender's deadlines for receiving deferment requests and UMUC's reporting schedule to avoid having deferment forms processed and forwarded to the lenders before enrollment data has been reported.

MyUMUC

Through MyUMUC (available online at *https://my.umuc. edu*), you may access many of your personal UMUC records. MyUMUC enables you to change personal information (such as home address, e-mail address, or phone numbers); register; pay bills; check grades, 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 your class schedule, grade report, statement of account, and unofficial transcript). To access services, you must enter your UMUC login credentials.

The UMUC Library

The UMUC Library serves to educate students, faculty, and staff in the use of library and information resources and 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 library resources and user-centered services for UMUC students, faculty, and staff worldwide.

Library Resources

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

UMUC Library OneSearch allows you to search for scholarly articles, books, and/or other research resources via a single search engine that includes most of the databases to which the UMUC Library subscribes. The UMUC Library has also created subject-specific resource guides to serve as a starting point for research. Each guide includes subject-relevant research databases, books, websites, and other resources.

SERVICES AND RESOURCES

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

Library Instruction and Research Assistance

To help you gain the in-depth research skills needed to locate, evaluate, and use the rich research resources available to you, the UMUC Library offers library instruction in selected online and on-site classes. Reference and research assistance is available daily (except holidays), during regularly scheduled hours, through the office's webpage under "Ask a Librarian." For a complete list of library services, visit *www.umuc.edu/library* or call the UMUC Library at 240-684-2020 or 800-888-UMUC, ext. 2-2020, during regularly scheduled office hours.

Student Advisory Council

The Student Advisory Council provides advice to the university administration, and thus serves as an avenue for UMUC students to provide feedback about UMUC's mission and overall direction. 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.

If you would like to provide input on policy issues or you have questions, contact your council representative by e-mail at *stac@umuc.edu.*

More information on shared governance is available online at *www.asia.umuc.edu/services/student-advisory-council.*

Other Resources

Bookstores

Most courses include online electronic resources and do not require that you purchase textbooks. For those few courses that still require additional resources, you may order textbooks and software from MBS Direct online through the UMUC online bookstore *umuc.edu/bookstore* or by mail. MBS guarantees the quality of new and used inventory and has an easy return and buyback program. Orders are shipped via UPS within 24 hours of receipt, Monday through Friday. Overnight and two day delivery are available for an additional fee. Payment by personal check, MasterCard, Visa, American Express, and Discover is accepted. Some employer contracts may be accepted.

Career Services

Career Services provides resources and services to inform, prepare, and connect UMUC students and alumni worldwide with their career and job search needs. To access Career Services, you should activate your account on CareerQuest, UMUC's online career portal, at *careerquest.umuc.edu* using your UMUC login credentials.

TOOLS AND RESOURCES

Career Services offers a variety of online tools and resources, available 24 hours a day, that can be useful in career planning and the job-search process. Resources include résumé builders and templates, automated résumé reviews, online mock interviews, video job-search tips, mentor matching, occupational information, employer and graduate school directories, job hunting guides, and career resource literature.

JOB-SEARCH SERVICES

UMUC offers several services designed to fulfill the employment needs of UMUC students and alumni, including employer recruitment sessions and job fairs (held online and on-site); job-search skills workshops, such as résumé writing and interview preparation; and tutorials. CareerQuest enables you to search job listings and post résumés for prospective employers.

CAREER DEVELOPMENT AND PLANNING

Career Services staff are available to provide personalized attention to help you clarify your skills, interests, and work-related values; make career/life-related decisions; research career options; plan for further study; and search for employment, whether you are new to your career field, making a career transition, or looking for guidance on how to climb the corporate ladder as an experienced professional.

Career advising services are available by appointment (on-site and by phone, video chat, and e-mail) and can be scheduled via CareerQuest. Limited appointments are available on a walk-in basis at Largo during specified times. Call 800-888-UMUC (8682), ext. 2-2720, or visit *umuc.edu/careerservices* for more information.

