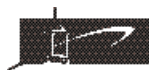

UMUC Faculty Handbook

UMUC Stateside



University of Maryland University College

August 15, 2008

Preface

This handbook introduces University of Maryland University College (UMUC) to new UMUC Stateside faculty and serves as an ongoing reference for existing faculty. UMUC Europe and UMUC Asia faculty members should access the appropriate handbook for their division through the UMUC Web site: <http://www.ed.umuc.edu> for UMUC Europe or <http://www.asia.umuc.edu> for UMUC Asia.

This handbook applies to the employment of UMUC Stateside faculty. The handbook is not a complete statement of all policies, procedures, rules, regulations, and requirements applicable to UMUC and the faculty. All UMUC and University System of Maryland (USM) policies, in accordance with their terms, apply to UMUC Stateside faculty. UMUC policies may be found at http://www.umuc.edu/policy/policy_home.shtml and USM policies may be found at <http://www.usmd.edu/Leadership/BoardOfRegents/Bylaws>. This handbook may summarize or refer to certain UMUC and USM policies; however, this handbook supersedes them only if expressly stated. UMUC reserves the right to make changes and additions to the information in this handbook without prior notice.

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Welcome Message from UMUC

Dear UMUC Faculty Member:

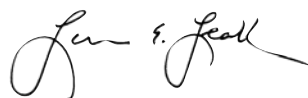
Congratulations on your appointment and welcome to University of Maryland University College (UMUC)! Our faculty is our single most important asset. We are especially proud of the superb credentials, rich practical experiences, deep subject knowledge, dedication to teaching, innovative pedagogical approaches, and commitment to excellence that characterize our faculty.

This handbook is a resource for you, both in preparation for and during your time as a UMUC faculty member. It provides an overview of some of our institution's unique attributes, recommends best practices and tools for teaching UMUC's working adult students, and highlights some academic and administrative policies and procedures that will be of particular interest to you. We know a handbook can never capture all that you will need or want to know, so we strongly encourage you to search our Web site, pick up the phone, or e-mail your department or appropriate academic administrator whenever you have questions, concerns, or ideas. In addition, we strongly encourage you to participate in our faculty training and development programs and in other UMUC activities. Our experience is that those who participate actively are more successful in the classroom and get the most out of being a UMUC faculty member.

Our research tells us other important ingredients of success include presenting a well-organized class, clearly articulating expectations, providing timely and helpful feedback, ensuring effective faculty/student interactions, and creating a stimulating environment in which to learn. We also know that empathy and respect are two important factors in working with adult learners. We want you to know that we are fully committed to helping you achieve these goals and enjoy a positive teaching experience.

We conclude by wishing you the very best and asking you to challenge yourself and your students to strive for excellence. Our students deserve the finest education possible, and we trust you will help us ensure that they are not disappointed. We welcome your suggestions about how we might enhance this handbook and recommendations for additional resources for faculty. Please send those suggestions to provost-office@umuc.edu.

Sincerely,



Lawrence E. Leak, PhD
Acting Provost and Chief Academic Officer



Mary Ellen Hrutka, PhD
Vice Provost and Dean
School of Undergraduate Studies



Salvatore J. Monaco, PhD
Vice Provost and Dean
Graduate School of Management and Technology



Joseph J. Arden, PhD
Vice President
Overseas Military Programs

Introduction to UMUC

University of Maryland University College (UMUC) is one of the 11 degree-granting institutions within the University System of Maryland (USM). UMUC's programs are offered with the approval of the Maryland Higher Education Commission (MHEC), the coordinating board responsible for establishing statewide policies for Maryland public and private colleges and universities and for-profit career schools. UMUC is subject to the applicable regulations of MHEC and the U.S. Department of Education. UMUC is accredited by the Commission on Higher Education of the Middle States Association of Colleges and Schools (3624 Market Street, Philadelphia, PA 19104-2680; phone 215-662-5606; Web site <http://www.msche.org>).

UMUC is a global institution with worldwide headquarters in Adelphi, Maryland, and regional headquarters in Europe and Asia. For almost 60 years, UMUC's principal mission has been to serve the needs of nontraditional students.

The university offers a wide range of undergraduate and graduate programs, both in the classroom and online. Classroom sites are located throughout Maryland and the Washington, D.C., metropolitan area and in multiple locations serving the U.S. Armed Forces in Asia and Europe, including the Middle East. UMUC also offers online courses to a growing number of students not only in Maryland, but throughout the United States and in various countries around the world.

Figures 1 and 2 show UMUC's relationship to the other institutions of the USM and to other sectors of higher education in the state. The USM is governed by the Board of Regents, the members of which are appointed by the governor of Maryland. For more information on the USM or other individual USM institutions, such as University of Maryland, College Park, visit the USM Web site at <http://www.usmd.edu>. More information on MHEC can be found at <http://www.mhec.state.md.us>. The U.S. Department of Education Web site is <http://www.ed.gov>.

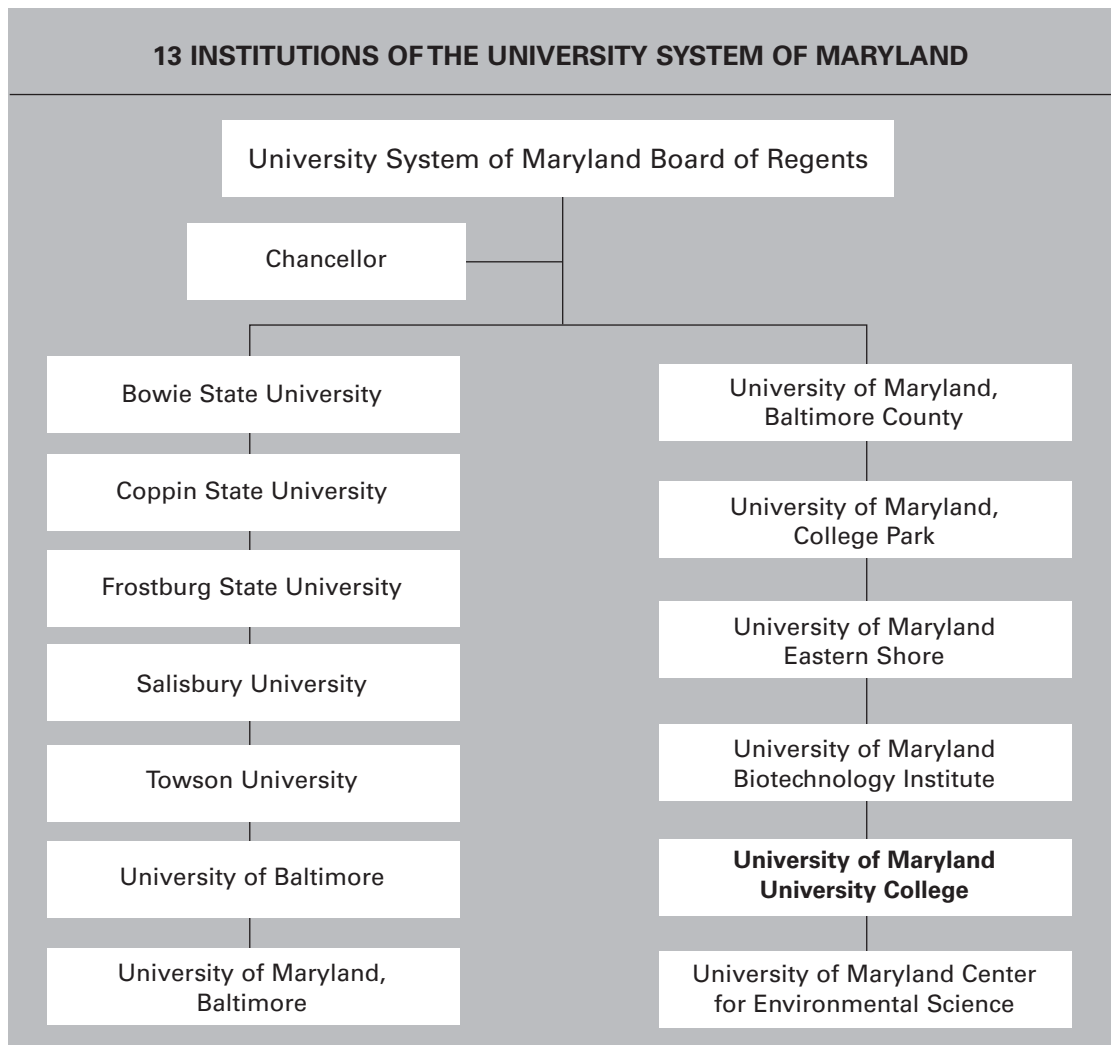


Figure 1. Organization of the University System of Maryland

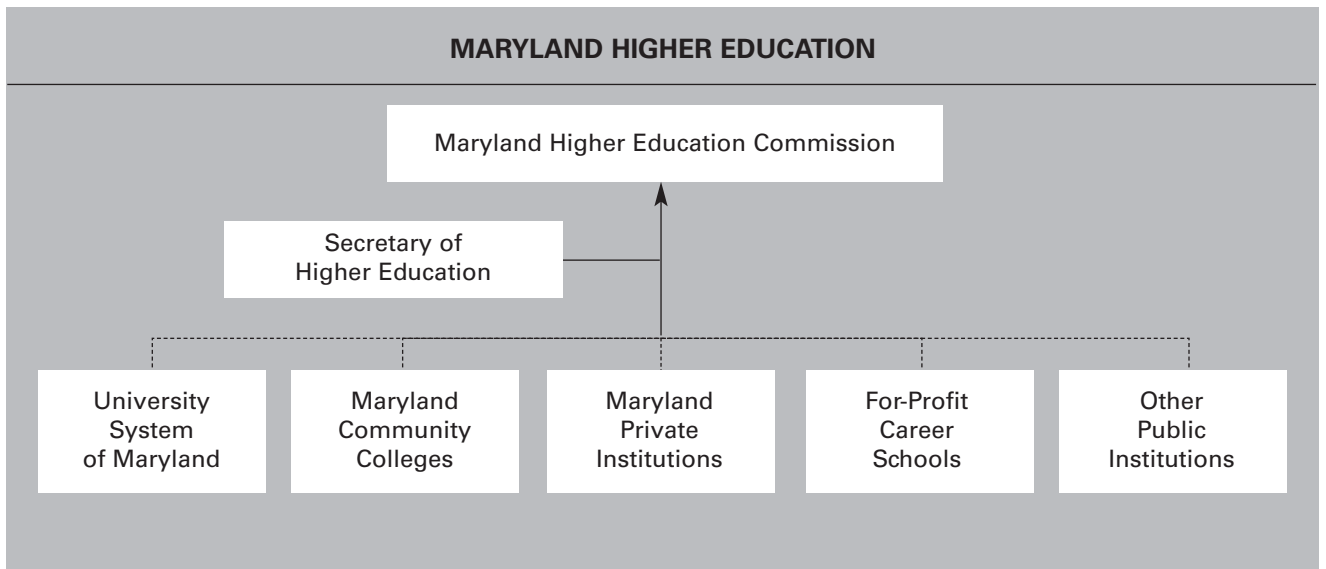


Figure 2. Organization of Maryland higher education

MISSION

University of Maryland University College is the Open University of the state of Maryland and of the United States. The university *in its entirety* has but one focus, the educational needs of the nontraditional student.

VISION

UMUC will become the premier global university serving nontraditional students, recognized by the accessibility to its programs; the quality of its teaching, learning, and student services; and its commitment to the success of its students.

OVERARCHING VALUES

As an open university, UMUC is committed to

- Simultaneous achievement of academic excellence and of expanded access to higher education.
- Becoming the university of choice for working adults and other nontraditional students who comprise the university's three historical constituencies: residents of the state of Maryland, members of the U.S. Armed Services and their families, and national and international students pursuing a university education online.
- Providing outstanding undergraduate and graduate degree and certificate programs that are student-focused, workforce-relevant, and clearly articulated.
- A faculty distinguished by its superior teaching skills, the level of its professional experience, and its academic achievement.
- Achieving a position of leadership in the use of technology as a means to enable and enrich distance education.
- Providing access and excellent service to geographically disbursed students, faculty, and staff.
- Becoming a global community that recognizes the contributions of all its constituents—students, faculty, staff, alumni, and public stakeholders.

ORGANIZATION

UMUC is a worldwide educational institution composed of three divisions—UMUC Stateside, UMUC Europe, and UMUC Asia. UMUC Stateside performs dual roles. First, it serves as the university’s worldwide headquarters, responsible for setting the overall academic, administrative, and fiscal policies of the university; establishing academic standards; conducting quality assurance; assessing student learning outcomes; and carrying out student initiatives. Second, UMUC Stateside houses the university’s two major academic units, the School of Undergraduate Studies and the Graduate School of Management and Technology, which are responsible for developing and maintaining the university’s worldwide curriculum. In addition, these units deliver the university’s programs and services to Maryland, national, and international students. UMUC Europe and UMUC Asia are divisions of UMUC that deliver the university’s programs and services under the auspices of their respective military contacts. All three divisions of UMUC are committed to the same high quality of academic curricula and services.

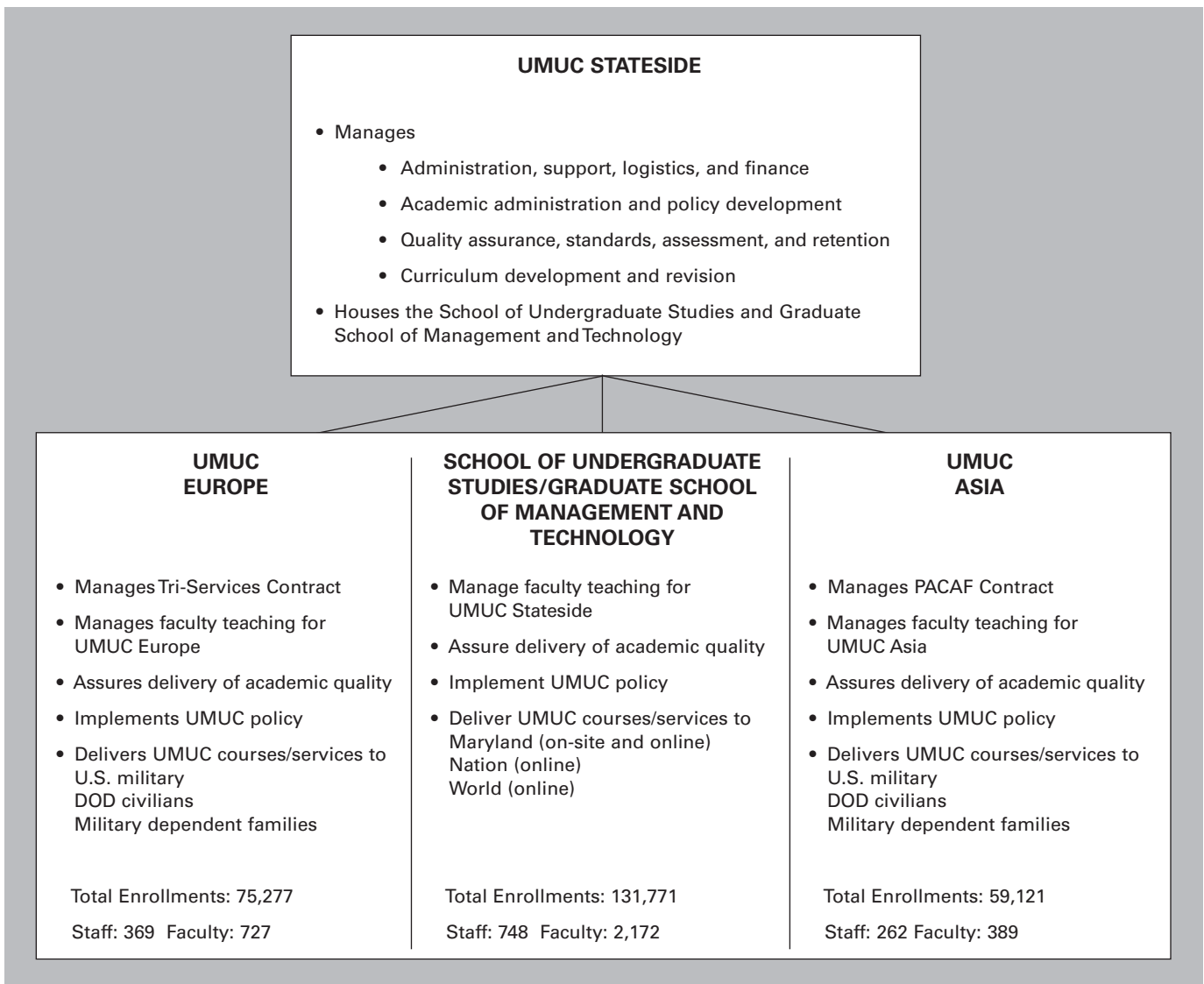


Figure 3. UMUC’s academic organizational structure

UMUC STATESIDE

As the worldwide headquarters for UMUC, UMUC Stateside houses the offices of the president, provost, and chief operating officer of UMUC, as well as UMUC's main academic units, the School of Undergraduate Studies and the Graduate School of Management and Technology. UMUC Stateside assists students within Maryland, the United States, or around the globe who wish to pursue their academic goals. In addition, UMUC Stateside provides academic support to assist faculty and their students in carrying out the instructional process. The departments that deliver such support include Faculty Affairs; Evaluation, Research, and Grants; Outcomes Assessment; Instructional Services and Support; and Information and Library Services.

