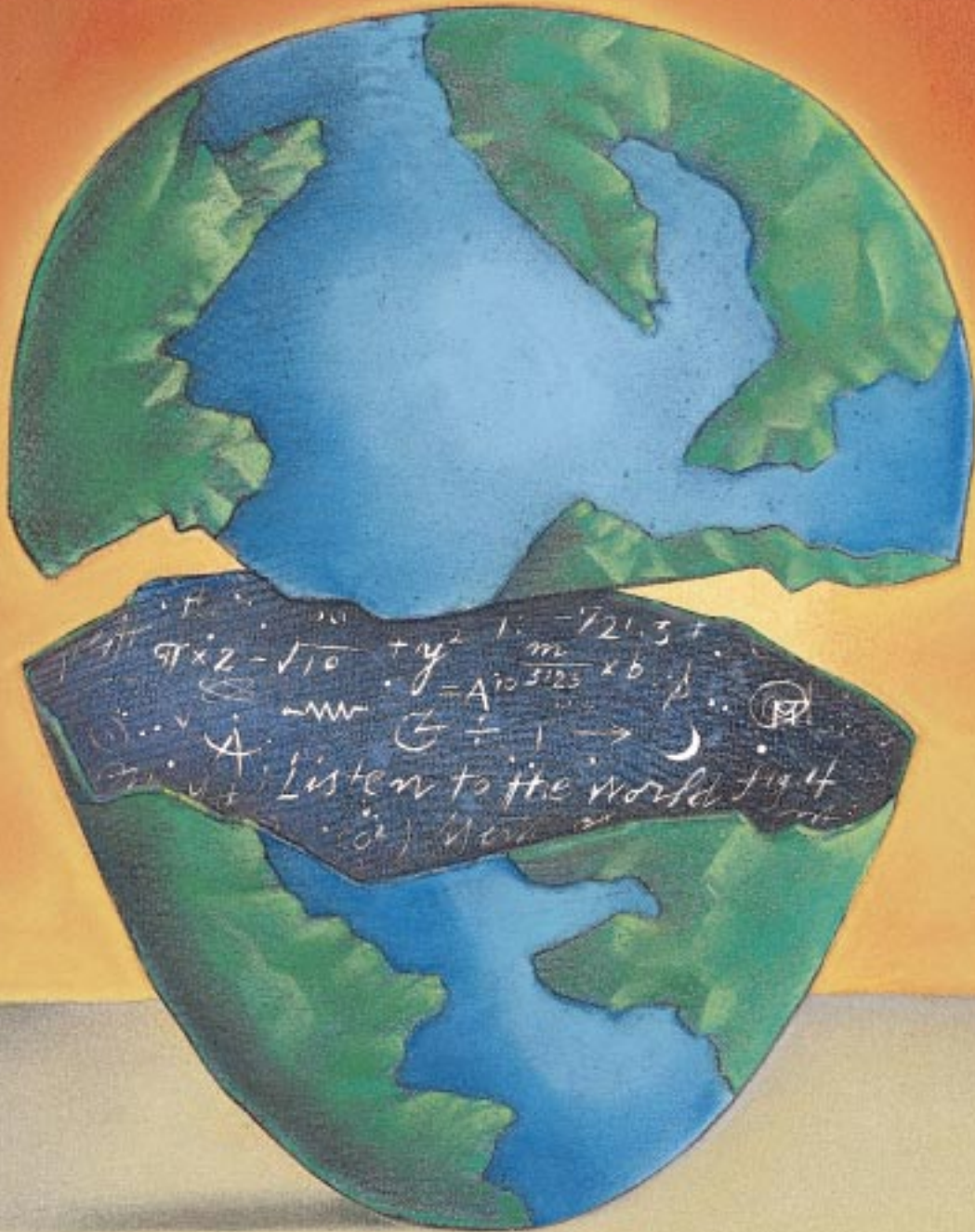


The New Bricks and Mortar

UNIVERSITY OF MARYLAND UNIVERSITY COLLEGE
IN A TECHNOLOGICAL ERA

President's Report

July 1998 to June 1999



THE NEW BRICKS AND MORTAR

Since 1949,

University of Maryland University College (UMUC) has been a widely recognized pioneer in distance education. Finding the best way to reach our students no matter where they are has always been a priority. As a result, we now have more students enrolled in online classes than any school in the world. To continue building the technological infrastructure of the global university we envision, we'll need a new kind of bricks and mortar.