DIPLOMAS, GRADUATION, AND COMMENCEMENT

Degrees earned in the MBA program available through UMUC Asia are awarded in summer, fall, winter, and spring of each academic year. Commencement ceremonies each spring recognize master's candidates who have earned their degrees in the specified degree periods.

Application Deadlines

You are responsible for filing a graduation application (available online at *my.umuc.edu*) and paying the appropriate fee (currently $50) if you expect to complete the requirements for a degree program. A seperate application - with fee - is required for each program you are completing. Applications for a diploma may be submitted up to a year in advance of the term in which you expect to complete your program or by the following deadlines:

December graduation	15 October
March graduation	15 February
June graduation	1 April
September graduation	15 July

Graduation applications that are received after the deadlines will be evaluated for the next graduation term.

The application form must be completed through MyUMUC at *my.umuc.edu.*

Clearance Process for Graduation

Once you have applied for graduation, the Degree Audit Team reviews your academic requirements and determines whether you are cleared for graduation. If you do not complete degree requirements in the term in which you first applied for graduation, your application will automatically roll over into the next term. You will not have to pay another application fee.

Transcripts are not updated to show program completion, nor are diplomas mailed out, until the degree has been awarded.

Graduation Services then certifies degree completion, awards the degrees, and orders diplomas. Graduation Services also processes requests for letters of completion and embassy letters. Advisors are available to answer any questions about requirements for graduation and the application for diploma at 800- 888-UMUC, ext. 2-2100, or grad. *advisor@umuc.edu.* For more information on graduation services and support, go to *umuc.edu/graduationservices.*

Commencement

If you have earned your degree in any of the degree periods (summer, fall, winter, or spring of that academic year), you are eligible to march at the spring commencement ceremonies. To be eligible to march as a master's candidate, you must be able to demonstrate that you will complete all degree requirements by the degree conferral date (30 May) and pay the required fees.

2019 COMMENCEMENTS

Tokyo: April 13

Okinawa: April 20

Seoul: April 27

Guam: May 11.

Conference Courses

Conference courses are offered to provide an alternative for students who cannot otherwise complete their degrees. The Director of Graduate Programs must approve conference courses.

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

You may apply for permission to take a conference course with UMUC Asia if you have

1. Been granted full admission.

2. Earned a GPA of at least 3.0.

3. Completed at least 27 credits toward the master's degree.

4. Determined that the course requested, or a suitable alternative, is not available within a reasonable commute during the current term or in any term prior to the student's projected PCS/degree completion date.

5. Satisfied all outstanding incompletes.

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

DIRECTORY

Yokota Headquarters

James B. Cronin
Vice President and Director

Jeffrey D. Newbern
Assistant Vice Provost

Alytrice R. Brown
Director, Student Services

Emi Ikeda
Director, Human Resources and Logistics

Keiko Jack
Comptroller

Amanda C. Maguire
Associate Vice President and Deputy Director

Joshua A. Fickes
Assistant Vice President, Operations

Christian M. Mahoney
Director, Graduate and Special Programs

Elizabeth Howard
Director, Contract Compliance and Institutional Research

Michael Harrison
Associate Director, Marketing

David Schultz
Associate Director, Technical Support

Military Address
UMUC Asia
Unit 5060, Box 0100
APO AP 96328-0100

Civilian Address
UMUC Asia
Building 445, Yokota Air Base
Fussa, Fussa-shi
Tokyo (197-0001) Japan

Telephone
DSN: 315-225-3680
Civilian: +81-(0)42-552-2510, ext. 5-3680

E-mail
registrar-asia@umuc.edu
mba-asia@umuc.edu

Web
www.asia.umuc.edu

Facebook
www.facebook.com/umucasiaguam
www.facebook.com/umucasiajapan
www.facebook.com/umucasiakorea
www.facebook.com/umucasiaokinawa

UMUC Asia Locations

At these locations there may be one or more education centers sponsoring UMUC Asia classes.