School of Undergraduate Studies

<http://www.umuc.edu/ugp>

Since it was founded in 1947, UMUC has served undergraduate students with a tradition of academic excellence and innovation. Undergraduate programs lead to a Bachelor of Arts (BA), Bachelor of Science (BS), or Bachelor of Technical and Professional Studies (BTPS). A complete list of undergraduate degree and certificate programs is available online at http://www.umuc.edu/ugp/ugp_degrees.html. Students may choose from 26 majors, including 20 available online. Students may give greater focus to their curriculum by selecting one of 36 minors, including 24 available online, or by choosing to complete one or more of 43 certificates, 23 of which may be completed entirely online.

Graduate School of Management and Technology

<http://www.umuc.edu/grad>

Originally founded in 1978, the Graduate School of Management and Technology's programs now include the Doctor of Management, 19 master's degrees, and more than 40 graduate certificates. A complete list of degree and certificate programs is available online at http://www.umuc.edu/grad/degrees/degrees_home.shtml.

All degrees may be completed either online or on-site, with the exception of the Doctor of Management, which has on-site requirements. Several programs are offered in a format that combines some online with some classroom-based instruction.

UMUC EUROPE

<http://www.ed.umuc.edu>

For more than 55 years, the goal of UMUC's programs in Europe has been to provide quality academic programs and services to members of the U.S. military community throughout the European Command. Currently, UMUC Europe serves U.S. Army members and their families in Europe under the auspices of a 10-year U.S. Army's Tri-Services Education Contract that commenced in 2003. Faculty and staff are employed by the university under these military contracts for the purpose of delivering university programs and services at the locations specified by the Department of Defense. UMUC associate's, bachelor's, and master's degree programs are offered, in cooperation with education centers, on nearly 80 U.S. Army, Air Force, and Navy bases; on NATO installations; and at Central Command bases in the Middle East. UMUC Europe also offers graduate programs in consortium with Bowie State University.

UMUC ASIA

<http://www.asia.umuc.edu>

UMUC's program in Asia dates back to 1956, when, upon the invitation of the U.S. military, the first UMUC courses were offered in Asia and the Pacific to serve military students, Department of Defense civilians, and their family members. Currently, UMUC Asia serves all four U.S. armed services in the Pacific Command under a six-year contract (which commenced in 2003) awarded by the Pacific Air Forces Contracting Office. UMUC Asia serves its community within the boundaries of its military contract. Faculty and staff are employed by the university under these military contracts for the purpose of delivering university programs and services. In Asia, UMUC undergraduate courses are offered in cooperation with education centers on U.S. Army, Air Force, Navy, and Marine Corps installations throughout the Pacific Command. Students are able to earn credits applicable to UMUC associate's and bachelor's degrees and certificates.

WORLDWIDE ACADEMIC STRUCTURE

UMUC's mission is to serve the educational needs of nontraditional students, and UMUC's worldwide academic structure is designed to help faculty achieve this mission. The following sections provide a brief description of the responsibilities of UMUC's faculty and academic administrators. A chart listing the detailed responsibilities of UMUC's academic directors, program directors, area directors, assistant- and associate-level deans, and chairs is located in the Appendix.

Faculty

UMUC is a teaching university. Faculty are appointed to teach assigned UMUC courses and to help the university's students accomplish their educational objectives. Faculty use UMUC's developed curriculum, course materials, and common syllabi and enhance these courses by contributing their own assignments, case studies, grading and evaluation, years of professional experience, and ability to engage and challenge students in their field of expertise. In addition to their regular teaching activities, faculty members may be asked to develop specific UMUC courses, teach training modules, serve as mentors to other UMUC faculty members, contribute to policy development, or serve on committees and advisory boards.

The primary contact for UMUC Stateside undergraduate faculty is their academic director. The primary contact for UMUC Stateside graduate faculty is their program director.

The primary contact for UMUC Europe and UMUC Asia faculty is their respective area director in Europe or Asia. For curriculum-related issues, the primary contact for Europe and Asia faculty is their division academic director.

Academic and Program Directors

UMUC Stateside academic directors and program directors are collegiate faculty who serve as the worldwide leaders for their respective academic area or discipline. They are responsible for the development and revision of the university curricula in their respective academic area or discipline. In addition, UMUC Stateside academic and program directors are responsible for the delivery of programs and courses to students throughout Maryland and the United States, as well as to international students. In this capacity, they review and approve faculty to teach, monitor faculty performance, and advise faculty on curricula and policy issues. UMUC Stateside academic and program directors report to their respective assistant dean in the School of Undergraduate Studies or chair in the Graduate School of Management and Technology.

Academic directors in UMUC Europe and UMUC Asia are collegiate faculty who advise their respective faculty on curricula and policy issues and ensure that offerings in UMUC Asia and UMUC Europe meet UMUC standards. They work with the UMUC Asia or UMUC Europe division director and area directors to recruit, evaluate, and orient new faculty; review credentials; and approve faculty to teach specific UMUC courses in their division. Academic directors in Europe and Asia report to UMUC Stateside academic directors on issues related to the UMUC curriculum; they report to their respective associate dean for all divisional operational matters.

UMUC Europe and UMUC Asia Area Directors

Area directors are collegiate faculty members who manage all aspects of UMUC program delivery at installations in their geographic area of responsibility. They serve as the local UMUC Asia or UMUC Europe representative to the military. The area directors construct course schedules for installations in their academic areas consistent with the university's curriculum requirements and in coordination with local education services officers (ESOs). They also recruit, orient, assign, and retain faculty and supervise field representatives at each installation. Area directors report to their respective division director.

Assistant and Associate Deans and Chairs

UMUC Stateside's assistant deans (School of Undergraduate Studies) and chairs (Graduate School of Management and Technology) oversee UMUC's academic departments worldwide and lead the worldwide curricula efforts at the departmental level. They implement strategic academic initiatives and enforce academic standards across disciplines. UMUC Stateside's assistant deans and chairs also hold faculty rank, supervise UMUC Stateside academic and program directors, and report to the senior associate dean in the School of Undergraduate Studies and the dean of the Graduate School of Management and Technology, respectively.

UMUC Stateside's associate deans focus on strategic academic projects, including the development and compliance of new curricula and academic policies with the university's academic standards and strategic goals. They represent the deans on various UMUC Stateside and UMUC worldwide committees and assist the dean in the development of UMUC Stateside departmental and school budgets. In the School of Undergraduate Studies, the senior associate dean oversees worldwide undergraduate faculty evaluation and academic policy compliance. The senior associate dean also manages day-to-day operations of the School of Undergraduate Studies and supervises the UMUC Stateside assistant deans. All of these positions hold faculty rank and report directly to the dean of the School of Undergraduate Studies or the dean of the Graduate School of Management and Technology.

The associate deans in UMUC Europe and UMUC Asia serve as the senior academic officer of their respective division. They provide leadership to the implementation of UMUC academic initiatives in UMUC Asia and UMUC Europe and ensure that all programs and courses offered in UMUC Asia and UMUC Europe comply with UMUC academic policy. UMUC Europe and UMUC Asia associate deans hold faculty rank and supervise their respective academic and program directors; they report to either the UMUC Asia or UMUC Europe division director as appropriate.

UMUC Europe and UMUC Asia Division Directors

The division directors of UMUC Asia and UMUC Europe are senior administrators who have overall responsibility for carrying out the university's strategic goals and fulfilling the requirements of the division's U.S. government contract. Each division director has the authority to manage day-to-day operations and make decisions regarding UMUC Asia or UMUC Europe consistent with institutional policy and contract compliance. The division directors also serve as UMUC's primary contact for senior U.S. military leaders, senior educational services officials, and government contracting officials. The division associate dean, area directors, and certain functional directors in each division report to the division director.

The UMUC Europe and UMUC Asia division directors report to the vice president, Overseas Military Programs, who in turn reports directly to the university's provost and chief academic officer.

Deans and Provost

UMUC's deans lead the worldwide academic goals and initiatives of the School of Undergraduate Studies, the Graduate School of Management and Technology, UMUC Europe, and UMUC Asia and oversee academic quality. In addition, the deans are responsible for the delivery of UMUC Stateside's academic programs. The deans develop their respective school budgets and work with the provost and chief academic officer to establish academic policies and provide appropriate support and resources to their units to fulfill UMUC's mission. The deans report directly to the provost and chief academic officer.

The responsibility for the academic operations of UMUC worldwide, including the academic schools, UMUC Europe, UMUC Asia, and all academic support offices rests ultimately with the provost and chief academic officer. The provost and chief academic officer has a number of specialized staff and academic support departments to assist the operational units and faculty in fulfilling their roles. This handbook's sections on Teaching Resources, Professional Development Resources, Important UMUC Policies, and Communication Resources provide detailed information on academic support for faculty. A copy of the senior academic administration organizational chart can be found online at <http://www.umuc.edu/gen/academicorg.pdf>.

FACULTY PROFILE

Over the years, UMUC has grown and now boasts approximately 3,300 faculty members around the world. The UMUC faculty community includes collegiate and adjunct faculty members, librarians, and professors of the practice who teach on-site and online courses or serve in Information and Library Services. The majority of UMUC's "scholar/practitioner" faculty members hold advanced degrees in their academic discipline and complement this academic expertise with contemporary professional experience.

STUDENT PROFILE

UMUC provides higher education opportunities to working adults. The median age for students enrolled in UMUC Stateside's undergraduate programs is 32, and four out of five undergraduate students enrolled in UMUC Stateside's programs are also working full-time. Thirty-one percent of UMUC Stateside students are African American; minority students make up 42 percent of the total enrollment. UMUC Europe and UMUC Asia enrollments reflect similar percentages.

UMUC is the second largest university in the state of Maryland and offers on-site instruction at 17 sites throughout Maryland. In fiscal year 2004, the number of individual students enrolled in UMUC Stateside programs was 37,818.

UMUC is the leading education provider for the U.S. military. In fiscal year 2004, UMUC Europe and UMUC Asia offered on-site classes in approximately 23 countries throughout the world, enrolling 27,777 and 22,457 individual students, respectively.

UMUC is a world leader in online education. In fiscal year 2004, UMUC offered 561 distinct courses online and had 126,341 online course enrollments.

For more information, faculty should visit <http://www.umuc.edu/ip>.

UNIVERSITY OFFICERS

Biographies of current members of the president's Executive Council and cabinet can be found at <http://www.umuc.edu/president/cabinet>.

SHARED GOVERNANCE

<http://www.umuc.edu/gov>

In accordance with USM Policy I-6.00 Policy on Shared Governance in the University System of Maryland, UMUC has developed a shared governance structure that allows stakeholders to provide input to, and be informed about, significant institutional decisions. Each shared governance body within this structure acts in an advisory capacity to the president and other university officers.

UMUC provides separate governance bodies for each stakeholder group—Student Advisory Council, Faculty Advisory Council, and Global Staff Advisory Council—as well as an institution-wide shared governance body, the University Advisory Council. The advisory councils consist of a minimum of 12 representatives, all elected by the stakeholders themselves. Four representatives are chosen from each stakeholder advisory council to sit on the University Advisory Council.

A diagram depicting the role of shared governance within the university can be found at <http://www.umuc.edu/gov/structure.html>. More details regarding the makeup of UMUC's shared governance and the issues that the advisory councils address can be found in UMUC Policy 20.20 Governance (<http://www.umuc.edu/policy/gen2020.shtml>).

Faculty Advisory Council

<http://www.umuc.edu/gov/fac>

The Faculty Advisory Council is structured to ensure representation of all faculty in a common, university-wide advisory body. The Faculty Advisory Council advises the provost, vice provosts, and any others designated by the provost on faculty issues and UMUC's research agenda. The e-mail addresses for current council representatives can be found online at <http://www.umuc.edu/gov/fac>.

Faculty Rights and Responsibilities

The academic enterprise is characterized by reasoned discussion between student and teacher, mutual respect for the learning and teaching process, and intellectual honesty in the pursuit of new knowledge. By tradition, students and teachers have certain rights and responsibilities which they bring to the academic community. UMUC faculty members' rights and responsibilities for academic integrity can be found in USM Policy III-1.00 Policy on Faculty, Student, and Institutional Rights and Responsibilities for Academic Integrity (<http://www.usmd.edu/Leadership/BoardOfRegents/Bylaws/SectionIII/III100.html>).

The inherent requirement for integrity in the quest for knowledge and in the creation of scholarly and artistic works is fundamental to the academic purpose. Deviations from the proper conduct of scholarly work erode the public's confidence in science, in scholarship, and in institutions of higher education. The USM expects that the highest ethical standards, as well as compliance with public laws and regulations, will prevail in the conduct of its activities. The USM considers misconduct in scholarly work by any of its employees a breach of contract. In accordance with USM Policy III-1.10 Policy on Misconduct in Scholarly Work (<http://www.usmd.edu/Leadership/BoardOfRegents/Bylaws/SectionIII/III110.html>), UMUC established UMUC Policy 70.10 Misconduct in Scholarly Work (<http://www.umuc.edu/policy/aa07010.shtml>) to instill and promote the principles of professional integrity, to prevent scholarly misconduct, and to discover and censure instances of misconduct when they occur. This policy includes procedures for handling scholarly misconduct (the process for handling student academic dishonesty and plagiarism can be found in the section on Student Assessment).

It is recognized that legitimate problems, differences of opinion, complaints, or grievances will occasionally arise in the relationship between the institution and its faculty. On occasion, however, complaints will arise that cannot be resolved through informal discussion. In accordance with USM Policy II-4.00 Policy on Faculty Grievances (<http://www.usmb.usmd.edu/Leadership/BoardOfRegents/Bylaws/SectionII/II400.html>), UMUC has developed Policy 45.0 Faculty Grievance Procedures (<http://www.umuc.edu/policy/fac04500.shtml>) to address problems, differences of opinion, or complaints.

All UMUC faculty are expected to enforce UMUC policies and to participate in the proceedings under the UMUC policies.