IN PRAISE OF
LIFELONG LEARNING



© MARSHALL CLARKE

Dear Friend of UMUC:

As I begin my first year with UMUC, this *President's Report* provides a perfect opportunity to introduce myself and to lay out our vision for the institution in the years ahead.

I have spent most of my academic career working with nontraditional students, watching them become a dominant, defining force in higher education. Today, 44 percent of undergraduates are 25 years of age or older. So, imagine my excitement in coming to UMUC, an institution focused entirely on serving lifelong learners. Unique among U.S. universities, UMUC has a half-century of experience serving adult learners at a distance throughout Maryland and around the world. We play a pivotal role in educating Maryland's workforce with programs that respond to employer training needs and busy adult students' life styles. We educate U.S. military personnel all over the world, and we have become one of the world's preeminent distance education institutions. If you are looking for an example of where higher education is headed, you need look no further than UMUC.

More than almost any other university in the world, UMUC is ideally positioned to become one of an elite group of “global universities”—institutions designed from the ground up to educate adults everywhere, serving learners all the time.

To fully realize this opportunity, we’ll need a new kind of infrastructure, what we call the “new bricks and mortar.” We’ll need to focus on our strengths in offering student-centered education for lifelong learning. We’ll build on our international experience to provide a UMUC education to more learners, in more places, in more ways. In FY99, as you will read, much groundwork was laid. Much work remains to be done.

Sincerely,

A handwritten signature in cursive script that reads "Gerald A. Heeger". The signature is written in black ink and is positioned below the word "Sincerely,".

Gerald A. Heeger
President

GLOBAL UNIVERSITY

Over the coming decade, many institutions of higher education will vie for a truly global presence. Few have the experience, credentials, or systems to succeed. Of those, none is better prepared than UMUC.

WE LIVE IN AN AGE OF UNPRECEDENTED CHANGE. Many of the forces at play in other social institutions affect education, as well. The rise of the Internet and advancements in computers and telecommunications have major implications for where, when, and how education is delivered. Busy lives demand flexibility, and education must respond.

Of particular interest to higher education is the trend toward more practical learning and training for professional development and ongoing adaptation to rapidly changing work conditions. The trend toward lifelong learning is increasing enrollment at community colleges, driving the development of online degree programs, fueling corporate-education partnerships, and hastening other innovations aimed at meeting today's students more on their own terms.

THE EMERGING GLOBAL UNIVERSITY

Many schools are grappling with how to respond. We are different. Over the past half century, we have practically defined—and certainly refined—the art and science of providing adult learners with the education they want, when they want it, wherever they are. In the years ahead, we will leverage experience and leadership to become one of the five or six truly global universities that successfully serve adult learners worldwide.

UMUC was established as the College of Special and Continuation Studies of the University of Maryland in 1947. By 1949, we were expanding to include sites around the state of Maryland and abroad. In 1988, we became one of 11 separately accredited, degree-granting institutions within the University System of Maryland. We offer courses at locations across Maryland, and our long-standing partnership with the

U.S. military to teach personnel overseas has resulted in an international network of learning sites. Today, that network extends to more than 30 countries throughout the world.

All of our faculty, students, and locations are today connected via the Internet to a rapidly expanding selection of courses, certificate programs, and undergraduate and graduate degree programs. In fact, 25 percent of our students are enrolled in courses that do not require in-person attendance in class. We enroll more students than any other degree-granting institution in the state of Maryland; we have conferred more than 100,000 degrees since our inception. What most institutions

are just now realizing about education in the new century, we have been busy perfecting.