Australia
Alice Springs

British Indian Ocean Territory
Diego Garcia

Guam
Joint Region Marianas
Andersen AFB* +
Naval Base Guam

Mainland Japan
Atsugi
Camp Fuji
Camp Zama +
Iwakuni
Misawa AB
Sasebo
Yokosuka* +
Yokota +

Okinawa
Camp Courtney
Camp Foster
Camp Hansen
Camp Kinser
Camp Schwab
Futenma
Kadena AB* +
Torii Station

Singapore
Singapore

South Korea
Camp Carroll
Camp Casey
Camp Henry +
Camp Humphreys* +
Camp Stanley
K-16
Kunsan AB
Osan AB +
Suwon
USAG-Daegu/K2
USAG-Yongsan +

* Administrative center   + MBA courses offered here

DIRECTORY

Kaiserslautern Headquarters

Tony K. Cho
Vice President and Director, UMUC Europe

Patricia A. Coopersmith
Associate Vice President and Deputy Director, UMUC Europe

Andrew D. Boone
Associate Vice Provost, Academic Affairs

Iris S. Close
Associate Director, Marketing and Communications

Monika E. Denburg
Director, Institutional Research and Support

Susanna L. Driver
Assistant Vice President, Operations

Gregory P. Emerson
Director, Administrative Operations

Sabri Erturk
Comptroller

Julie R. Garcia
*Assistant Vice President, Human Resources Operations,
Overseas Divisions*

Timothy J. Holliefield
Associate Director, Technical Support

Patricia A. Jameson
*Director, Overseas Diversity and Equity Programs
and EOO / Title IX Investigator*

Janice A. Keller
Director, Student Initiatives and Support

Timothy Quezada
Director, Graduate and Partnership Programs

Partnership Programs

Yolanda M. Robinson
Associate Director, Social Work Program and Academic Manager

Shawn W. Young
Social Work Field Manager

Military Address
UMUC Europe
Unit 29216
APO AE 09004

Civilian Address
UMUC Europe
Hertelsbrunnenring 10
67657 Kaiserslautern, Germany
Telephone
Civilian: +49-(0)631-534-800

Fax
Civilian: +49-(0)631-534-80207

E-mail
studentservices-europe@umuc.edu

Web
www.europe.umuc.edu

Facebook
www.facebook.com/umuceurope

UMUC Europe Locations

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

Bahrain
Manama

Belgium
Brussels
Kleine Brogel
SHAPE

Djibouti
Camp Lemonnier

Egypt
Sinai North Camp
Sinai South Camp

Germany
Ansbach
Baumholder
Buechel
Garmisch
Geilenkirchen
Grafenwoehr
Hohenfels
Illesheim
Kaiserslautern
Landstuhl
Ramstein
Sembach
Spangdahlem
Stuttgart
Vilseck
Wiesbaden

Greece
Souda Bay

Italy
Aviano
Gaeta
Ghedi
Livorno
Naples
Sigonella
Vicenza

Kuwait
Ali Al Salem Air Base
Camp Arifjan
Camp Buehring

Netherlands
Schinnen (AFNORTH)
Volkel

Other CENTCOM
332 AEW
407 AEWQatar

Portugal
Lajes
Lisbon

Quatar
Al Udeid
Doha - Camp As
    Sayliyah

Spain
Moron
Rota

Turkey
Adana (Incirlik)
Izmir

**United Arab
Emirates**
Al Dhafra

United Kingdom
Alconbury
Croughton
Lakenheath
Mildenhall

ADMINISTRATION

University System of Maryland

Board of Regents (2017–2018)

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Vice Chair

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Treasurer

Linda R. Gooden
Assistant Treasurer

Michelle A. Gourdine, MD
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Assistant Secretary

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Joseph Bartenfelder
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Robert Neall

Robert L. Pevenstein

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Frank M. Reid III, DMin

William A. Shorter Jr.
Student Regent

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Chancellor

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Senior Vice Chancellor for Academic and Student Affairs

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Chief Operating Officer and Vice Chancellor for Administration and Finance