Faculty Administration

FACULTY RECRUITMENT, APPOINTMENT, RANK, AND PROMOTION

UMUC Policy 181.00 Faculty Appointment, Rank, and Promotion (<http://www.umuc.edu/policy/fac18100.shtml>) governs appointment, rank, and promotion for all of UMUC's faculty, including collegiate faculty, adjunct faculty, professors of the practice, and librarians. All faculty positions at UMUC are non-tenure track and nontenured.

Requirements for Appointment and Promotion

In accordance with the UMUC Policy 181.00 Faculty Appointment, Rank, and Promotion, UMUC appoints and promotes faculty on the basis of their academic, professional, and teaching experience; professional activity; scholarship; service; and teaching effectiveness. Faculty appointment is conditional upon the university's receipt of a current verified curriculum vitae or résumé and certified copies of any transcripts reflecting the award of degrees listed on their curriculum vitae or in other information provided to the university. The university may require additional verification of certain items (e.g., work permit) as appropriate.

Each faculty member must notify UMUC of a change in the country in which he or she is located while working. A faculty appointment with UMUC Stateside is based upon the location initially reported. If a country location is changed, UMUC reserves the right to review the impact and effect of the proposed change on UMUC. Such review will be on a case-by-case basis. Due to the applicability of local laws and international agreements, it may not be possible or practical for UMUC Stateside to accommodate proposed changes in location. UMUC Stateside reserves the right to terminate a faculty appointment when a faculty member changes work location from one country to another.

Faculty Categories and Ranks

UMUC Policy 181.00 Faculty Appointment, Rank, and Promotion (<http://www.umuc.edu/policy/fac18100.shtml>) establishes the faculty positions and ranks used by UMUC. These include collegiate or adjunct instructor, collegiate or adjunct assistant professor, collegiate or adjunct associate professor, and collegiate or adjunct professor; professor of the practice; and librarian I, librarian II, librarian III, and librarian IV.

Collegiate Faculty Appointment Documents

UMUC Stateside's collegiate faculty includes both individuals hired exclusively as faculty members and UMUC senior academic staff whose professional responsibilities are directly related to the instruction, research, scholarship, and service carried out by the academic affairs units. For the first group, being a collegiate faculty member is a primary duty. For the second group, it is a concurrent duty.

Primary duty collegiate faculty receive an appointment agreement that sets out their teaching loads. The appointment agreement and the applicable policies and practices of UMUC, as discussed in the appointment agreement, establish the terms and conditions of the faculty appointment.

Concurrent duty collegiate faculty receive an assignment for each course they will teach. Serving as a faculty member does not change their primary status as a staff employee; however, the obligations and UMUC-provided teaching resources applicable to faculty that are set out in this handbook and in UMUC's policies apply to concurrent duty collegiate faculty in connection with their faculty assignments.

Appointment agreements and assignments (collectively "appointment document") should be read carefully and signed as indicated, and the original of the agreement must be returned in a timely manner. If any of the information appears to be incorrect or if there is a question about salary or rank, faculty should contact Faculty Services immediately. If academic rank was not indicated in the appointment agreement, UMUC will bestow rank, in accordance with its applicable policies and practices, when a faculty member has submitted complete supporting documentation. Faculty members who do not submit all of the required payroll and/or benefit documents in a timely manner may experience difficulty in the processing of their paychecks.

It is the faculty member's responsibility to understand all the terms and conditions of his or her appointment document, this handbook, and the UMUC policies and practices that are applicable.

Adjunct Faculty Appointment Documents

UMUC Stateside's adjunct faculty includes both individuals hired exclusively as faculty members and UMUC staff whose professional responsibilities are not directly related to the instruction, research, scholarship, and service carried out by Academic Affairs. For the first group, being an adjunct faculty member is a primary duty. For the second group, it is a concurrent duty.

Primary duty adjunct faculty receive an appointment agreement for each class taught. All appointment agreements in effect at the same time constitute a single agreement with UMUC. The appointment agreements and the applicable policies and practices of UMUC, as discussed in the appointment agreement, establish the terms and conditions of the faculty appointment.

Concurrent duty adjunct faculty receive an assignment for each course they will teach. Serving as a faculty member does not change their primary status as a staff employee; however, the obligations and UMUC-provided teaching resources applicable to faculty that are set out in this handbook and in UMUC's policies apply to concurrent duty adjunct faculty in connection with their faculty assignments.

Appointment agreements and assignments (collectively "appointment document") should be read carefully and must be signed, as indicated, and the original of the agreement must be returned in a timely manner. If any of the information appears to be incorrect or if there is a question about salary or rank, faculty should contact Faculty Services immediately. If

academic rank was not indicated in the appointment agreement, UMUC will bestow rank, in accordance with its applicable policies and practices, when a faculty member has submitted complete supporting documentation. Faculty members who do not submit all of the required payroll and/or benefit documents in a timely manner may experience difficulty in the processing of their paychecks.

It is the faculty member's responsibility to understand all the terms and conditions of his or her appointment document, this handbook, and the UMUC policies and practices that are applicable.

Participation Status/Faculty Roster

UMUC offers individuals selected to join the UMUC faculty or who have previously taught for UMUC an opportunity to participate, or continue to participate, in the UMUC faculty community. Once individuals have been selected to join UMUC's faculty they may be in Participation Status for up to 18 months before their employment agreement takes effect and may remain in Participation Status for up to 18 months after their teaching obligations have ended. Participation Status is an official volunteer program and is not an active employment status. Participation Status is granted solely at the discretion of UMUC and is not an entitlement or right.

While in Participation Status, an individual remains on UMUC's faculty roster and UMUC may identify him or her as being a member of UMUC's faculty. While in Participation Status, an individual may be invited to join in various faculty-related activities, (such as faculty meetings and course-related discussions) and access faculty resources (such as MyUMUC, UMUC's online academic and administrative services portal, and the examination of course-related materials).

A person in Participation Status is bound by the provisions of this handbook and by UMUC policies and procedures, as if he or she were an active employee. In addition, an individual in Participation Status agrees that he or she is bound by the obligations of confidentiality imposed by law on UMUC employees.

Subject to the explanation above, UMUC will consider an eligible individual in Participation Status and bound by the provisions of this section, unless an individual requests otherwise.

Maintaining Accurate Faculty Information

In order to generate appointment documents, paychecks, mailing labels, and e-mail and hard-copy notices, UMUC staff rely on the faculty records contained in MyUMUC, available at <https://my.umuc.edu>. (More information on MyUMUC is provided in the Teaching Resources Section of this handbook). Faculty should update any changes in their personal information through the staff portal of MyUMUC. Any faculty member who has legally changed personal information must submit appropriate paperwork to the Office of Human Resources for processing.

Cancellation of Courses

UMUC Stateside reserves the right to cancel any course. UMUC Stateside departments contact faculty directly via e-mail, phone, or regular mail regarding any changes to a course assignment. In accordance with UMUC Policy 210.70 Cancellation of Courses (www.umuc.edu/policy/aa21070.shtml), appropriate UMUC Stateside departments will notify students about cancellations.

Renewal of Appointment

Renewal of faculty appointment is in accordance with UMUC Policy 181.00 Faculty Appointment, Rank, and Promotion (<http://www.umuc.edu/policy/fac18100.shtml>). UMUC is under no obligation to renew an appointment.

Termination of Appointment

Although faculty appointments are for a stated period, they may be subject to earlier termination. Faculty appointment is subject to termination in accordance with UMUC Policy 181.00 Faculty Appointment, Rank, and Promotion (<http://www.umuc.edu/policy/fac18100.shtml>).

If a faculty member decides to terminate his or her appointment with UMUC, he or she will be required to do the following:

- Turn in all final grades.
- Clear with Human Resources and leave a forwarding address for W-2 mailing.
- Return books to library and turn in any keys and equipment.
- Check with Human Resources about cancellation of benefits and the options for continuing health insurance, as applicable.

FACULTY WELCOME PACKAGE

All UMUC Stateside faculty members receive a welcome package from UMUC Stateside that contains useful employment information. In an e-mail, faculty members are sent information (user ID and password) to access online faculty services via MyUMUC.

Faculty members are also provided a faculty identification (ID) card. The faculty ID card entitles faculty to use UMUC's Information and Library Resources. Depending on the faculty member's academic discipline, faculty also are automatically rostered into their online discipline-specific 999 Web site.

More information on MyUMUC, Information and Library Services, and UMUC's discipline-specific 999 Web Sites for faculty can be found in the Teaching Resources section of this handbook.

TEACHING ASSIGNMENTS

In the School of Undergraduate Studies, the applicable academic director is responsible for staffing all courses and sections each term. In the Graduate School of Management and Technology, the applicable program director is responsible for staffing all courses and sections each term.

Workload

Collegiate faculty

The standard instructional load for full-time collegiate faculty who are appointed by UMUC Stateside with a 12-month service period is 30 credits per academic year. The standard instructional load for full-time collegiate faculty appointed by UMUC Stateside with a 9-month service period is 24 credits during the term of the appointment agreement. UMUC Policy 181.20 Faculty Workload (<http://www.umuc.edu/policy/fac18120.shtml>) provides complete information.

Adjunct faculty

The workload for adjunct faculty is based upon a full-time load of 30 credits per academic year. In general, no adjunct faculty may teach more than 50 percent of the full-time teaching load or no more than 15 credits over an academic year. UMUC Policy 181.20 Faculty Workload (<http://www.umuc.edu/policy/fac18120.shtml>) provides complete information on this subject.

In addition to teaching within the term dates, all faculty are required to perform certain activities related to teaching their course(s) before or after the term dates. Examples of such related duties include modifying, submitting, and posting syllabi; attending meetings and workshops; collecting or returning teaching materials; creating Incomplete grades projects and makeup exams; and submitting grades. Faculty assignments include these activities, and they are a required part of a faculty assignment. There is no additional compensation for these activities.

Overload Assignment for Collegiate Faculty

Individuals whose primary duty is as collegiate faculty may be requested to teach courses in excess of the established teaching load. These additional courses constitute internal overload teaching. Overload teaching is performed for UMUC for additional compensation for a specific, finite period of time, when such teaching is not stated in the appointment agreement. Collegiate faculty will receive a separate assignment for each overload course to be taught.

As stated earlier, concurrent duty collegiate faculty receive a concurrent teaching assignment letter for each course taught.

Internal overload teaching shall not exceed 15 credits for the 12-month academic year as stated in UMUC Policy 420.31 Procedures to Request and Approve Internal Overload

Teaching or Training by UMUC Annually Appointed Faculty, Academic Administrators, Associate Staff, and Nonexempt Staff (<http://www.umuc.edu/policy/fac42031.shtml>).

Concurrent Teaching Assignments

A concurrent teaching assignment may be terminated at any time for any reason including, without limitation, canceling of the assigned course or the assignment of another individual to that course. Notice will be given if a concurrent teaching assignment is terminated. Further, although UMUC may terminate a concurrent teaching assignment if an employee is separated from his or her primary employment with UMUC, UMUC may continue the concurrent teaching assignment, and the assignment letter will serve as an appointment agreement. Appointment agreements, under those circumstances, will be subject to the applicable policies and practices of the USM and UMUC; such policies and practices are not incorporated into an appointment agreement.

A concurrent teaching assignment is solely for the course or section assigned. UMUC may offer further concurrent teaching assignments but is not obligated to do so.

Concurrent teaching assignments shall not exceed 15 credits for the 12-month academic year. UMUC Policy 420.31 applies to concurrent teaching assignments as if the assignments were internal overload.

Additional Pay Assignments

Faculty members may be requested to perform other academic-related duties from time to time, including (but not limited to) course development, supervision of independent or doctoral studies, cooperative education mentoring or sponsorship, prior learning/EXCEL portfolio review, and work with the Center for Teaching and Learning (including serving as WebTycho trainers, peer mentors, coaches, etc.). To the extent that these duties are in excess of the established teaching loads in their appointment agreements, faculty performing these duties may be eligible to receive additional pay. These assignments are collectively referred to as “additional pay assignments.” Additional pay assignments are paid subject to the terms of the assignment.

An additional pay assignment may be terminated at any time for any reason including, without limitation, canceling of the assignment or the assignment of another individual to that assignment. Notice will be given if an additional pay assignment is terminated. Although UMUC may terminate any additional pay assignments if an employee is separated from his or her primary employment with UMUC, UMUC may continue the additional pay assignment, and the assignment letter will serve as an appointment agreement. Appointment agreements, under those circumstances, will be subject to the applicable policies of the USM and UMUC; such policies and practices are not incorporated into an appointment agreement.

An additional pay assignment is solely for the assignment(s) specified. UMUC may offer further additional pay assignments but is not obligated to do so.

Absences and Substitutions

If illness or emergency circumstances prevent a faculty member from attending an on-site class, the faculty member should immediately inform his or her academic director (School of Undergraduate Studies) or program director (Graduate School of Management and Technology) so that the students can be notified. On-site faculty members must utilize the Web-based enhancements of UMUC Stateside's on-site courses when absences occur and provide any appropriate materials at the next on-site class. Online faculty members must notify students and their academic director or program director immediately in case of emergency or well in advance if they plan to be unavailable for a few days. Faculty who "disappear" or cease to actively participate in their online course are subject to termination.

UMUC Stateside is responsible for finding and hiring on-site and online substitution faculty.

Support Personnel

In the School of Undergraduate Studies, faculty may be assigned a teaching assistant, trained by the Academic Support Program (<http://www.umuc.edu/ugp/asp>), to help with the teaching workload. The assistant dean and academic director who oversee each School of Undergraduate Studies department determine whether a course is eligible for academic support. Undergraduate faculty members can contact their departments to find out whether their courses are eligible or to request that their courses be made eligible for academic support.

The School of Undergraduate Studies Academic Support Program also employs student assistants, who are available to tutor students in some courses and programs. Software language assistants are student assistants who tutor students in computer programming languages. All student assistants are experts in their subject areas and can be useful resources for students, as well as for the faculty and teaching assistants.

Guest Lecturers

Occasionally, faculty may invite a guest lecturer to discuss special aspects of the course. The individual should be a well-qualified expert in the field who can bring new dimensions and insights to the topic. Guest lecturers may be eligible for a stipend.

Faculty should always check with their academic director or program director before making a commitment to a guest lecturer. Faculty must obtain their academic director's or program director's approval for payment of a guest lecturer's stipend, access to the online classroom, and/or parking permits. The faculty member must be present when the guest lecturer is in the classroom. Any exceptions must be cleared by the academic or program director. If possible, arrangements should be made at the beginning of the term.

FINANCIAL INFORMATION AND HUMAN RESOURCE POLICIES

Payroll Schedule

All UMUC Stateside faculty are paid throughout the term of their appointment agreements or course assignments, as applicable. Collegiate faculty, professors of the practice, and librarians are paid their salary in equal biweekly payments over the term of their appointment agreements. Adjunct faculty are paid during the term of their appointment agreements in accordance with the adjunct faculty pay schedule, available at <http://www.umuc.edu/faculty/payschedule.shtml>. Those faculty with concurrent assignments are paid on the adjunct faculty pay schedule for those concurrent assignments.

If a faculty member separates from service before the ending date of his or her appointment, the faculty member will be paid all earned salary that has not yet been paid in a single lump sum within 30 days of the end of the pay period in which the separation from service occurred. "Separation from service" has the same meaning as provided in Section 409A of the Internal Revenue Code and associated regulations and "includes any voluntary or involuntary termination from service, including (but not limited to) retirement or death."

Taxes

At the time of faculty appointment, and thereafter upon request, the Office of Human Resources is available to discuss the taxes or tax exemptions that may be applicable. However, the faculty member is responsible for understanding his or her own situation relating to taxes.