This experience presents great challenges, and even greater opportunities. As online learning becomes more and more ubiquitous, we will be challenged to maintain our hallmark focus on individuals. We do not imagine that the online delivery of the UMUC education will supplant the classroom. Rather, we see information technology as the most promising new tool for augmenting learning. Its unique benefits—ease of scheduling, range of delivery, relatively low cost—are already expanding the experiences of our students. As Maryland's most prolific knowledge exporter, we have an unparalleled opportunity to bring a UMUC education to students on every continent of the globe.

FOCUSING ON STUDENTS

UMUC supports over 70,000 students worldwide with services developed specifically to fit their busy, adult lives. In person, by phone and, increasingly, on the World Wide Web, our students get timely help with admission and financial aid, veterans benefits, registration, academic advising, career information, and disabled-student services. Offering professional relevance, high academic standards, and convenience, academic programs focus on our students' needs as well.

TO CONSTRUCT THE NEW GLOBAL UNIVERSITY, WE'LL BUILD ON STRENGTHS.

A number of initiatives are already under way to help us continue to build our global presence. Many more are in development.

Central to our success is the informed use of information technology. A key issue for us is our ability to serve a worldwide network of computer users, both faculty and student. In addition to bringing more interactive computing technology to our classrooms and adding online offerings, our network-building efforts focus on expanding our computing capabilities to offer more student access to such essential services as academic counseling, financial aid, and other administrative functions of the university.

BUILDING ON STRENGTHS

Staying current in the latest technologies and practices is essential to a faculty that is continually refining the art and science of distance education for adult learners. Through our Center for Teaching, Learning, and Assessment (CTLA), we provide comprehensive and ongoing faculty development designed to improve teaching, encourage professional growth, support innovative projects, and recognize accomplishment. For example, CTLA trains faculty in the use of WebTycho, a proprietary software tool we developed specifically for taking courses online. WebTycho's application to corporate and institutional training efforts represents an entrepreneurial opportunity as well.

Internationally, our offerings have created thousands of UMUC alumni at more than 150 sites on U.S. military bases. We also maintain two traditional campuses in Germany, one of which caters to students from all over the world. Our plan is to leverage and expand our presence in key international markets by offering more degree and certificate programs to country nationals. This effort will further solidify our role as an international leader in adult education.

Closer to home, our continued support of the Maryland workforce with corporate partnerships and adult-oriented programs helps

Maryland workers maintain a competitive edge in a competitive world. Working with corporate partners and others, UMUC develops undergraduate and graduate degree programs focused on professional development. Certification programs in a wide range of disciplines keep Maryland workers vital and valuable, our economy healthy.

Those who support UMUC in the coming years will share our vision that a global economy needs a leading global university and that the benefits of Maryland's world leadership in distance education greatly return the investment. Our experience tells us that the new bricks and mortar will build bridges connecting all kinds of learners in all corners of the globe.

LIFELONG LEARNING

According to John Dewey, education is simply the "capacity for further education." We agree, and so does today's workplace. It is a fact of modern life that learning and adapting to change are lifelong processes. UMUC is expressly designed to recognize this fact.

THE LAST YEAR WAS ONE OF CHANGE AND PREPARATION FOR UMUC. In September 1998, T. Benjamin Massey, UMUC president for many years, retired. Recognizing Dr. Massey's retirement, University System of Maryland Chancellor Donald N. Langenberg said, "Ben Massey has dedicated 20 years of his life to the betterment of University of Maryland University College. Under his quiet, yet determined leadership and his steady, yet strategic stewardship, UMUC has become a global leader in serving the educational needs of working adults." Dr. Massey served as director of UMUC's Asian and European Divisions and as vice chancellor of UMUC before he was appointed chancellor of UMUC in 1978, and president in 1988. After 38 years of dedicated service, Ben Massey handed the reigns to an interim team, ably led by Robert "Skip" Myers, to manage the institution until a new president was named.

During the year, we successfully set in motion and expanded several important initiatives designed to position and prepare UMUC for leadership in the new technologically connected world of higher education for adult learners. These projects, centers, online courses, and other undertakings all take advantage of UMUC's unique experience as a distance learning pioneer.