Patrick N. Hogan
Vice Chancellor for Government Relations

David Mosca
Director of Auditing

Jeff Neal
Vice Chancellor for Communications and Marketing

Leonard Raley
Vice Chancellor for Advancement

J. Thomas Sadowski
Vice Chancellor for Economic Development

UMUC

President's Cabinet

Javier Miyares
President

Ed Bach
Vice President, Strategic Partnerships

Joseph Cantoni
Vice President, Strategy and Innovation

Tony Cho
Vice President and Director, UMUC Europe

James Cronin
Vice President and Director, UMUC Asia

Heather Date
Vice President, Communications and Engagement

Maureen Walsh David
Vice President and General Counsel

Alan Drimmer
Senior Vice President and Chief Academic Officer

Michael Freedman
Senior Vice President, Communications

Deborah Grayson
Vice Provost, Learning Design and Experience

Blair H. Hayes
Ombudsman, Vice President, and Chief Diversity Officer

Lisa Henkel
Vice President, Operations and Planning

Jamie Jaynes
Vice President, Enrollment Management

Kathryn Klose
Vice Provost and Dean, The Graduate School

Eugene D. Lockett Jr.
Vice President and Chief Financial Officer

Lloyd (Milo) Miles
Chief Operating Officer and Senior Vice President, Global Military Operations

Erika Orris
Chief Enrollment and Marketing Officer

Frank J. Principe Jr.
Chief of Staff

George A. Shoenberger
Special Advisor to the President

Cathy Sweet
Vice President, Institutional Advancement

Kara Van Dam
Vice Provost and Dean, The Undergraduate School

Kelly Wilmeth
Vice President, Stateside Military Operations

Nicholas H. Allen
Provost Emeritus

The Graduate School

Graduate Leadership Council

The Graduate Leadership Council serves in an advisory capacity to the dean of The Graduate School. The council is responsible for advisement on academic affairs, including curriculum development, program initiatives, policies, and standards. The council meets monthly or more frequently, at the dean's request, and comprises the following members:

Kathryn Klose
Vice Provost and Dean

Douglas Harrison
Associate Dean

Alexis Hill White
Assistant Vice Provost, Administration

Bryan Booth
Vice Dean, Doctoral Program

Emma Garrison-Alexander
Vice Dean, Cybersecurity and Information Assurance

Kathleen Hogan
Vice Dean, Graduate Learning Initiatives

Rana Khan
Vice Dean, Information and Technology Systems

Virginia H. Pilato
Vice Dean, Education

Anna Seferian
Vice Dean, Business and Management

Faculty

Allan J. Berg
Collegiate Professor, Asia Business and Management, Psychology
BA, Augsburg College
JD, Southern Illinois University
PhD, University of Georgia

Elana Bertram
Adjunct Assistant Professor, Asia Business and Management
BA, *Mount Holyoke College*
JD, *Quinnipiac University*
MBA, *Yale University School of Management*

Donna Calhoun
Adjunct Assistant Professor, Asia Business and Management
BA, BS University of Maine
MBA, New Hampshire College

Doreen Crisostomo
Adjunct Assistant Professor, Asia Business and Management
BA, University of Guam
MBA, University of Phoenix
PhD, Capella University

Philip Danielson
Collegiate Associate Professor, Asia Business and Management
BA, JD, Brigham Young University

Robert W. Gould
Collegiate Professor, Asia Accounting, Business and Management
BA, Oberlin College
MBA, University of California, Berkeley
DM, University of Maryland University College

Susan Jones
Collegiate Associate Professor, Asia Business and Management, Accounting
BA, Piedmont College BA,
MA, Kennesaw State University
DBA, University of Phoenix

Brian Kim
Adjunct Assistant Professor, Asia Business and Management
BA, University of California, Los Angeles
MBA, Cornell University

John Miscione
Collegiate Associate Professor, Asia Business and Management
BA, Johns Hopkins University
MBA, New York University, Stern School of Business
JD, Rutgers University

Brian Oliver
Adunct Instructor, Asia Business and Management BS,
MBA University of Maryland University College

Hyun Park
Adjunct Associate Professor, Asia Business Management
MBA, University of Chicago

Koo-Sik Shin
Adjunct Professor, Asia Business and Management
BBA, Hongik University
MA, Hankuk University
MFA, St. Louis University
PhD, University of New Castle upon Tyne