Health Insurance

UMUC Stateside collegiate faculty members may be eligible for benefits made available through UMUC based on their faculty position. These benefit plans are described in the current UMUC Stateside benefits packet. Faculty members eligible for coverage are urged to study the benefit plans carefully and select the benefits coverage that meets their individual needs. New employees are given an initial window during which they may enroll in the benefits offered, and open enrollment occurs at least annually. Faculty may request a copy of the current benefits packet, available through the Office of Human Resources, to learn more about any of the benefit plans offered.

Tuition Remission

Tuition remission may be available for faculty and staff and their families, within set limitations. UMUC Policy 353.2 Tuition Remission for Spouses and Dependents of UMUC Faculty and Staff (<http://www.umuc.edu/policy/hr35320.shtml>) and UMUC Policy 353.00 Tuition Remission for Faculty and Staff and Their Family Members in UMUC Courses (<http://www.umuc.edu/policy/hr35300.shtml>) provide further information.

Annual Leave

Information on annual leave is provided in USM Policy II-2.40 Policy on Annual Leave for Faculty (<http://www.usmd.edu/Leadership/BoardOfRegents/Bylaws/SectionII/II240.html>).

Sick Leave

USM Policy II-2.30 Policy on Accident Leave and Creditable and Noncreditable Sick Leave for Faculty Members (<http://www.usmd.edu/Leadership/BoardOfRegents/Bylaws/SectionII/II230.html>) governs the accrual and use of sick leave.

Other Leave

UMUC Stateside faculty may be entitled to other types of leaves. Faculty may view the USM faculty policies at <http://www.usmd.edu/Leadership/BoardOfRegents/Bylaws/SectionII> or contact UMUC's Office of Human Resources for more information.

Travel

Faculty may need to travel on occasion. UMUC Policy 380.10 Travel Policy (<http://www.umuc.edu/policy/fisc38010.shtml>) outlines the procedures. Travel voucher forms are available by sending a request to faculty_services@umuc.edu.

Official Meal Expenses

UMUC recognizes that employees may need to pay for meals for official (nonstate, non-university) guests. Specific information may be found in UMUC Policy 390.20 Official Meal Expenses Policy (<http://www.umuc.edu/policy/fisc39020.shtml>).

Financial Support for Professional Development

Attendance at conferences, workshops, seminars, and other professional meetings is deemed important in keeping faculty abreast of new developments in their fields. To encourage faculty to engage in such professional development, UMUC supplies limited financial support. Further information is provided by the Center for Teaching and Learning at <http://www.umuc.edu/facdev>. Faculty should also contact their academic director or program director for additional information.

Classroom Administration

ACADEMIC CALENDAR

At UMUC Stateside, the academic year includes

Standard Term: The traditional semester, offered in spring, summer, and fall, lasts 12 to 15 weeks.

Session 1 and Session 2: These terms run half as long as the standard semester—six or seven weeks—and meet either twice a week or all day on Saturday or Sunday.

Midspring and Midfall: These terms are 15 weeks long, begin and finish after the standard terms, and offer only online undergraduate courses.

January Session: This term provides the opportunity to earn extra credit in only one month.

Executive Programs: Executive Programs have variable starting times.

UMUC Stateside's academic calendar can be found at <http://www.umuc.edu/calendar>.

Information about the academic calendar for UMUC Asia can be found at <http://www.asia.umuc.edu/areas/schedules/index.html>; the UMUC Europe academic calendar is available at <http://www.ed.umuc.edu/calendar/regdate.html>.

CLASS FORMATS

Online via UMUC's WebTycho

WebTycho is UMUC's online course delivery system that allows faculty to teach and students to learn over the Internet. These courses can be accessed by students anytime, at home or in their workplace. Although faculty are not required to be in the online classroom at any specific time, online classes are governed by the same academic standards as on-site courses.

Faculty in UMUC's online classes use WebTycho to teach lessons, engage in intellectual discourse, distribute course materials, post assignments, and receive and return assignments. WebTycho offers asynchronous conferencing features that enable students to participate in ongoing discussions with faculty and classmates anytime and from anywhere in the world. WebTycho also allows students to work collaboratively on group assignments and projects. The chat feature of WebTycho may be used for optional discussions; however, this synchronous feature may not be used for any required activities of the course.

Faculty may access their online classes via WebTycho only after being staffed officially. Once staffed, faculty will be able to access their WebTycho classrooms four weeks before the start of classes. Faculty unable to access their WebTycho classrooms at the appropriate time should contact their academic director (School of Undergraduate Studies), program director (Graduate School of Management and Technology), or the Center for Teaching and Learning (at <http://www.umuc.edu/facdev>) regarding the status of the class.

Teaching a distance education class via WebTycho requires that the faculty member complete a specialized online training course, Teaching with WebTycho. Faculty should visit <http://www.umuc.edu/facdev/training.html> or contact their academic director (School of Undergraduate Studies) or program director (Graduate School of Management and Technology) for more information. To learn more about WebTycho, visit the WebTycho help site at <http://tychousa.umuc.edu/wtdocs/wthelp/index.html>. Faculty may also explore WebTycho by going to <http://www.umuc.edu/gen/virtuniv.html>, clicking on Enter WebTycho, and by following the directions to register as a guest.

On-Site

UMUC offers a variety of on-site class formats, including abbreviated terms. Generally, classes enroll around 25–35 students. Most on-site classes meet at night, typically once a week during 15-week terms. On-site classes are usually scheduled to meet during three-hour periods, such as 6:30 to 9:30 p.m. Within that period, students should receive two and one-half hours of actual classroom instruction or contact time. UMUC also offers accelerated daytime and weekend classes to meet the needs of adult learners. Courses may carry from 1 to 6 credits.

All UMUC Stateside undergraduate and graduate on-site classes are WebTycho-enhanced, and faculty must use this feature. WebTycho is a useful tool for communicating with students, encouraging students to communicate with one another, posting course materials, and managing assignments and course records. By utilizing WebTycho's features, faculty incorporate online learning opportunities for their students.

Prior to teaching a WebTycho-enhanced class, undergraduate faculty are required to take the on-site or online version of UMUC's workshop Using WebTycho as an Enhancement to Your Face-to-Face Classroom. Details and registration information for this course can be found at <http://www.umuc.edu/facdev>. Graduate faculty are required to complete the specialized online training course Teaching with WebTycho and should visit <http://www.umuc.edu/facdev/training.html> or contact their program director for more information. Further resources and support for using WebTycho to enhance an on-site class are available from the *DE Oracle @ UMUC* at <http://info.umuc.edu/de/ezine>. Faculty should contact their academic director (School of Undergraduate Studies) or program director (Graduate School of Management and Technology). To learn more about WebTycho, faculty should visit the WebTycho help site at <http://tychousa.umuc.edu/wtdocs/wthelp/index.html>. Faculty may also explore WebTycho by going to <http://www.umuc.edu/gen/virtuniv.html>, clicking on Enter WebTycho, and following the directions to register as a guest.

CLASS MEETINGS

Academic directors and program directors coordinate class schedules based on the curricular needs of the student population and other factors. Faculty members may not change the time, days, location, or format of a class. Even if the majority of students want to make changes, faculty are obligated to meet with the class as it was originally scheduled and as students thought it would meet when they registered.

The first class meeting is to be conducted as a regular, complete class session for the full amount of instruction time.

Classes that are held online will be scheduled to start the first day of the term. Faculty should use their time online to encourage participation and interactivity. Students are expected to do the same amount of work in an online course as they would in an on-site course and achieve the same learning objectives.

EMERGENCY CLOSURE

All university closures will be announced at <http://www.umuc.edu/weather>. Alternately, faculty and students may call 301-985-SNOW for up-to-date information. Media often confuse UMUC with other USM schools, and faculty should not rely solely upon television or radio updates.

RELIGIOUS OBSERVANCES

Students who miss a course session because of an observance of their religious beliefs must be allowed to make up any examinations, other written tests, or class work. They must have access to any handouts or other material distributed in class and have the opportunity to obtain or review any duplicated lecture notes or slides presented in class.

In accordance with UMUC Policy 51.00 Religious Observances (<http://www.umuc.edu/policy/aa05100.shtml>), UMUC prohibits scheduling examinations on the following religious holidays: Rosh Hashanah, Yom Kippur, and Good Friday.

DRESS CODE

UMUC does not have a dress code for its faculty, but faculty members are expected to dress in a professional manner.

DISABLED STUDENT ACCOMMODATIONS

If a faculty member is approached by a student who claims to be disabled and requires accommodations, the faculty member must immediately direct the student to the director, Veteran and Disabled Student Affairs (<http://www.umuc.edu/students/dss>, 800-888-UMUC ext. 7930, or 301-985-7466 TTY) who can assess the student's needs appropriately. If a student has been granted an accommodation by the Disabled Student Affairs office, faculty must comply with the accommodation. Faculty must not provide accommodations to students without the approval of the Disabled Student Affairs office. Please see Disabled Student Services in the Student Resources section for more details.

Classroom Instruction

Each faculty member brings his or her strengths to a UMUC class. UMUC has developed a variety of best practices and tools to assist faculty in providing the best environment for learning and for articulating for the student not only the goals of a specific course, but also the learning expectations of a student over his or her academic programs at UMUC.

BEST PRACTICES

Successful Classroom Practices

UMUC worldwide has made it a priority to deliver a quality education to its students via a rigorous, current, and relevant curriculum; strong academic services; and excellent academic management. Faculty in all divisions can support UMUC's mission by engaging in the recommended best practices and delivering the high level of education that UMUC students expect and deserve.

From UMUC's research, certain factors have emerged as critical to successful classes, both on-site and online. These include

- Careful and effective classroom planning and organization.
- Faculty's engagement with the topic and ability to create a stimulating learning environment.
- Communication and relevant application of knowledge.
- High level of faculty-to-student and student-to-student interaction, including rich and timely feedback on assignments and responses to questions and requests.
- Faculty presence (energetic and visible) in the online classroom as evidenced by frequent and regular new messages and responses.
- Empathy with students and commitment to their success as demonstrated by meaningful, personalized support.

Faculty should discuss these factors with their academic director or program director.

Classroom Interaction

UMUC strongly recommends that its faculty promote active student involvement in the class. High levels of class interactivity contribute to student learning, a feeling of connectedness, and overall student satisfaction.

In most courses, classroom activities are so integral to learning that even minimal achievement is unlikely without regular attendance and active participation. Faculty who base a portion of the final grade upon classroom and/or project participation should so inform their students at the beginning of the term. To avoid potential misunderstandings, faculty

should define class participation in the syllabus, including expectations regarding substance and frequency of participation, as well as the weight attached.

Availability to Students

UMUC does not provide on-site office space for most faculty members. Consequently, UMUC does not require faculty to hold formal office hours. However, students want and need to be able to consult with faculty. At the beginning of each class, faculty should set a regular, specific time, place, or method for student conferences and should announce their availability and willingness to assist students.

Faculty teaching on-site courses should plan to arrive early or stay after class to meet with students. Also, it is important that faculty be available by e-mail and telephone. All course syllabi must contain appropriate contact information (e-mail, telephone numbers, or office hours, if appropriate) and times faculty are available for consultation.

Essential Resources on Best Practices

UMUC's teaching expectations may be found at <http://www.umuc.edu/facdev/expectations>. These expectations are recommendations for successful teaching. Information about additional resources for faculty is available in the Teaching Resources and Professional Development Resources sections of this handbook.

UMUC'S CORE LEARNING AREAS

UMUC has adopted specific core learning areas for the School of Undergraduate Studies and the Graduate School of Management and Technology to ensure that UMUC's adult students receive an education that is rich in breadth, depth, and applicable knowledge and training. The selection of the core learning areas for each school was based upon (1) expectations set forth in the accreditation guidelines of the Commission on Higher Education of the Middle States Association of Colleges and Schools, (2) student learning policy as guided by the Maryland Higher Education Commission, and (3) the scope and nature of undergraduate and graduate programs at UMUC. The core learning areas affect UMUC offerings worldwide.

School of Undergraduate Studies Core Learning Areas

The core learning areas for the School of Undergraduate Studies are identified and defined in the following chart.

Theme	Definition
Effective Communication	Demonstrate competence in effective writing and oral communication.
Technology Fluency	Understand information technology broadly enough to apply technology productively to academic studies, work, and everyday life; recognize when information technology would assist or impede the achievement of a goal; and adapt to the changes in and advancement of information technology.
Information Literacy/ Research Competence	Demonstrate competence in the information literacy standards adopted by the School of Undergraduate Studies and the Graduate School of Management and Technology.
Globalization/Diversity	Demonstrate knowledge of other cultures and the ability to respond appropriately to a variety of cross-cultural situations.
Quantitative Literacy	Demonstrate the application of mathematical and numerical reasoning skills.
Critical Thinking	Demonstrate the use of analytical skills and reflective processing of information.
Scientific Literacy	Demonstrate the ability to understand key concepts and principles of the natural, social, and behavioral sciences and apply these principles appropriately within personal lives.
Historical Perspective	Demonstrate knowledge of relationships to other times and cultures, past and present, and an appreciation of major contributions of various events and individuals to human civilization; gain a chronological knowledge of the past and/or factual knowledge of a specific historical period; and study historical topics, trends, or events in context of other disciplines to foster an understanding of issues of cause and effect.
Civic Responsibility	Demonstrate knowledge of other cultures and the ability to apply knowledge to engage and negotiate different perspectives, understand the consequences of actions on the physical environment and on the lives of others at the local and global levels, respect human rights, and exercise ethical judgment in personal and professional lives.
Specialized Knowledge	Demonstrate the ability to apply the disciplinary knowledge and skills appropriate for the chosen field of study.

Graduate School of Management and Technology Core Learning Areas

The core learning areas for the Graduate School of Management and Technology are identified and defined in the following chart.

Theme	Definition
Effective Communication	Demonstrate competence in effective writing and oral communication.
Technology Fluency	Understand information technology broadly enough to apply technology productively to academic studies, work, and everyday life; recognize when information technology would assist or impede the achievement of a goal; and adapt to the changes in and advancement of information technology.
Information Literacy/ Research Competence	Demonstrate competence in the information literacy standards adopted by the School of Undergraduate Studies and the Graduate School of Management and Technology.
Globalization/Diversity	Demonstrate knowledge of other cultures and the ability to respond appropriately to a variety of cross-cultural situations.
Quantitative Literacy	Demonstrate the application of mathematical and numerical reasoning skills.
Critical Thinking	Demonstrate the use of analytical skills and reflective processing of information.
Specialized Knowledge	Demonstrate the ability to apply the disciplinary knowledge and skills appropriate for the chosen field of study.

At UMUC, the Outcomes Assessment office is currently evaluating efforts and developing strategies to imbed these core learning areas within each course curriculum and academic program in alignment with the university's strategic goals. More information on the Outcomes Assessment office can be found in the Professional Development Resources section of this handbook.

COURSE SYLLABI

All UMUC courses require a syllabus that outlines the university's and the faculty member's course expectations. Syllabi include a course description, learning objectives, the course grading system and assignments, required texts, and information on key academic policies. Academic and program directors provide faculty with guidelines and suggestions for developing a syllabus. Other syllabus resources may be available on discipline-specific faculty 999 Web sites or the *DE Oracle @ UMUC* at <http://info.umuc.edu/de/ezine>. It is imperative for faculty to complete and submit their syllabus in a timely fashion.

Undergraduate Syllabi

Each term, about four weeks before classes begin, Faculty Services sends an e-mail to undergraduate online faculty describing the instructions and deadlines for customizing and submitting a syllabus. On-site faculty members receive instructions from their academic directors. Once a faculty member has submitted his or her syllabus, the academic director will review it.

Graduate Syllabi

Upon confirmation of teaching assignments, graduate faculty are issued a copy of the approved standard syllabus for each course to be taught, along with instructions on customizing and posting a syllabus.