FY99: A YEAR OF FOUNDATION BUILDING

Already, many UMUC courses are accessible globally via the World Wide Web and other distance learning technologies. Last year, great strides were made to expand our reach. Almost all the undergraduate curricula are now offered online, and bachelor's degrees are conferred at a distance through Undergraduate Programs in more than a dozen areas of specialization. The Graduate School of Management & Technology offers numerous master's degrees, with choices from a growing number of specialized tracks, entirely online. Of special interest is a new online M.B.A. program that became available in fall 1999. It quickly attracted more than 5,000 inquiries from 71 countries and promises healthy growth.

Several new offices and units focusing on the needs of the adult learner in a technological society were formed as part of institutional restructuring during this past year. For example, the Office of Distance Education and

Lifelong Learning (ODELL) was formed as UMUC's research and development enterprise. It houses our accelerated efforts to create an internationally preeminent virtual university. ODELL hosts conferences and workshops, develops resource materials, and seeks grants to further the technologies and pedagogy associated with lifelong learning.

Through its Center for the Virtual University, UMUC stays at the forefront of Web-enabled instruction. The Institute for Research and Assessment in Higher Education carries out studies that will help UMUC and other institutions of higher education more effectively serve the world's new majority of college students: adults.

As educational delivery changes to take advantage of new technologies, the rules of intellectual property are changing, too. This year, a congressional committee on the Digital Millennium Copyright Act heard testimony from UMUC staff members Kim Kelley and Kathleen Burke on the proposed act's impact on higher education. Their testimony was reported on the *New York Times* Web site. Kelley leads the Center for Intellectual Property, Copyright, and Distance Education at UMUC, which focuses on copyright and fair use issues in the online-education arena, as well as license agreements and commercialization of UMUC's intellectual property.

The newly named Center for Teaching, Learning, and Assessment (CTLA) coordinates faculty development, distance education,

course development, and prior learning assessment training for UMUC faculty. CTLA is an outgrowth of the past year's realignment and enhancement of faculty development efforts. In addition to providing essential technological training for creating online courses, the staff of CTLA plans and oversees faculty counseling, workshops and seminars, grants, student course evaluations, recognition programs, and an innovative peer-mentoring system for classroom and online teachers.

Peer mentors observe classes, shadow online or voice-mail conferences, and provide a written report that is then shared with the faculty member and becomes part of the individual's professional development files. More than 70 classroom visits are conducted each semester to all new faculty and to experienced faculty on a five-year, rotating basis. Approximately 20 semester-long mentoring partnerships are arranged for faculty members teaching distance-delivered courses each year.

The Office of Global Outreach has been busy helping UMUC realize its global vision. Identifying markets for UMUC's proven education programs, the office actively seeks regional, national, and international expansion for UMUC expertise. Already, its Head Start Quality Improvement Center is providing training and technical expertise to management and professional staff of Head Start and Early Head Start programs throughout the mid-Atlantic region in the use of UMUC-designed programs.

NURTURING THE VISION

Our plans and hopes are made realities only by the support we receive in the form of financial gifts. Thanks to the generous contributions of thousands of friends and benefactors around the world, UMUC continues to grow strong. Please join us as we work to realize our vision of reaching more learners in more places with more programs designed to meet the needs of adult learners around the globe.

THANKS TO OUR SUPPORTERS, WE'RE BUILDING A GLOBAL UNIVERSITY WITH THE NEW, TECHNOLOGICAL BRICKS AND MORTAR OF THE 21ST CENTURY. Some highlights from FY99 include:

- The establishment of the T. Benjamin Massey Scholarship Fund honoring President Emeritus T. Benjamin Massey. The scholarship fund, the single largest at UMUC, grew to more than \$125,000 and was supported by friends and faculty of the university across a wide spectrum.

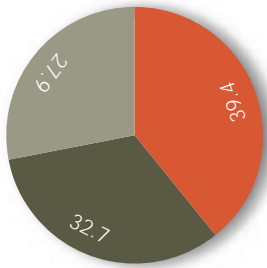
- A gift of \$100,000 from USAA Foundation, Inc. This donation was given to expand UMUC's online library services to bring overseas programs up to par with statewide services and established fall 1999 as the target date for completion.