Mike Shin
Collegiate Professor Business and Management
BA, Seoul National University
PhD, Georgia State University

UNIVERSITY POLICIES

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

Disclosure of Student Records

UMUC complies with the Family Educational Rights and Privacy Act ("FERPA"), a federal law that protects the privacy of students'education records. In accordance with FERPA, you have the right to inspect and review your education records; seek an amendment of your education records, where appropriate; limit disclosure to third parties of directory information (student information which may be released without your prior written consent);and file formal complaints alleging a violation of FERPA with the Department of Education. In addition, FERPA provides that most of your student information may not be released to third parties without your prior consent. UMUC's policy 210.14 Disclosure of Student Records contains an explanation of information that may be disclosed with and without prior consent, as well as procedures for requesting amendments to records, requests for nondisclosure, and filing of complaints. Requests for inspection of your student records may be sent to *exception.request@ umuc.edu*. For another person to act *on your behalf, a power of attorney is required. More information on FERPA, including disclosures to third parties, can be found at umuc.edu/current-students/finances/financial-aid/ financial-aid-policies/ferpa.cfm.*

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, 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 federal, state, and/or local authorities for prosecution in the courts. Students should see the drug prevention program section and the most current annual safety and security report (*www.umuc.edu/inform*) for additional information.

Smoking

In accordance with USM policy, UMUC Seeks to promote a healthy, smoke-free environment for the UMUC community. More information on Policy 640. 00 UMUC Policy on Smoking may be found at *umuc.edu/policies/adminpolicies/admin64000.cfm*.

Intellectual Property

The primary mission of universities is to create, preserve, and disseminate knowledge. When that knowledge takes the form of intellectual property, a university must establish a clear and explicit policy that will protect the interests of the creators and the university while ensuring that society benefits from the fair and full dissemination of that knowledge. More information about UMUC's policy on intellectual property is available online at *www.umuc.edu/policies/researchpolicies/ research19000.cfm.*

Peer-to-Peer File Sharing

Unauthorized use of copyrighted materials may bring civil and criminal penalties to the user. UMUC is committed to combating the unauthorized use of copyrighted materials on UMUC's network (including the online classroom) and therefore has established a written plan to achieve this goal. The intent of this plan is to inform UMUC students, faculty, and staff members of the appropriate use of copyrighted material on the network and to deter, detect, and discipline prohibited use, while reasonably maintaining the educational use of UMUC's network.

Summary of Civil and Criminal Penalties for Violation of Federal Copyright Laws

Copyright infringement is the act of exercising, without permission or legal authority, one or more of the exclusive rights granted to the copyright owner under section 106 of the Copyright Act (Title 17 of the United States Code). These rights include the right to reproduce or distribute a copyrighted work. In the file-sharing context, downloading or uploading substantial parts of a copyrighted work without authority constitutes an infringement.

Penalties for copyright infringement include civil and criminal penalties. In general, anyone found liable for civil copyright infringement may be ordered to pay either actual damages or statutory damages affixed at not less than $750 and not more than $30,000 per work infringed. For willful infringement, a court may award up to $150,000 per work infringed. A court can, at its discretion, also assess costs and attorneys' fees. For details, see Title 17, United States Code, Sections 504, 505.

Willful copyright infringement can also result in criminal penalties, including imprisonment of up to five years and fines of up to $250,000 per offense.

More information is available on the U.S. Copyright Office website at *www.copyright.gov*.