LEARNING OBJECTIVES

As mentioned above, the syllabus contains the learning objectives of the course. The learning objectives for each course are developed by UMUC to align with the learning objectives of the overall discipline curriculum and other UMUC academic initiatives, such as UMUC's core learning areas. Undergraduate faculty members first view the learning objectives for the course when they are contacted to customize their syllabus; the learning objectives for their course should already be embedded in the standardized sections of the syllabus. Graduate faculty receive access when they are issued a copy of the approved standard syllabus for their course. Faculty may request an advance copy of the course learning objectives from their academic director (undergraduate faculty) or program director (graduate faculty). Faculty members must not alter, add to, or omit any of the learning objectives for their courses.

Learning objectives state the learning expectations for the student. Comprehensive learning objectives help students understand what they are to accomplish and how they are to demonstrate their learning in the course. Not only should the learning objectives be highlighted and discussed at the beginning of the course, but they should be further reinforced by reminders throughout the class and explicit linkages with assignments. Faculty should closely align assignments and activities with learning objectives and provide adequate practice to master objectives. When designing assignments, faculty may focus on one or more objectives with a single assignment or may want to approach the same objective(s) with more than one mode or type of approach, giving consideration to possible different learning styles.

Faculty should visit their discipline-specific faculty 999 Web site or speak to their academic director or program director for assistance.

POST-COURSE DEVELOPMENT ENHANCEMENTS

Faculty members may bring additional resources, such as media enhancements, into the classroom to enrich and complement the existing class structure. These types of additional resources are often referred to as “post-course development enhancements.”

While many students may come to expect learning in a media- and technology-rich online environment, for some students, media enhancements can add challenges. Within UMUC, there are resources faculty can consult if they wish to seek advice on using media enhancements for the online or on-site classroom. The Center for Media and New Technology (formerly known as the Center for the Virtual University) has several resources that can aid faculty in making decisions about adding post-course development enhancements to their courses (see the Professional Development Resources section).

Faculty should contact their academic director (School of Undergraduate Studies) or program director (Graduate School of Management and Technology) or visit their discipline-specific 999 Web site for more information.

RESEARCH WITH HUMAN SUBJECTS

In accordance with USM Policy IV-2.10 Policy on Human Subjects of Research, UMUC faculty, staff, and students who wish to conduct research involving human subjects must adhere to UMUC Policy 130.25 Conducting Research Involving Human Subjects (<http://www.umuc.edu/policy/research13025.shtml>) before conducting any research. Individuals external to UMUC who wish to conduct research involving UMUC faculty, staff, and/or students must also adhere to UMUC Policy 130.25 before conducting any research.

Student Assessment

LEARNING ASSESSMENT

UMUC is committed to creating a visible culture of learning assessment throughout the institution. Building a learning assessment culture requires defining institutional expectations for what constitutes a learning assessment culture, as well as identifying the specific responsibilities of university constituents in sustaining a learning assessment culture. As the primary facilitators of student learning and designers of the learning environment, faculty members are the key individuals in assessing the extent to which student learning matches intended outcomes. In building a learning assessment culture, faculty should

- Implement a variety of learning assessment activities that support the collection of reliable data and findings.
- Adhere to established outcomes, goals, and objectives of a given program or course.
- Utilize direct and indirect assessment measures aligned with the curricular goals and objectives of a given program or course.
- Advocate continuous assessment of student learning as an institutional priority.
- Collaborate in the use of learning assessment results to facilitate programming change and instructional innovation.

UMUC conducts student assessment at the institutional level, the program level, and the course level. First, institutional-level assessment is conducted using various measures that include, but are not limited to, standardized achievement examinations, external scoring of assignments using rubrics or other objective measures, and assessment tools embedded within required coursework. Next, program-level assessment is conducted using various measures that include, but are not limited to, professional or certification examinations, capstone projects, and portfolios of student work. Finally, assessment at the course level ensures that all UMUC graduates acquire the knowledge and skills appropriate for the specific discipline, as well as demonstrate knowledge and skills in the designated core learning areas. Faculty conduct course-level assessment using various measures that include, but are not limited to, pre- or post-testing, scoring of assignments using rubrics, and course exams or projects.

In fulfilling the responsibilities and expectations for learning assessment, faculty members are expected to communicate with their respective academic or program directors and department chairs to become familiar with ongoing assessment efforts within their programs. In instances where departments have ongoing assessment efforts that utilize specific assessment tools, faculty members are expected to use such tools to facilitate the gathering of program- and course-level data.

Opportunities for professional development in the area of learning assessment are provided periodically. Please check the Center for Teaching and Learning Web page at <http://www.umuc.edu/facdev>. Faculty are recommended to participate in such activities whenever possible.

UMUC'S GRADING SYSTEM

Students' grades should be based on the quality of their work and assigned in congruence with the standards outlined in the course syllabus. UMUC faculty should not give students grades they have not earned. UMUC is committed to maintaining the integrity of the grades given in UMUC courses and expects its faculty members to apply appropriately rigorous criteria in assessing their students' work. Faculty should review UMUC Policy 205.06 Calculation of Grade Point Average (GPA) for Inclusion on Transcripts and Transcript Requests (<http://www.umuc.edu/policy/aa20506.shtml>) for more information on UMUC's grading system.

UMUC faculty members are expected to grade examinations and other assignments carefully, analyze the results objectively and fairly, and provide feedback to their students as soon as possible. Students appreciate timely, regular, and constructive feedback that indicates the faculty member cares about their progress in the class.

Grading Methods

The most commonly used grading method at UMUC is the standard method. The pass/fail alternative is available only under limited conditions. The satisfactory method is restricted to certain specified courses. Some courses may be audited. Regulations for each method follow.

Grade Interpretation Quality Points

School of Undergraduate Studies

A	Outstanding scholarship	4
B	Good scholarship	3
C	Satisfactory scholarship	2
D	Marginal performance	1
F	Failure	0
FN	Failure for nonattendance	0

Graduate School of Management and Technology

A	Excellent	4
B	Good	3
C	Below standards	2
F	Failure	0
FN	Failure for nonattendance	0

The grade of D is not awarded in graduate courses.

The following grades and marks may be applied under special circumstances and are not computed in the grade point average:

G	Grade pending
P	Passing
S	Satisfactory
I	Incomplete
AU	Audit
W	Withdrawal

Standard

Under the standard grading method, students are given a grade of A, B, C, D (only in undergraduate courses), F, or FN on the basis of their performance in meeting the requirements of each course. For only a very few courses, the standard grading method is replaced by the satisfactory method (see Satisfactory, below).

Pass/Fail

In the School of Undergraduate Studies, students may elect pass/fail grading at the time of registration. This status may not be changed after the second week of classes has ended. Students who register for pass/fail grading must still complete all the regular requirements of the course. The faculty evaluates the work under the normal procedure for standard letter grades and submits a regular grade. Grades of A, B, C, or D are then converted to the grade of P (passing), which is entered into the permanent record. A grade of F remains unchanged. Although a grade of P earns credit toward graduation, it is not included in calculating a grade point average. A failing grade carries no credit, and the failing grade is included in the computation of grade point averages.

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

Satisfactory

In the School of Undergraduate Studies, the grade of S (satisfactory) is equivalent to a grade of C or higher. This grade is used to denote satisfactory progress in an experiential setting or practicum. For the Graduate School of Management and Technology, this grading method is applied only on a limited basis. Although a grade of S earns credit toward graduation, it is not included in calculating grade point averages.

Audit

Students who do not wish to receive credit may register for courses as auditors after they have been admitted. Students must indicate this intention when they register. Students may request a change from credit to audit status anytime before the end of the fifth scheduled week of a standard term or the third week of classes in an eight-week session. Audited courses are listed on the permanent record, with the notation AU. No letter grade is given for audited courses, nor are credits earned.

Additional Graduate School of Management and Technology Academic Standards

UMUC's Graduate School of Management and Technology strives for excellence, relevance, and innovation in its academic programs. Faculty members are expected to be challenging in their choice of materials and assignments and rigorous in their evaluation of student performance.

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

Only graduate students who fully meet this standard and, in addition, demonstrate exceptional comprehension and application of the course subject matter earn a grade of A.

Students who do not meet the benchmark standard of competency fall within the C range or lower. They, in effect, have not met graduate-level standards. Where this failure is substantial, they can earn an F. The Graduate School of Management and Technology does not award the grade of D.

Grades and Marks

Information on the grades of P (passing) and S (satisfactory) is provided under Grading Methods.

Failure: The Grade of F

The grade of F means a failure to satisfy the minimum requirements of a course. Although it carries no credit for the course, it is included in calculating the grade point average. A student assigned the grade of F must register again for the course, pay the applicable fees, repeat the course, and earn a passing grade in order to receive credit for that course.

Failure for Nonattendance: The Grade of FN

The grade of FN means a failure in the course because the student has ceased attending or participating in course assignments and activities during the first 60 percent of the term. It is assigned when the student ceases to attend class but has not officially withdrawn. Although it carries no credit for the course, FN is included in calculating the grade point average. A student assigned the grade of FN must repeat the course and earn a passing grade in order to receive credit for that course.

Grade Pending: The Mark of G

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 I (incomplete). When an allegation of academic dishonesty and/or plagiarism is reported by the faculty member under UMUC Policy 150.25 Academic Dishonesty and Plagiarism, a mark of G (grade pending) is administratively entered and will remain on a student's record until the process of Policy 150.25 is completed and the final grade for the course is assigned. If there are any questions about how to proceed with allegations of academic dishonesty or plagiarism, the faculty member should review UMUC Policy 150.25 at <http://www.umuc.edu/policy/aa15025.shtml> or seek assistance and guidance from the appropriate academic or program director.

Incomplete: The Mark of I

The mark of I (incomplete) is an exceptional mark given only to students whose work in a course has been satisfactory, but who, for reasons beyond their control, have been unable to complete all the requirements of a course. The following are the criteria and procedures granting a mark of I:

- The student must have completed at least 60 percent of the work in the course with a grade of C or better in undergraduate courses or a B or better in graduate courses.
- The mark of I must be requested before the end of the course.
- The student must ask the faculty member for a mark of I. (Faculty members cannot award a mark of I on their own initiative.)
- The faculty member must decide whether to grant the request.
- The faculty member sets a date (no more than four months after submitting the original grade) for completion of the remaining requirements of the course. The faculty member and the student together agree on the remaining requirements of the course and the deadline for submitting the work. When establishing the deadline for course completion in writing, undergraduate faculty have the option of using the Agreement for the Grade of Incomplete form available through MyUMUC (at <https://my.umuc.edu>); graduate faculty may use the form available at http://www.umuc.edu/grad/forms/incomplete_grade.html.
- The student is responsible for completing the work.
- After the work is completed, the faculty member submits a grade change to replace the mark of I on the student's record with a grade.

If the incomplete work is not completed within four months or by the agreed-upon deadline, the I is changed to an F. Students should be aware that a mark of I in their final term may delay graduation. The mark of I cannot be removed by means of credit by examination, nor can it be replaced by a mark of W (defined below). Students who elect to repeat an incomplete course must register again for the course; pay all applicable fees, including tuition; and complete the course. For purposes of academic retention, the course grade is counted as an F. The mark of I is not used in determining grade point averages.

Withdrawal: The Mark of W

Students may receive the mark of W by withdrawing by telephone through the Interactive Registration and Information System (IRIS), online via the student portal of MyUMUC, by completing a registration-change form in the Office of Enrollment Management, or by submitting a written request at least two weeks before the last scheduled class in a term. (For accelerated courses, withdrawals must be submitted before the close of business on the first day of class.) Any of these procedures constitutes official withdrawal. This mark appears on the permanent record unless withdrawal is completed before a course begins. For purposes of academic retention, the mark of W is counted as attempted hours. It is not used in determining grade point averages.

Recording Grades via UMUC's Electronic Gradebook

The WebTycho classroom contains an electronic gradebook that faculty use to track and calculate their students' grades. All UMUC Stateside faculty are required to use this electronic gradebook. Faculty record individual student and group project grades, along with comments and feedback that students may then view. UMUC offers numerous faculty-training opportunities on teaching with WebTycho and, in particular, on using the WebTycho Gradebook. Details and registration information for these courses and workshops are available at <http://www.umuc.edu/facdev>. Further resources and support for using WebTycho are available from the *DE Oracle @ UMUC* at <http://info.umuc.edu/de/ezine>. Faculty should contact their academic director (School of Undergraduate Studies) or program director (Graduate School of Management and Technology) for additional information.

Submitting Grades via UMUC's Electronic Grade Roll

Stateside faculty members are required to use UMUC's electronic grade roll to submit final grades and change grades (also see Changing Grades in this section). The electronic grade roll provides a secure and convenient way to perform these tasks over the Internet. Faculty can access the electronic grade roll through MyUMUC at <https://my.umuc.edu>. After entering the faculty portal, faculty members should click Yes on the security page, then Faculty Self-Service, MyAcademics, Course Management, and Post Final Grades. The electronic grade roll will list all the students officially registered for the course. Faculty members who have students who are not listed on the electronic grade roll should inform them that it is their responsibility to contact the Registrar's Office to confirm registration in the class. More information about UMUC's electronic grade roll can be found via MyUMUC. More information about MyUMUC can be found in the Teaching Resources section of this handbook.

Timely submission of grades is critical to allow students to register promptly for the next term. Final grades are used to calculate the student's grade point average (GPA). Cumulative

(not individual term) GPAs are included on UMUC transcripts. Faculty who teach in a classroom setting and therefore proctor their own final exams must submit their students' final grades via MyUMUC within 72 hours of holding the exam, inclusive of weekends. Faculty who teach online must submit their students' final grades via MyUMUC within 72 hours of receiving the package of exams from Faculty Services.

Student grade records are reviewed at the end of each term for academic progress, including dismissals and changes to degree status. Many students receiving tuition support from organizations must submit official grades to receive reimbursement for courses taken and to register for further courses. When grades are not received, students are unable to register on time and may not get into the classes they need to graduate.

Changing Grades

Faculty may access the electronic grade roll via MyUMUC and change grades as necessary for four months after the course ends. Changing grades is generally prohibited unless a student's grade has been miscalculated, an error has been made in the class roster, or a mark of I has been submitted and must be changed. Beyond four months, faculty must contact the university registrar at 301-985-7289 or registrar@umuc.edu. See Teaching Resources for more information on MyUMUC.

Grade Appeals

Consistent with academic integrity issues, students have a right to know how they are being evaluated and graded in a course and to know what is required of them. Faculty must articulate clearly—both in the course syllabus and during the first class session—the core requirements, grading scale weights, and grading policies that set the evaluation standard. They must then adhere consistently to their stated evaluation standards. Clear articulation of and adherence to the grading standards and evaluation policies implemented in the course will decrease the likelihood of a student's misunderstanding how he or she will be evaluated. It is important to keep in mind that a student's grade is based on what he or she has earned in the course. Issues such as a student's personal problems or academic standing in the program are not the basis for a grade change.

Despite such precautions, however, students occasionally dispute their final grades. Through Policy 130.80 Procedures for Review of Alleged Arbitrary and Capricious Grading (<http://www.umuc.edu/policy/aa13080.shtml>), UMUC has provided a means for students to seek review of final course grades alleged to be arbitrary or capricious. Faculty members should contact their academic director or program director for guidance if a grading problem arises.

Handling Academic Dishonesty and Plagiarism

All members of the university community share the responsibility for academic integrity. Faculty members are expected to establish classroom environments conducive to the maintenance of academic integrity. Students also are expected to maintain and demonstrate academic integrity. Students can avoid unintentional plagiarism by carefully following accepted scholarly practices. Notes taken for papers and research projects should accurately record sources of material to be cited, quoted, paraphrased, or summarized, and papers should acknowledge those sources in footnotes. Failure to do so may result in disciplinary action.