SUPPORTING THE VISION

- A gift of \$100,000 from alumna and faculty member Evelyn Bata, a longtime teacher of English and psychology in our European Division. In an effort to benefit all areas of the university—including students—she established individual funds for the European and Asian Divisions, as well as an endowed scholarship fund. Her generous gift is the largest individual contribution ever received in the university's history.

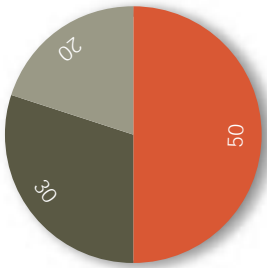
- Completion of the eighth year of the Partners in Progress Fund, which provides an opportunity for students from Northwestern High School in nearby Hyattsville, Maryland, to attend UMUC. This past academic year, 22 students were enrolled through the full-scholarship program that targets promising, at-risk students.

Thanks to all of our supporters throughout the year.



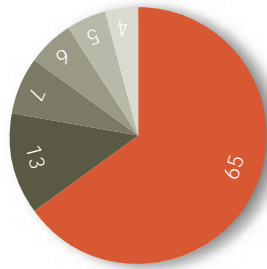
Worldwide Enrollments FY99

- 39.4% Europe
- 32.7% Stateside
- 27.9% Asia



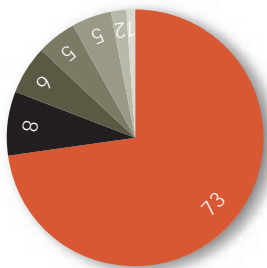
Worldwide Degrees FY99

- 50% Stateside
- 30% Europe
- 20% Asia



Expenditures FY99

- 65% Instruction (41%), Student Services (13%), Academic Support (11%)
- 13% Institutional Support
- 7% Plant Operations
- 6% Public Service
- 5% Auxiliary Services
- 4% Scholarships
- 0% Research



Revenue FY99

- 73% Tuition and Fees
- 8% Educational Sales and Services
- 6% State Appropriation
- 5% Auxiliary Services
- 5% Federal Grants and Contracts
- 2% Other Sources
- 1% Gifts and Other Grants

PRESIDENT'S CLUB CIRCLE

(Exceeds \$50,000)

Evelyn J. Bata '68
Barry M. Chasen '76 and Lyn E. Chasen
Allan Horelick
Philip Horelick
Hugo A. Keesing
Esta Maril
John L. Milton '68
Charles E. (Ted) Peck and Delphine Peck
John W. Vessey Jr. '63

PRESIDENT'S CLUB CABINET

(\$25,000–\$49,999)

Estate of Mary Ainsworth
Vivian N. Elkins
Jerome H. Enis '62
David C. Maril
William T. Rachford Jr. '70, '72
Jerome D. Robbins '72
Emory T. Trosper
Rosalie Y. Woo '82 and Ching-Hung Woo

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(\$15,000–\$24,999)

Frida Brown
Thomas W. Burbeck
Sam Chebeir '95
Bill G. Evans '61
Nancy Ferguson
Charles J. Ippolito '61
Ruth Jacobs-Arrill '91, '95
Leonard Kaplan and Tobee Kaplan
James R. Kurtz '65, '96 M.G.A.
T. Benjamin Massey and Bylee H. Massey
Kenneth L. Nees '62
Edward A. Parnell '75
Terrence A. Tierney and Kelly A. Pessagno

PRESIDENT'S CLUB

(\$10,000–\$14,999)