UMUC Procedures for Handling Unauthorized Distribution

UMUC implements an active protocol to respond to copyright infringement allegations. In accordance with the Digital Millennium Copyright Act (DMCA), UMUC has designated the following individual to receive and respond to reports of alleged copyright infringement on UMUC's website:

Maureen Walsh David
Vice President and General Counsel
University of Maryland University College
3501 University Boulevard East
Adelphi, MD 20783
+1-301-985-7080
legal-affairs@umuc.edu

To be effective under the DMCA, a notification of claimed infringement must be in writing and include the following information:

1. A physical or electronic signature of a person authorized to act on behalf of the owner of an exclusive right that is allegedly infringed;

2. Identification of the copyrighted work claimed to have been infringed, or, if multiple copyrighted works at a single online site are covered by a single notification, a representative list of such works at that site;

3. Identification of the material that is claimed to be infringing or to be the subject of infringing activity and that is to be removed or access to which is to be disabled, and information reasonably sufficient to permit the service provider to locate the material;

4. Information reasonably sufficient to permit the service provider to contact the complaining party, such as an address, telephone number, and, if available, an electronic mail address at which the complaining party may be contacted;

5. A statement that the complaining party has a good faith belief that use of the material in the manner complained of is not authorized by the copyright owner, its agent, or the law; and

6. A statement that the information in the notification is accurate, and under penalty of perjury, that the complaining party is authorized to act on behalf of the owner of an exclusive right that is allegedly infringed.

Once an effective DMCA takedown request is submitted, UMUC will act expeditiously to remove or block access to the infringing material.

UNIVERSITY POLICIES

Nondiscrimination

UMUC is committed to equal opportunity for all individuals and adheres to federal, state, and local laws and regulations that prohibit discrimination and retaliation, as incorporated by UMUC Policy 40.30 Affirmative Action and Equal Opportunity (*www.umuc.edu/policies/adminpolicies/admin04030.cfm*) and UMUC Policy 041.00 Sexual Misconduct (*www.umuc.edu/policies/adminpolicies/admin04100.cfm*). UMUC does not discriminate against any person on the basis of race, religion, color, creed, gender, gender identity or expression, marital status, age, national origin, ancestry, political affiliation, mental or physical disability, sexual orientation, genetic information, veteran status (including Vietnam-era veterans), or any other protected characteristic under applicable federal, state, and local law. UMUC is committed to ensuring that all individuals have equal access to programs, facilities, admission, and employment; no person shall be excluded from participation in, be denied the benefit of, or otherwise be subjected to unlawful discrimination in this institution's programs and activities.

All inquiries regarding UMUC's Nondiscrimination Statement or compliance with applicable statutes or regulations should be directed to the fair practices officer, Office of Diversity and Equity, UMUC, 3501 University Boulevard East, Adelphi, MD 20783-8000 (phone +1-301-985-7955 or e-mail *fairpractices@umuc.edu*). Inquiries regarding sexual misconduct, and/or UMUC's Sexual Misconduct policy, should be referred to UMUC's Title IX coordinator by phone at +1-301-985-7930 or e-mail at *titleixcoordinator@umuc.edu.*

Sexual Misconduct Awareness

UMUC is committed to providing an education and work environment that is free from sexual misconduct. Sexual misconduct is a form of discrimination based on sex or gender that includes dating violence, domestic violence, sexual exploitation, sexual harassment, sexual intimidation, sexual violence, and stalking. UMUC promotes awareness and addresses sexual misconduct issues through educational programs, training, and complaint resolution. All administrators, supervisors, and faculty members are required to promptly and appropriately report allegations of sexual misconduct that are brought to their attention.

If you have any questions regarding sexual misconduct or you need to report a complaint, contact Steven Alfred, Title IX coordinator, by phone at 301-985-7930 (voice) or 301-887-7295 (text only) or via e-mail at *titleixcoordinator@umuc.edu*.

Religious Observance

So that 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.

More information on Policy 051.00 Religious Observances may be found at *www.umuc.edu/policies/academicpolicies/aa05100.cfm.*

Annual Security Information Report and Consumer Disclosures

In accordance with U. S. Department of Education regulations, University of Maryland University College distributes an Annual Safety and Security Report to all current students, staff, and faculty. It is also available to prospective students, staff, and faculty, upon request. The annual report provides important information about rights and responsibilities on the following topics:

Campus safety and security policies and services

Sexual misconduct policy

Emergency procedures

Notification of rights under FERPA for postsecondary institutions

Peer-to-peer file sharing

Drug prevention program

Clery act crime statistics by location for the previous three calendar years.