Academic dishonesty, cheating, fabrication, and plagiarism are defined in UMUC Policy 150.25 Academic Dishonesty and Plagiarism, which can be found at <http://www.umuc.edu/policy/aa15025.shtml>. It is critically important that faculty members read this policy before dealing with a student suspected of plagiarizing. Faculty are also encouraged to review the USM Policy III-1.00 Policy on Faculty, Student, and Institutional Rights and Responsibilities for Academic Integrity (<http://www.usmd.edu/Leadership/BoardOfRegents/Bylaws/SectionIII/III100.html>) for additional information on certain rights and responsibilities that faculty and students bring to the academic community.

UMUC has contracted with TurnItIn.com to be used as a resource for evaluating suspected plagiarism. Faculty who choose to use this service may only do so through the UMUC contract. Additional information, including instructions for obtaining an account for this service and wording to be included in the course syllabus when faculty use the service, are available at <http://www.umuc.edu/library/turnitin.html>.

Faculty should consult their academic director or program director for more information on <http://www.TurnItIn.com> and UMUC's policy on academic dishonesty and plagiarism.

Retaining Relevant Course Materials After the Term Ends

UMUC faculty members should keep their course materials, records, and any final examinations that are not returned to students for six months after the class ends, in case students have questions about their final grades. Faculty may not use any retained materials for any purpose except one pertaining to the specific course. Six months after the class ends, faculty must destroy all course materials, records, and final examinations.

EXAMINATIONS AND OTHER GRADED ASSIGNMENTS

Administration of Examinations

School of Undergraduate Studies

The School of Undergraduate Studies requires proctored final exams in all classes. In some courses, especially those related to UMUC's core learning areas, UMUC may prescribe a common exam. Academic directors can assist faculty in developing the final exam for their course.

For on-site classes, faculty members typically administer the final exam to their students on the last class meeting that falls within the scheduled exam week. When requested, Faculty Services will photocopy exams and provide bluebooks and Scantron sheets for students. Information on copying services is available at <http://www.umuc.edu/faculty/services/copying.html>. Faculty should be sure to contact Exam and Testing Services several days in advance of the exam date to ensure that copies and supplies will be ready in time.

For online classes, Exam and Testing Services will send instructions to faculty early in the term for preparing and submitting the final exam. Faculty will submit two versions of the exam to Exam and Testing Services via MyUMUC (described in the Teaching Resources section) at about midterm. Exam and Testing Services will copy the exams and distribute them to UMUC's regional testing sites and alternate sites where exams are scheduled. In order to take the final exam for an online course, students must register for the final exam through MyUMUC by the published deadline, which is usually in the ninth or tenth week of the standard term. Students who miss the registration deadline must request and receive the faculty member's permission to take the exam as a make-up exam, at a cost of \$30. Exams for online courses are administered by proctors, not by the course faculty.

Students residing in Maryland can reserve a seat in an exam session offered at one of UMUC's regional testing sites. The final exam sessions are scheduled during the weekend of exam week, and final exams for all online classes are available at most sessions.

All other online students must locate a proctor near them and register the alternate site information. It is the student's responsibility to make an appointment with an approved proctor during exam week and to pay all fees associated with an alternate site proctor. Exam and Testing Services will ship the faculty member's exam to the alternate site.

Faculty will receive all exams completed at regional testing sites by express mail within two to four days of the last scheduled exam session. Proctors at alternate sites will send faculty their students' exams as soon as they are completed. Undergraduate faculty should contact their academic director with any questions.

Graduate School of Management and Technology

The individual graduate faculty member, in consultation with the program director, determines the number and type of examinations and other graded assignments. Current research indicates that students benefit from early and regular feedback. To that end, the Graduate School of Management and Technology asks its faculty to carefully design assessments to ensure that students have the advantage of such feedback. Examples of appropriate graduate-level assignments include essay questions, reports, group projects, simulations, research papers, exams, case studies, journals, book reviews, and the like. Graduate faculty should grade their students' writing assignments for mechanics as well as content, analysis, logic, organization, and quality of research.

In the Graduate School of Management and Technology, faculty members are responsible for preparing, administering, proctoring, and grading examinations. For on-site classes, faculty must remain physically present in the classroom during scheduled examination periods. Examinations should be handled carefully to prevent compromise. Faculty should never leave examinations unsecured or in a computer file available to others. Graduate faculty should contact their program director with any questions.

Makeup Examinations

Students are expected to take all exams when scheduled. In the event of illness or extraordinary circumstances, the student must contact the faculty member and provide documentation to request an exception and approval to take a makeup exam. If the request is not approved, the exam grade will be recorded as zero. Failure to register for a proctored exam is not an approved reason to request a makeup exam.

Faculty members should construct make-up examinations that are different from the regularly scheduled examination, but which cover the same material. Faculty should avoid giving the same examinations term after term.

School of Undergraduate Studies

Undergraduate students can take makeup exams at the Testing Center in Adelphi. Students outside the Washington, D.C., metropolitan area may take makeup exams at an approved alternate site. The student request, faculty approval, and exam submission are all done online. Through MyUMUC, students can find information on how to schedule a makeup exam. Faculty should contact their academic director with any questions.

Graduate School of Management and Technology

Graduate faculty members must contact their program directors to arrange makeup exams.

Reproducing Course Materials

For the School of Undergraduate Studies, information on photocopying course materials can be found in the Teaching Resources section under Faculty Services.

In the Graduate School of Management and Technology, faculty may receive photocopy support from department administrative assistants. Faculty requiring such support must contact their department administrative assistant several days in advance to ensure that copies will be ready in time.

Faculty and Program Assessment

FACULTY ASSESSMENT

UMUC uses a variety of tools and evaluation methods to review the work of its faculty, including, but not limited to, the tools and methods described below. By assessing these practices, UMUC academic administrators can assist faculty in improving their work in the classroom.

Grade Distribution

Students should be given only the grades that they academically earned. Factors such as additional academic or personal responsibilities or commitments should have no bearing whatsoever. UMUC expects the grade distribution to reflect a high grading standard.

Class Visits and Review

Deans, associate deans, assistant deans, chairs, academic directors, librarians, faculty developers, instructional support specialists, and other academic administrators in comparable positions are authorized visitors who may visit classes. Regular class visits, according to UMUC Policy 185.00 Class Visitation (<http://www.umuc.edu/policy/fac18500.shtml>), are intended to support and develop faculty, to assess class readiness, and/or to evaluate faculty performance. All faculty teaching their first UMUC courses are visited at least once that term, either on-site or online, for mentoring and evaluative purposes. For regular class visits, the criteria and observations are made available to faculty members in a timely manner.

Student Evaluations

UMUC is committed to excellence in instruction and seeks to assign the most effective faculty to teach its courses. All UMUC faculty members participate in a systematic evaluation process which includes, but is not limited to, student ratings of every course. Evaluations are administered and managed by the Evaluation, Research, and Grants office. Results are reported for the entire class (rather than by individual student), and no results are reported until after the faculty member has turned in his or her grades. Once the scores have been received and the results tabulated by the Evaluation, Research, and Grants office, the results are forwarded to the respective academic office and then the faculty member.

Note that student evaluation researchers have consistently found the following results:

- There seems to be no relationship between grades and student ratings of faculty.
- Class size does not correlate significantly with student ratings unless the size is 12 students or fewer.

- Faculty members with heavier teaching loads do not receive lower student ratings than those with lighter loads.
- Faculty members who deliver substance and are not merely entertainers achieve the highest student ratings.

For on-site courses, Evaluation, Research, and Grants distributes evaluation packets to faculty containing an introductory letter, a set of instructions, a set of blank evaluation forms, and a postage-paid reply label. The packages are mailed to each faculty member during week 11 of each standard term. Faculty members teaching multiple classes receive a separate evaluation package for each class. These evaluations are to be administered to the class by a student volunteer no later than the last class meeting. To protect the confidentiality of the evaluations, both the faculty member and the student volunteer must sign across the sealed flap of the envelope. The faculty member is responsible for mailing the envelope back to UMUC immediately.

For online classes, beginning three weeks prior to the official last day of class, the online course evaluation form (http://tychousa.umuc.edu/sample_survey.html) is available in UMUC's WebTycho classrooms for a period of seven days. During this period, a pop-up dialog box appears each time the student enters his or her class. The text in the pop-up box invites the student to complete and submit the evaluation form. For each question on the form, students may select a "no response" option if they feel they have no information to give or if they choose not to respond. In the event that a student does not complete and submit the form within seven days, the class menu (located in the left frame) is replaced with another reminder and a link to the evaluation form. The student is not able to access the class menu until after she or he completes and submits the form. Faculty can neither see the pop-up box, nor access the evaluation form.

Faculty members are strongly encouraged to put an announcement in their online classes regarding evaluations. In the event that any student reports that the online course evaluation is not available, faculty should direct him or her to contact WebTycho Support Services immediately at 800-807-4862 or webtychosupport@umuc.edu to notify that office of the problem.

At the conclusion of the term, academic departments provide feedback to their faculty for individual courses.

PROGRAM ASSESSMENT

UMUC also uses other review instruments to measure various factors of UMUC's course and academic programs. The following instruments are a part of UMUC's overall assessment and continual improvement and development of course technology, as well as new and existing courses and programs.

WebTycho Technical Evaluations

An optional technical evaluation form is made available to both faculty and students in all online classes midway through the term, via a link in the WebTycho classroom above the Class Announcement area. Completing the evaluation is optional but encouraged. Faculty may not edit the technical evaluation link that appears in their online classroom.

Course- and Discipline-Level Assessments

Academic matters within each discipline and area of study are the responsibility of the UMUC Stateside academic directors and program directors who, with input from faculty, design program and course curriculum, develop learning outcomes and common syllabi for courses, and select textbooks and reserved readings. Programs and courses are reviewed and revised periodically to keep them current and relevant. More information about course and program assessment in association with UMUC's core learning areas is available in the Student Assessment section in this handbook.

Academic Program Review

Each UMUC academic program is thoroughly reviewed every five years according to established policies and procedures. In addition to conducting an internal review, an external reviewer or team is engaged to garner additional perspectives on program strengths and weaknesses from academics and professionals in the field. The review also includes recommendations on addressing weaknesses and mechanisms for future program assessment. The final study is submitted to the USM for final evaluation and assessment.

Teaching Resources

UMUC offers a variety of technology resources, library resources, and mentoring programs to help faculty build stimulating and challenging classroom environments. UMUC encourages its faculty to take advantage of these resources, to provide feedback on their usefulness, and to apply what they learn in their on-site and online classrooms.

NEW FACULTY ORIENTATION AND FACULTY MEETINGS

All new UMUC Stateside faculty members are expected to participate in new faculty orientation activities during their first year of teaching. Ideally, faculty will attend orientation before their first term of teaching. Faculty members who are unable to participate before their first term may attend an orientation before the following term. Separate orientations are held for faculty teaching at the undergraduate and graduate level. UMUC Stateside faculty who reside outside the Washington, D.C., metropolitan area may view and participate via a live Webcast, which is then archived and available after the event.

General faculty meetings are held each fall and spring. There are separate meetings for undergraduate and graduate faculty. All meetings provide useful information about new academic policies and initiatives, as well as presentations by internal or external speakers on topics of particular importance to faculty. Faculty should contact their academic director (School of Undergraduate Studies) or program director (Graduate School of Management and Technology) for details.

FACULTY SERVICES

Faculty Services serves both undergraduate and graduate faculty and provides a variety of services. The office was created from the former Faculty and Distance Education Services, which until early 2005 served only undergraduate faculty.

Via the Faculty Services Web page (at <http://www.umuc.edu/faculty/services>), faculty can access information regarding pay schedules, copying services, exam submissions, audiovisual equipment, parking, Incomplete grades, the electronic grade roll, and much more. Among other services, Faculty Services provides faculty with desk copies of textbooks and other materials used in their courses. In addition, the staff can photocopy course-related materials for undergraduate classroom use. Faculty Services may be contacted at facultyservices@umuc.edu; 866-FAC-UMUC (toll-free); and 240-582-2625 (fax).

INFORMATION AND LIBRARY SERVICES

Information and Library Services (<http://www.umuc.edu/library>) provides library services to students, faculty, and staff. Through the Information and Library Services Web page, users can find e-books, e-journals, and more than 125 online databases, many of which contain full-text materials. If a faculty member needs a text that is not currently available online, Information and Library Services can scan or copy materials—such as journal articles, book chapters, and tables of contents—and send them in an electronic format or by mail through the DocumentExpress service (formerly interlibrary loan).

UMUC students, faculty, and staff can search the online catalog and request books and other materials from any of the libraries of the University System of Maryland and affiliated institutions (USMAI). Users can also request books through DocumentExpress if the book or article is not available at any of the USMAI libraries.

Reference librarians are available 24 hours a day, seven days a week, by phone, e-mail, or online chat to answer any questions about using library services or conducting research. In addition to online and e-mail contact, Information and Library Services may be reached at 301-985-7209 and 800-888-UMUC, ext. 7209 (toll-free). Faculty can also refer their students to the Information and Library Services Web page, where they will find a number of online resources to assist them with their research and writing.

In addition to services available to the entire UMUC community, there are a number of library services designed especially for faculty members:

- For faculty teaching a WebTycho or WebTycho-enhanced class, the library staff can obtain copyright clearance and post class materials in the Reserved Readings area of the online classroom.
- The library maintains a specialized collection of books for faculty in Room 2255 of the Student and Faculty Services Center in Adelphi, Maryland. The focus of the collection is adult education, information literacy, and distance education.
- A faculty member can request that a librarian visit his or her class—in person or online—to help the students learn to use UMUC's library catalogs, online databases, and other electronic resources.

CENTER FOR INTELLECTUAL PROPERTY AND COPYRIGHT IN THE DIGITAL ENVIRONMENT

The Center for Intellectual Property and Copyright in the Digital Environment provides resources and information for UMUC faculty, staff, and others within the higher education community in the areas of intellectual property, copyright, and the emerging digital environment. The center accomplishes its mission through the delivery of workshops, online training, and electronic and print publications. It also provides continuous updates on legislative developments at the local, state, national, and international level. For more information, faculty should contact the Center for Intellectual Property at cip@umuc.edu or 301-985-6461. More information is available online at <http://www.umuc.edu/cip>.

TEACHING AID DISTRIBUTION (TAD) CENTER

Faculty may request audio/visual equipment including slide and overhead projectors, tape recorders, VCR/DVD players, and monitors/projectors for use in their on-site classes. To request equipment, faculty should contact their academic unit, preferably one week in advance, but no less than 48 hours before the class.

Overhead projectors, slide projectors, tape recorders, VCR/DVD players, and monitors/projectors are available for one class meeting at a time. Faculty can make arrangements to reserve equipment for multiple class meetings, but they must still return the equipment after each class meeting. A limited number of overhead projectors can be reserved for the duration of the term.

For any term in which they are teaching, faculty who live within the Washington, D.C., metropolitan area may request a laptop computer. Laptop computers are available for check-out for an entire term. Faculty can use laptops to present course material, demonstrate software, and access the Internet from the classroom. While in the classroom and under faculty supervision, students may also use the laptop for class presentations. To request a laptop, a faculty member should contact his or her academic or program director upon being staffed to teach for the term.

Laptops are loaded with UMUC standard software applications such as Windows, Microsoft Office Suite, Netscape, and Internet Explorer. Depending on need, faculty may also request that the laptop include a multimedia projector and cables necessary to run the equipment.

Faculty may pick up reserved equipment from the Teaching Aid Distribution (TAD) Center, Room 1238 of the Student and Faculty Services Center in Adelphi, Maryland, during office hours (8 a.m. to 5 p.m.) Monday through Friday. Faculty members who wish to pick up or drop off equipment outside regular office hours should contact the TAD Center at 301-985-7019. Faculty members must sign for and pick up their own equipment; students and teaching assistants cannot pick up equipment for faculty. Training on the use of the equipment is available during office hours.