James D. Adams '57 and Irene M. Adams
John O. Aje and Tope Aje
Nicholas H. Allen and Eva J. Allen
Joseph J. Arden
Nicholas Athanassiou and Jeanne McNett
Vida J. Bandis
Roland F. Behnke '61 and Eleanor H. Behnke
William R. Berglof and Atsuko Yamada Berglof
Richard F. Blewitt '73
Harold J. Bothner III '82, '93 M.S.
and Jean M. Measell
Marcia M. Bouchard '94
and Ronald M. Bouchard
Joseph V. Bowen Jr. '84 M.G.A., '95 M.I.M.
and Michele E. Jacobs '74
David W. Bower Sr. and Dorothy Bower
Stephanie C. Bowers '88 M.G.A.
and Richard J. Bowers
Verne L. Bowers '61
Marian H. Bowser '85, '91 M.G.A.
Leroy J. Brever
Paul W. Brewer and Valerie Brewer
Nicholas Brockunier '76 and Anne Crowley
Bonnie N. Broh-Kahn '77 and Jere Broh-Kahn
Charles E. Castle Jr. '70 and Elaine Castle
Harley A. Cloud
Wallace H. Currey '61
Roscoe E. Dann Jr. '67 and Elfriede K. Dann
Dennis J. Doolin and Eiko Nakata Doolin
Marjorie E. Drazek
Richard H. Dunfee
Beth L. Durkee '85 M.G.A.
Bruce A. Emmel '86 and Mary Emmel
Helen Reed Evans
Stephen H. Fisher '89
Bernard T. Franck and Chieko Franck
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Nancy L. Gentry '91, '99 M.S.

Rosemary E. Gibson '89, '94 M.G.A.
and Ulric P. Gibson
Robert T. Glenn
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and Richard J. Hakes
Christina A. Hannah and Lawrence Hannah
Paula A. Harbecke
Adam W. Harper Jr. '60
and Francis O. Harper
Richard E. Hess
Joseph Holston
Joan L. Johnson '91 and W. Offutt Johnson
Julian S. Jones and Patricia M. Wallace
Morris T. Keeton
Frank R. Kent III '91 M.G.A.
Ruby K. King '91
Nancy J. Klewicki '86 and Michael Boyle
Harry Kriemelmeyer Jr. '89 M.G.A.
and Mildred F. Kriemelmeyer '89
O. Wayne Krumwiede '66
and Grace Krumwiede
W. Thomas Lansford '90, '96 M.G.A.
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and Christine MacCallum
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Laverne G. Mensah and George A. Mensah

Carole Miller
Gayle F. Miller '95 and Tony Ulewicz
Barbara R. Mintz
Betty M. Montgomery '86
Ann B. Muffeny '97 and Frank Muffeny
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and Martha N. Stanton
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and Peter R. Reilly
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Paul J. Rose '66
Elinor Seidel '63
George Shepard '60
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and Susan Lum Shewchuk
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and Jack C. Sprague
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Albert L. Troupe '92
Margaret J. Wort '81
Gary A. Yunker '80 and Yong-Hui Yunker
Monika Zwink

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and Irene M. Adams
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Nicholas H. Allen
and Eva J. Allen
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Vida J. Bandis
Evelyn J. Bata '68
Roland F. Behnke '61
and Eleanor F. Behnke
William R. Berglof
and Atsuko Yamada Berglof
Richard F. Blewitt '73
Harold J. Bothner III '82, '93 M.S.
and Jean M. Measell
Marcia M. Bouchard '94
and Ronald M. Bouchard
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M.I.M. and Michele E. Jacobs '74
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and Dorothy Bower
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and Richard J. Bowers
Verne L. Bowers '61
Nicholas Brockunier '76
and Anne Crowley
Bonnie N. Broh-Kahn '77
and Jere Broh-Kahn
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and William Brown
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and Elaine Castle
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and Mary Emmel
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and Chieko Franck
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and Ulric P. Gibson
Robert T. Glenn
Darrell P. Graf '85
and Luise J. Graf
Mary Anne Hakes '90 M.G.A.
and Richard J. Hakes
Paul H. Hamlin