You can read the Annual Safety and Security Report at umuc.edu/inform. If you have questions or wish to receive a copy of the current annual report, contact the UMUC Director of Security at 301-985-7471.

To help you stay informed, additional consumer disclosures can be found at umuc.edu/disclosures.

MyUMUC Terminology

The following is an explanation of terms students may encounter when using MyUMUC.

Academic Advisement Report (Degree Plan): A review of the academic progress that a student has made within his/her UMUC program.

Activation: The automated process of verifying a student's record for enrollment eligibility each term based on certain criteria. This process enables a student to register for courses.

Admission: The process of being admitted to the university, which includes completing an application and paying the fees required for entrance.

Campus: The UMUC division where a student is located. UMUC has three major campuses—UMUC Asia, UMUC Europe, and UMUC Stateside. Within those campuses are additional locations where classes are held or staff and academic advisors may be reached.

Career: Graduate or undergraduate level of study.

Class Number: The unique, five-digit number assigned to each class at UMUC.

Drop: To cancel your enrollment in a class before the end of the drop period posted on the UMUC website.

eApp: An abbreviation for electronic application, which is an application to the university that is filled out and submitted online.

EmplID (or Student ID): A system-generated identification number for student use. Students should record their EmplID in a safe, secure place, as it will be needed to access the various services. GoArmyEd students should note that their UMUC EmplID will be different from their GoArmyEd EmplID.

Enrollment Activity: The process of adding or dropping a class.

Lower-Level (LL) Courses: Courses that are numbered 100-299.

Mid-Session (or "Intensive Session"): A shorter class period held between the standard eight-week sessions.

Official Evaluation (or Academic Advisement Report): A review of the academic progress that a student has made within his/her UMUC program.

Portal: A website that integrates online applications, such as e-mail, databases, references to other websites, and proprietary applications, under one unique URL, often allowing secure access with one unique login and password.

Real-Time: This means that transactions are implemented at the moment a user makes them, regardless of time zone. There is no time delay; all information is current up to the moment users access it.

Semester: Also known as a term (usually a five-month period divided into two sessions).

Session: Usually an eight-week period within a term (weeks may vary), during which classes are offered.

Subject and Catalog Number: The four-letter abbreviation and three-digit number for UMUC classes. For example, in COMM 300, "COMM" stands for communications and "300" is the catalog number.

Term: A full semester, which may be subdivided into sessions. Student finance and financial aid offices use this time period for instructional accounting.

Third-Party Payment: A payment made by a third party, such as tuition assistance (TA), Army Emergency Relief (AER), and scholarships. (Note: Loans and federal grants are not third-party payments.)

Units: Credit value the university assigns to a course.

Upper-Level (UL) Courses: Courses that are numbered 300-499.

UserID: A student's user name for logging into MyUMUC. Students will need both their UserID and password to log in.

Withdraw: To cancel your enrollment in a class after the end of the drop period posted on the UMUC website.

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NOTES

UNIVERSITY SYSTEM
of MARYLAND

ACCREDITATION

University of Maryland University College is accredited by the Middle States Commission on Higher Education, 3624 Market Street, Philadelphia, PA 19104 (267-284-5000), an institutional accrediting agency recognized by the U.S. Secretary of Education and the Council for Higher Education Accreditation. UMUC is a constituent institution of the University System of Maryland and is governed by the USM Board of Regents. UMUC is certified to operate by the State Council of Higher Education for Virginia. UMUC at Quantico, Corporate Center, 525 Corporate Drive #101, Stafford, VA 22554.

ABOUT UMUC
SERVING BUSY PROFESSIONALS WORLDWIDE

University of Maryland University College was founded more than 70 years ago specifically to serve the higher education needs of working adults and servicemembers. Today, UMUC continues that tradition as the largest online public university in the nation. We offer more than 90 degrees, certificates, and specializations backed by the reputation of a state university and member of the University System of Maryland. For more information, visit www.asia.*umuc.edu*.

Visit UMUC on the web at www.asia.umuc.edu/mba.

UNIVERSITY OF MARYLAND
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