For faculty teaching at UMUC regional locations, the offices at Shady Grove and Annapolis have audiovisual equipment available for use on-site.

More details about the TAD Center can be found at http://www.umuc.edu/ugpl/tech_resource/tech_tadcenter.shtml.

EFFECTIVE WRITING CENTER

Effective writing is critical to the intellectual life of university students and graduates. It is the responsibility of the university and its faculty to promote effective writing for the purpose of communicating and as a tool for mastering course content. The Effective Writing Center (http://www.umuc.edu/ugpl/ewp_writingcenter) supports this mission at UMUC with a range of services and resources for students and faculty. The Effective Writing Center features self-study modules such as How to Avoid Plagiarism (http://www.umuc.edu/ugpl/ewp_writingcenter/modules/plagiarism). Faculty may direct students with writing problems to the Effective Writing Center for assistance.

DISCIPLINE-SPECIFIC 999 WEB SITES FOR FACULTY

Discipline-specific 999 Web sites are online “courses” designed by academic directors or program directors for their academic faculty. Typically, these classrooms are named with the program or track’s four-letter prefix and the course number 999 (i.e., AMBA 999). These sites serve as “communities of practices,” where faculty disseminate and discuss curricular issues; participate in virtual faculty meetings; post sample class materials, including syllabi and assignments; and explore a variety of academic issues. If a faculty member has been rostered into their discipline-specific 999 Web site, it should be listed among his or her other online courses in WebTycho. If not, faculty should contact their academic director or program director for information on participating.

ONLINE FACULTY SERVICES VIA MYUMUC

Over the last several years, UMUC has been preparing to migrate from its legacy information system to a Web-based information system developed by PeopleSoft. UMUC Stateside and PeopleSoft staff teamed up to develop MyUMUC, UMUC’s online academic and administrative services portal that provides faculty, students, and staff access to UMUC forms, guidelines, and course information in one place. With the transition to a new information system have come a number of changes in terminology and processes (which are reflected in this handbook).

UMUC Stateside faculty can access MyUMUC at <https://my.umuc.edu> by entering their assigned user ID and password. Faculty members receive their assigned user ID and password in an e-mail shortly after being hired. Faculty members who have not received this information should contact Faculty Services at facultyservices@umuc.edu; 866-FAC-UMUC (toll free); or 240-582-2625 (fax).

Faculty members have access to both the staff and faculty portals within MyUMUC (after clicking Yes on the security page). The staff portal is used for general human resource functions, such as changing names, home or e-mail addresses, or telephone numbers. The faculty portal enables faculty members to post grades, make grade changes, review class lists, and perform other academic-related tasks.

MyUMUC is an essential tool for UMUC Stateside faculty and should be visited and used frequently. Faculty members should contact Faculty Services at facultyservices@umuc.edu, 866-FAC-UMUC (866-322-8682), or 240-582-2625 (fax) with questions about MyUMUC.

WEBTYCHO HELP AND SUPPORT SITE

The WebTycho help and support page is available at <http://tychousa.umuc.edu/wtdocs/wthelp/index.html>. This page includes a set-up checklist, a WebTycho user guide, a faculty guide, technical requirements for accessing WebTycho from a home or office computer, and other information. Online tutorials are also available.

UMUC COMPUTING RESOURCES

The university owns and operates university computing resources, such as hardware, software, computer networks and systems, Web sites, WebTycho, and e-mail (collectively referred to as “computing resources”). These computing resources are intended for university-related purposes. The university permits members of the university community (stateside and overseas) to utilize university computing resources, provided that the user act responsibly, respectfully, and in a manner that does not infringe upon the rights of others or violate law or UMUC Policy 270.00 Policy on Computer Use (<http://www.umuc.edu/policy/fisc27000.shtml>). Users of university computing resources may not utilize them for personal commercial purposes or financial or other gain.

All UMUC faculty are required to have an active e-mail address and read their e-mail regularly. Faculty may create a personal UMUC e-mail account online. A UMUC e-mail account enables faculty to easily communicate with their students and other faculty members, access the Internet, and join electronic conferences. Faculty should follow specific instructions (available at <http://www.umuc.edu/prog/ugp/unix.html>) to create an account.

UMUC Computer Labs

Computer labs are available for faculty and students at several of UMUC’s regional sites. The labs offer popular software applications, including the Microsoft Office Suite, Internet Explorer, and Netscape, in addition to specialized software applications for classes. Specific details are listed at <http://www.umuc.edu/suppser/it>; locations and hours of operation are provided at <http://www.umuc.edu/locate>.

PACKAGE PICK-UP AND DROP-OFF

With a faculty ID, faculty may pick up and drop off packages at the Student and Faculty Services Center Information Desk in Adelphi, Maryland. Faculty can park in the UMUC parking garage free of charge for 20 minutes. Faculty must present the ticket and faculty ID to the attendant upon exiting the garage.

Professional Development Resources

UMUC faculty members are expected to lead by example and to participate in professional development and technology training opportunities both inside and outside the institution.

FACULTY AFFAIRS

Faculty Affairs comprises the four departments described below.

Center for Teaching and Learning

The mission of the Center for Teaching and Learning (CTL) is to promote teaching excellence and enhance teaching effectiveness in order to maximize the quality of teaching and learning at UMUC. Information on CTL programs is available online at <http://www.umuc.edu/facdev>. Among its many services, CTL offers the following:

WebTycho Training

All faculty who wish to teach online at UMUC must complete the WebTycho training course CTLA 201 Teaching with WebTycho. CTL staff and trainers coordinate and conduct these five-week online training sessions throughout the year. During the course, faculty trainees participate first in the role of students and learn how to use the various features of the system. Then faculty are placed in the role of teachers and learn how to create assignments, manage online conferences, and provide student feedback. Online teaching strategies and pedagogy are discussed and shared throughout the training. Faculty WebTycho training course information, scheduled class dates, and registration are available at <http://www.umuc.edu/facdev/webtycho.html>.

Faculty Development Workshop Program

The Faculty Development Workshop Program (<http://www.umuc.edu/facdev/workshops.html>) focuses on pedagogy, discipline-specific teaching strategies, university policies, basic to advanced computer skill training, and teaching with technology. Workshops are available online and on-site in Adelphi, Maryland, on various evenings and weekends each term. All workshops are free and open to UMUC faculty members.

Peer Mentoring Program

The UMUC Peer Mentoring Program draws together two professionals in the spirit of constructive dialogue to exchange ideas about good teaching styles, strategies, and general teaching philosophies. This dialogue can also orient subject-area experts to UMUC's policies and practices as they relate to teaching students worldwide. For further information, faculty should contact their academic director, program director, or the CTL staff at ctla@info.umuc.edu or 301-985-7770.

Professional Development Grants

Professional development grants are available to any faculty members who wish to attend or present papers at professional conferences in their academic fields. Up to 12 grants are awarded each fiscal year. To qualify, a faculty member must have taught at least three terms for UMUC and must be teaching at UMUC during the term in which the proposed professional conference will occur. Additional information is available at 301-985-7770 or <http://www.umuc.edu/facdev/pdg>.

Teaching Awards

The Stanley J. Drazek Teaching Excellence Award and Teaching Recognition Awards are presented each year at commencement and faculty meetings by the School of Undergraduate Studies and the Graduate School of Management and Technology to recognize exceptional faculty members for their special teaching achievements. More information is available at <http://www.umuc.edu/facdev/awards>.

Faculty Consultant Service

The Faculty Consultant Service is an on-demand e-mail service designed to answer faculty questions on pedagogical topics. All faculty using the WebTycho platform, to whatever degree, are invited to e-mail their questions to CTLconsult@polaris.umuc.edu. For more information, faculty should visit http://www.umuc.edu/facdev/fac_consult/fac_consult.html.

Worldwide Faculty Recruitment

The Worldwide Faculty Recruitment office leads UMUC's search to recruit, select, and train dedicated, qualified, and professional faculty to teach UMUC students. More information about faculty recruitment can be found at http://www.umuc.edu/faculty/employment/emp_home.html. UMUC welcomes referrals for new faculty.

Faculty Services

Faculty Services serves as a "one-stop shop" for all UMUC Stateside faculty inquiries. The office generates faculty appointment documents; mails faculty paychecks; provides faculty desk copies of textbooks; and processes photocopy job requests, travel requests, and parking permits. More information about the services offered can be found online at <http://www.umuc.edu/faculty/services>.

Faculty Communications

Faculty Communications facilitates UMUC faculty-related information and communication. The office coordinates UMUC messages to faculty from administrative and academic units, connects faculty members who have inquiries with appropriate UMUC contacts, and encourages open dialogue and discussion between faculty and UMUC.

EVALUATION, RESEARCH, AND GRANTS

The Evaluation, Research, and Grants office is committed to the study of adult learning and education. This office focuses on obtaining external funding for research related to distance education, adult learning, and best practices in teaching and is responsible for the worldwide faculty course evaluation system—functions formerly performed by the Institute for Research and Assessment in Higher Education. Web links to this new office will be available via <http://www.umuc.edu/faculty> in the near future.

OUTCOMES ASSESSMENT

The Outcomes Assessment office manages the overall development and implementation of the university's learning assessment plan; prepares appropriate internal and external reports; communicates the assessment plan to the UMUC community; monitors learning assessment activity; and participates in faculty development opportunities in learning assessments. More information on UMUC's *Institutional Plan for the Assessment of Student Learning Outcomes* and this office will be posted on the UMUC Web site in the near future.

INSTRUCTIONAL SERVICES AND SUPPORT

The Instructional Services and Support office provides integrated course development, multimedia, and quality control services to both graduate and undergraduate academic units.

Center for Support of Instruction

The Center for Support of Instruction (made up of staff formerly known as distance education coordinators) works with faculty to assist with classroom setup, course design, and quality assurance. With a focus on supporting growth and quality, the Center for Support of Instruction has faculty support specialists in the areas of quality assurance and support, training/instruction, course/learning object development, and multimedia. These specialists can either work directly with faculty or help guide faculty to other resources available at the university. The Center for Support of Instruction writes and publishes the *DE Oracle @ UMUC*, an online “e-zine” resource for faculty. The *DE Oracle @ UMUC* can be found at <http://info.umuc.edu/delezine>. Contact information for the Center for Support of Instruction can be found at <http://info.umuc.edu/delezine/contacts.htm>.

Center for Media and New Technology

The Center for Media and New Technology (<http://www.umuc.edu/odell/cvu>), formerly known as the Center for the Virtual University, evaluates new pedagogical approaches for Web-based courses while taking a technology- and media-rich approach. Specialists in educational theory, media production, and online instruction work with faculty to create multimedia components of online courses and assess their instructional effectiveness. The center collaborates with the Center for Teaching and Learning to create online resources and train-

ing for faculty engaged in Web-enabled instruction. The Center for Media and New Technology may be contacted at 240-582-2740.

Faculty Media Lab

Sponsored by the Center for Media and New Technology, the Faculty Media Lab is a UMUC resource for faculty, course designers, and instructional support specialists who are interested in developing multimedia enhancements for online courses. The Faculty Media Lab is dedicated to supporting the development of innovative resources for online teaching in a global academic community. The lab supports faculty, course designers, and instructional support specialists who are interested in creating multimedia enhancements for online courses. Designed to simplify the production of audio, video, and graphic resources for the online learning environment, the lab plays a supporting role for post-course development enhancements. More information about the lab can be found at http://www.umuc.edu/odell/cvu/fml/about_fml.html.

UMUC-Verizon Virtual Resource Site for Teaching with Technology

This site (<http://www.umuc.edu/virtualteaching>), a joint initiative between the Center for Media and New Technology and the Center for Teaching and Learning that is subsidized by Verizon, consists of two modules. Each explores key issues in developing and teaching online courses with the use of technology. Module 1 provides information about the selection and use of various Web-based media to accomplish a number of different learning strategies, while Module 2 focuses on delivery.

Faculty Innovators Showcase

The Center for Media and New Technology features examples of faculty members who have engaged in creative innovations in the online classroom on the Online Faculty Innovators showcase (<http://www.umuc.edu/distance/odell/cvu/fml/innovators.html>). This site showcases a continuing series of case studies that represent best practices in innovative uses of the Faculty Media Lab. The case studies describe the work done by the faculty and examine the instructional effectiveness of the elements created.

Virtual Academic Integrity Laboratory

The Virtual Academic Integrity Laboratory (<http://www.umuc.edu/odell/cip/vail>) is a resource for academic integrity in the 21st-century classroom. The Virtual Academic Integrity Laboratory was designed to help faculty and administrators detect plagiarism, design strategies for reducing cheating, promote academic integrity, and help students avoid plagiarism.

Important UMUC Policies

UMUC policies have been established to ensure a safe and productive academic and work environment. UMUC's policy manual is available online at <http://www.umuc.edu/policy>. Faculty should familiarize themselves with UMUC faculty policies (<http://www.umuc.edu/policy/facultyhome.shtml>) and academic affairs policies (<http://www.umuc.edu/policy/aaahome.shtml>). Faculty members are also encouraged to consult with their academic director or program director if they have specific questions and/or concerns.

Faculty may also access the USM bylaws, policies, and procedures of the Board of Regents at <http://www.usmd.edu/Leadership/BoardOfRegents/Bylaws>.

DISCRIMINATION AND SEXUAL HARASSMENT

UMUC's Policy and Procedures on Affirmative Action, Equal Opportunity, and Sexual Harassment is found at <http://www.umuc.edu/policy/admin04030.shtml>. UMUC is committed to eliminating discrimination and harassment on the basis of race, religion, color, creed, gender (including sexual harassment), marital status, age, national origin, ancestry, political affiliation, mental or physical disability, sexual orientation, and veteran status, consistent with applicable federal, state, and local laws. UMUC expects its faculty to behave in a professional manner befitting their status as faculty members of a public university.

CONFIDENTIALITY AND DISCLOSURE OF STUDENT INFORMATION

As detailed in UMUC Policy 210.14 Disclosure of Student Records (<http://www.umuc.edu/policy/aa21014.shtml>), UMUC complies with the Family Educational Rights and Privacy Act (FERPA) of 1974 (also known as the Buckley Amendment), which protects the privacy of students.

ACADEMIC DISHONESTY AND PLAGIARISM

In accordance with the USM Policy III-1.00 Policy on Faculty, Student, and Institutional Rights and Responsibility for Academic Integrity (<http://www.usmd.edu/Leadership/BoardOfRegents/Bylaws/SectionIII/III100.html>) and UMUC Policy 150.25 Academic Dishonesty and Plagiarism (<http://www.umuc.edu/policy/aa15025.shtml>), students, faculty members, and administrators share the responsibility for academic integrity.

STUDENT GRIEVANCES AND CONFLICT RESOLUTION

In accordance with the USM Policy V-1.00 Policy on Student Affairs (<http://www.usmd.edu/Leadership/BoardOfRegents/Bylaws/SectionV/V100.html>) and UMUC Policy 130.70 Student Grievance Procedures (<http://www.umuc.edu/policy/aa13070.shtml>), students may seek redress for the acts or omissions of individual UMUC faculty or staff members, UMUC academic departments, or UMUC administrative units.

CODE OF STUDENT CONDUCT

In accordance with the USM Policy V-1.00 Policy on Student Affairs (<http://www.usmd.edu/Leadership/BoardOfRegents/Bylaws/SectionV/V100.html>), disciplinary regulations are set forth in writing to give students general notice of prohibited conduct. According to UMUC Policy 151.00 Code of Student Conduct (<http://www.umuc.edu/policy/stud15100.shtml>), the university reserves the right to take appropriate action to protect the safety and well-being of the UMUC community.

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 regarding intellectual property can be found at <http://www.umuc.edu/policy/research19000.shtml>.

CLASS VISITATION

Visits to UMUC online and on-site classes are important for supporting and working with faculty to ensure the best possible learning environment for UMUC students. Visits are conducted in accordance with UMUC Policy 185.00 Class Visitation (<http://www.umuc.edu/policy/fac18500.shtml>).

OUTSIDE CONSULTING

Collegiate faculty members are governed by UMUC Policy 460.40 Outside Professional Consultancy and Extra-University Professional Services (<http://www.umuc.edu/policy/hr46040.shtml>).

FACULTY GRIEVANCES

Faculty grievance procedures, outlined in UMUC Policy 45.0 Faculty Grievance Procedures (<http://www.umuc.edu/policy/fac04500.shtml>), are for faculty members who wish to address problems, differences of opinion, or complaints.

MISCONDUCT IN SCHOLARLY WORK

Anyone conducting scholarly activity within UMUC is responsible for the integrity of such work. UMUC has established Policy 70.10 Misconduct in Scholarly Work (<http://www.umuc.edu/policy/aa07010.shtml>) to instill and promote the principles of professional integrity, to prevent scholarly misconduct, and to discover and censure instances of misconduct when they occur.

DRUGS AND ALCOHOL

UMUC Policy 151.00 Code of Student Conduct (<http://www.umuc.edu/policy/stud15100.shtml>) prohibits unlawful use, distribution, or possession of any controlled substance, illegal drug, or alcohol on UMUC or USM premises or at UMUC- or USM-sponsored activities.

TRANSFER OF OVERSEAS EMPLOYEES

UMUC Policy 100.10 Transfer of Overseas Employees (<http://www.umuc.edu/policy/hr100.10.shtml>) works to facilitate the transfer of UMUC Asia and UMUC Europe staff and faculty to positions with UMUC Stateside.

Communication Resources

INSTITUTIONAL

Communications Office E-Mails

The Communications office occasionally sends out e-mails regarding administrative or structural changes, upcoming events, and other news that may affect the UMUC community. Faculty should read these e-mails to remain up to date on UMUC events at large.

The Provost Post

Periodically, the Office of the Provost sends all actively teaching faculty an e-mail message with information regarding teaching resources, upcoming professional academic opportunities, and other academic issues of interest to faculty.

FYI Online

FYI Online is a monthly online periodical for UMUC staff, faculty, and students that focuses on events, awards, individuals, and projects within the UMUC community. *FYI Online* is produced by the Marketing and Communications office and is available at <http://www.umuc.edu/fyionline>.

News@UMUC

News@UMUC is a print and online student newsletter, published by the Marketing and Communications office, that provides information on student services enhancements, upcoming registration details, academic program improvements and additions, and other information to encourage UMUC students to continue to pursue their academic goals. Online editions of *News@UMUC* may be found at http://www.umuc.edu/news_at_umuc/index.html.

Achiever

The *Achiever* is the official magazine of UMUC, serving alumni, students, and the broader UMUC community. Published by Marketing and Communications, the *Achiever* carries news and feature articles about the university and alumni. Online versions of the *Achiever* are available at <http://www.umuc.edu/events/press/publications.html>.

DE Oracle @ UMUC

This online learning magazine offers how-to's, frequently asked questions, online tutorials and workshops, and registration information for on-site training opportunities. The *DE Oracle @ UMUC* is available at <http://info.umuc.edu/de/zine>.

Information and Library Services Newsletter

Published three times a year, this online newsletter provides updated information on Information and Library Services resources and services along with tips to improve research skills. The Information and Library Services newsletter is available from the Information and Library Services Web page at <http://www.umuc.edu/library>.

Media Requests

All UMUC Stateside faculty should immediately notify the UMUC Public Relations department (amartino@umuc.edu; 301-985-7779) if contacted by media. If or when appropriate, and with the counsel of the Public Relations department, UMUC Stateside faculty and staff may be spokespersons regarding their particular expertise.

UMUC Telephone Directory

The UMUC Telephone Directory may be found at <http://www.umuc.edu/umucdir/search.html>.

DIVISIONAL

Deans' E-Mail Messages

The School of Undergraduate Studies and Graduate School of Management and Technology deans may send a message to all respective staff and faculty. Please be sure to read these messages for information that may affect faculty.

Local Point-of-Contact List

Below is a list of contacts for specific information.

Parking: <http://www.umuc.edu/locate>

Technical Assistance: webtychosupport@umuc.edu or 800-807-4862 (for assistance with WebTycho, 24 hours a day, seven days a week); 301-985-7400 (UMUC Help Desk; for assistance with technical issues not related to WebTycho; available Monday through Friday, 7:30 a.m.–5 p.m. eastern time.)

Faculty Services: facultyservices@umuc.edu or 866-FAC-UMUC (toll free)

School of Undergraduate Studies: 240-582-2800

Graduate School of Management and Technology: 301-985-7200

General UMUC Inquiries: 800-888-UMUC or 301-985-7000

Emergency Contacts

In the unlikely event that a security, medical, fire, or weather-related emergency occurs, the closest personnel available should be contacted. All on-site faculty should locate and review the evacuation plan and other emergency procedures for their site at the beginning of each semester.

Adelphi: Faculty should call 7371 or 911 from an internal phone (next to the door of each room in the Inn and Conference Center and in classrooms and along the halls in the Student and Faculty Services Center). Both numbers will reach UMUC security directly.

Annapolis: There are no phones in the classrooms. If an emergency arises, faculty should notify the front desk where 911 may be called for police, medical, or fire emergencies.

Arundel Mills: There are no phones in the classrooms. For police, fire, or medical emergencies, security should be contacted at 410-777-2315. Security can also be reached at the security desk by the front door, by activating one of the code blue phones located by the elevators on all floors and in the parking lot, or by calling 410-777-1934.

College Park: Classrooms and classroom buildings may or may not have campus phones available. It is recommended that faculty locate the nearest campus phone at the beginning of the term. To reach the Department of Public Safety

- From campus phones, dial 911 for emergencies and dial ext. 5-3555 for non-emergencies
- From noncampus phones, dial 301-405-3333 for emergencies and dial 301-405-3555 for nonemergencies

Frederick: There are no phones in the classrooms. However, criminal justice classes offered in Frederick are being taught at the Frederick County Law Enforcement Center, down the hall from dispatch. Please contact dispatch directly.

Hagerstown: There are phones in each classroom and on each floor of the building. If an emergency arises, faculty should call extension 2060.

Military sites: There are no phones in the classrooms at military sites, nor is there a security desk in each building. Each facility has a night monitor who is usually available by pager and every room has a diagram and instructions informing what to do in case of emergency. These instructions are furnished by the military.

Shady Grove: Most classrooms at Shady Grove do not have phones. Hallway phones on each floor have an emergency button that rings to the third floor information desk, which is staffed during classes.

Waldorf: Waldorf does not have phones in the classrooms, except in the ITV classroom. Phones are available on the first floor main office area and in the second floor faculty/staff office area only. Dialing 911 from Waldorf will link directly to the standard 911 emergency call center. The main office is always staffed during class times, but there are no security personnel on duty. Emergency personnel and 911 may also be contacted from the main office.

Notification of a Deceased Student

If a faculty member is informed by a student's family that the student is deceased, the faculty member should contact the university registrar immediately at 301-985-7289 or registrar@umuc.edu.

DEPARTMENTAL

Discipline-Specific 999 Web Sites for Faculty

School of Undergraduate Studies academic directors and Graduate School of Management and Technology program directors have established discipline-specific WebTycho classrooms to provide resources to their teaching faculty. More information on discipline-specific 999 Web pages is provided in the Teaching Resources section.

Student Resources

UMUC faculty members are encouraged to familiarize themselves with UMUC's student online resources and publications in order to provide their students with current and accurate advice and information.

STUDENT POLICIES

University policies have been established to ensure a safe and productive academic and work environment. Faculty should familiarize themselves with university student policies (http://www.umuc.edu/policy/stud_home.shtml). Faculty members are also encouraged to consult with their academic director or assistant dean (School of Undergraduate Studies) or program director or chair (Graduate School of Management and Technology) if they have specific questions and/or concerns. The following policies are of particular importance.

120.00 Student Affairs: <http://www.umuc.edu/policy/stud12000.shtml>

120.10 Academic Advising: <http://www.umuc.edu/policy/stud12010.shtml>

151.00 Code of Student Conduct: <http://www.umuc.edu/policy/stud15100.shtml>

ONLINE STUDENT SERVICES VIA MYUMUC

Students may access many online services via MyUMUC (<https://my.umuc.edu>). Through MyUMUC, students can change their home or e-mail address or telephone number, register for classes or exams, submit a diploma or certificate application, or authorize credit card payment. Students may also view their individual class schedule, course materials, grade report, academic audit, statement of account, financial aid information, and unofficial transcript.

DISABLED STUDENT SERVICES

UMUC provides assistance to students through accommodations and support services that ensure an equal opportunity to pursue an education. To receive disabled student services, students must register with the director, Veteran and Disabled Student Affairs (<http://www.umuc.edu/students/dss>). Faculty should refer students with disabilities to the designated point of contact and should not, on their own, attempt to determine if a student is eligible for accommodations or what accommodations are appropriate. Information is also available concerning accessibility to distance education at <http://www.umuc.edu/ade>.

WRITING ASSISTANCE

The Effective Writing Center supports university initiatives to improve student writing and information literacy. The program promotes these aims by assisting faculty with development of materials and offering information to students about proper writing and research. Students can visit http://www.umuc.edu/ugplewp_writingcenter for more information. The e-mail address for the Effective Writing Center director also can be found on this Web page.

LIBRARY RESEARCH ASSISTANCE

Information and Library Services provides support to UMUC students and faculty, 24 hours a day, seven days a week, via chat, e-mail, and phone. Trained librarians assist students with finding materials through searching UMUC library databases, the University System of Maryland and affiliated institutions' online catalog, or the Web. They also provide suggestions for evaluating and citing the resources located. More information on how to access this service is available on the Information and Library Services Web page at <http://www.umuc.edu/library>.

STUDENT ADVISING

UMUC students can receive online centralized, personalized advice and assistance for admission, financial aid opportunities, planning, and registration from an enrollment specialist or academic advisor in UMUC's Office of Enrollment Management at http://www.umuc.edu/students/ssc/ssc_home.html. Faculty should direct students to contact the Office of Enrollment Management to review the UMUC catalogs and schedules of classes, or visit the UMUC Web site at <http://www.umuc.edu> for more information about UMUC forms, services, and programs.

Appendix

WORLDWIDE ACADEMIC RESPONSIBILITIES

UMUC Stateside academic directors of the School of Undergraduate Studies and program directors of the Graduate School of Management and Technology are collegiate faculty members who have been appointed to

- serve as worldwide leaders for their respective academic area or discipline.
- be responsible for the development and revision of the university curricula in their respective academic area or discipline.
- coordinate with UMUC Europe and UMUC Asia academic and area directors to implement programs and courses overseas.
- provide intellectual expertise and academic management to the discipline.
- set and implement discipline-specific academic standards at the program or course level.
- deliver programs and courses within School of Undergraduate Studies and the Graduate School of Management and Technology.
- hire faculty and clear them to teach specific UMUC Stateside courses.
- evaluate UMUC Stateside faculty performance.
- advise UMUC Stateside faculty on curricula and academic policy issues.
- ensure that faculty utilize School of Undergraduate Studies and the Graduate School of Management and Technology best practices in their teaching.
- report to the assistant deans in the School of Undergraduate Studies and chairs in the Graduate School of Management and Technology.

UMUC Asia/Europe area directors are collegiate faculty members who have been appointed to

- manage all aspects of UMUC program delivery at installations in their geographic area of responsibility.
- construct course schedules for installations in their academic areas, in coordination with education services officers (ESOs).
- supervise field representatives at each installation.
- recruit, orient, assign, and retain faculty.
- monitor registration each academic term and, in coordination with ESOs, and decide which sections are offered and canceled.
- visit classes and evaluate faculty at each installation.
- maintain and keep current all files for faculty in geographic area of responsibility.
- serve as the local UMUC Asia/Europe representative to the military.
- report to division director, Asia/Europe.

Academic directors in Europe and Asia are collegiate faculty members who have been appointed to

- work with the division director and area directors to recruit, evaluate, and orient new faculty.
- review credentials and approve faculty to teach specific UMUC courses in Asia/Europe.
- report to Stateside academic and program directors on curricula matters and ensure that offerings in Asia/Europe meet UMUC standards.
- evaluate Asia/Europe faculty teaching effectiveness and provide feedback to faculty, area directors, the associate dean, and the division director.
- identify professional development needs of Asia/Europe faculty and coordinate delivery with the School of Undergraduate Studies, the Graduate School of Management and Technology, or the Center for Teaching and Learning.
- advise Asia/Europe faculty on curricula and academic policy issues.
- report to the associate dean, Asia/Europe.

WORLDWIDE ACADEMIC RESPONSIBILITIES**UMUC Stateside assistant deans (School of Undergraduate Studies) and chairs (Graduate School of Management and Technology) are administrators who hold faculty rank and**

- oversee UMUC's academic departments worldwide and lead the worldwide curricular development and academic standards efforts at the departmental level.
- supervise UMUC Stateside academic and program directors.
- implement strategic academic initiatives in disciplinary programs.
- set and implement university academic standards across programs and disciplines.
- integrate cross-curricular and assessment activities within departmental disciplines.
- advise their respective academic and program directors of any changes in academic policy, curricula, or strategic initiatives.
- represent the academic units in working with other university departments to ensure that the university's strategic goals are met.
- lead the process to revise/discontinue existing curricula and develop new curricula that meet the needs of the changing professional workforce.
- coordinate with Europe and Asia associate deans to enforce academic standards across disciplines overseas.
- report to the senior associate dean (School of Undergraduate Studies) and to the dean (Graduate School of Management and Technology).

UMUC Stateside associate deans are administrators who hold faculty rank and

- ensure the development of new curricula and academic policy in compliance with the university's academic standards and strategic goals.
- focus upon strategic academic projects and internal and external reporting.
- represent the deans on various UMUC Stateside and UMUC worldwide committees that deal with curricula, external relations, enrollment, academic affairs, and student affairs.
- assist in the development of UMUC Stateside departmental and school budgets.
- report to the School of Undergraduate Studies or Graduate School of Management and Technology dean.

The UMUC Stateside School of Undergraduate Studies senior associate dean is an administrator who holds faculty rank and

- oversees worldwide undergraduate faculty evaluation and academic policy compliance worldwide.
- supervises the UMUC Stateside School of Undergraduate Studies assistant deans.
- leads the School of Undergraduate Studies assessment initiatives.
- manages UMUC Stateside School of Undergraduate Studies day-to-day operations.
- reports to the School of Undergraduate Studies dean.

Associate deans in UMUC Asia/Europe are administrators who hold faculty rank and

- report to the division director, UMUC Asia/Europe.
- supervise UMUC Asia/Europe academic and program directors.
- serve as the senior academic officer of UMUC Asia/Europe.
- provide leadership on the implementation of UMUC academic initiatives in UMUC Asia/Europe.
- advise UMUC Asia/Europe academic and program directors of changes in academic curricula, or strategic initiatives.
- collaborate with UMUC Stateside assistant deans (School of Undergraduate Studies), chairs (Graduate School of Management and Technology), and associate deans (School of Undergraduate Studies and Graduate School of Management and Technology) to ensure that all programs and courses offered in Asia/Europe meet UMUC standards.
- ensure that all programs and courses offered in Asia/Europe comply with requirements of academic policies.
- represent UMUC Asia/Europe on appropriate UMUC institution-wide committees (Curriculum Committee, Academic Affairs Committee, etc.)
- recommend Asia/Europe faculty ranks for appointment and promotion to the School of Undergraduate Studies and Graduate School of Management and Technology deans.