Christina A. Hannah
and Lawrence Hannah
Eric D. Harbison '89, '90
Adam W. Harper Jr. '60
and Francis O. Harper
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and W. Offutt Johnson
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O. Wayne Krumwiede '66
and Grace Krumwiede
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and Christine MacCallum
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T. Benjamin Massey
and Bylee H. Massey
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Laverne G. Mensah
and George A. Mensah
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Gayle F. Miller '95
and Tony Ulewicz
Betty M. Montgomery '86
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and Gretchen A. Myers
Kenneth L. Nees '62
Lloyd G. Oliver '59
and Sylvia Oliver
Bonnie Osborn
and Kirk Osborn
Emmett Paige Jr. '72
Edward A. Parnell '75
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and Peter R. Reilly
C. Lyle Rishell '55
and Marilyn Rishell
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Norman C. Rothman
George Shepard '60
Serge M. Shewchuk
and Susan Lum Shewchuk
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and Yuji Suzuki
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and Carole E. Thompson
Patricia J. Toregas '84, '91 M.G.A.
Linda Tränkle '81
Elaine S. Ullian
John W. Vessey Jr. '63
Paul Wehr and Beverly Wehr
Gary A. Yunker '80
and Yong-Hui Yunker
Gabriel Zepecki
Monika Zwink

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Linda J. Carr '91
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Jackie L. Dyess '85
Richard England Jr. '83
Arturo Flores
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William C. Sweeney '84
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Barbara L. Walthers '99
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Elliotte J. Williams '84
Glenn Williams '97 M.S.

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(\$250-\$499)

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Robert C. Baughman '73
Robert B. Beard '64
Gerald A. Beierschmitt '66
Tana M. Bishop '87
Ron R. Bowers '71
Laura W. Brown
Paul A. Campbell '78
Warren D. Carl '91
Kuang-Wu Chen
R.N. Crain '96
Joe B. Crownover '57
Daniel K. Cumberland '91
Madeline A. Cunningham '82
Winifred C. Day '97
Brenda E. Dixon '95 M.G.A.
Ngon M. Do
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Rosanna M. Farley '90
Jo Ann Farrell
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Earl R. Frazier '86
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and Richard J. Gatto
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William G. Gessner '88
Lawrence P. Gibbs '73
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Marie E. Hallion
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Margaret H. Hedges '79
Larry G. Hepinstall
James A. Hesson '75
Earle W. Hockenberry Jr.
John E. Hodges '85, '97 M.S.
Raymond J. Hoffman '92
Rosemary B. Hoffmann
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Stephen P. Holowenzak
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Rodney L. Hovde
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Ricky M. Jackson '96
Dianne M. Jacobini '82
Paul H. Jacobson '71
Leola Johns '83
Gregory J. Kaseeska '81

Sherri F. Kitter '89
Matthew J. Korbeck '75
Susan M. Koski-Grafer '80
Jerralynn A. Krinks '91
Palmer V. LaGrange Jr. '94
Dale E. Leach '87
Frank Y.F. Lee Jr. '67
Margaret O. Lester '95 M.S.
Adele P. Lewis '87, '93 M.S.
and Edward J. Lewis
Carrol G. Lewis '89
Martin R. Lighthouse '89
James D. Lind '73
Herman Llorin '94
Garth Mackenzie
Barbara A. Manfreda '95
Clarence J. Mann II
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Barbara A. Mayo-Wells
Matthew D. McBride '88, '90
Edward P. McCracken
Brian J. McCreech '66
Christine H. McCully '89
Joao M. Moreira '78
Mark D. Murset '89
Steven G. Novak '90
Michael S. Page '93, '96 M.G.A.
Doris Patz
Eugene G. Peters '84, '91 M.G.A.
Nancy Philipp '88, '95 M.S.
Judith V. Phillips '92
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Ferdinand D. Delacruz '87
Gloria A. Delgadillo '83, '92
John A. Delgado '90
Claire I. Del Gandio '95
Miriam A. Dellisola '87
Ilene H. Dellon '86
Christine Demaitre-Wolfe
Gisela DeMarco '76
Pamela A. DeMartino
Paulo C. De Miranda '98
Dave W. Densford '77
Roland C. Depew '97 M.G.A.
John J. Depola '85
Clarise Derosier '97 M.G.A.
William M. Deskins '97 M.S.
Tiffany D. Despain '98
Henry G. Dettmar '62
Lucille Dettor '74
John P. Devine Jr. '91
Joseph M. Devlin '95
John E. Dexter '62
Dianne C. Dezio '95 M.S.
Ernest G. Diamond '76
Howard Diamond '94 M.S.
Albert F. Diem '84

Daniel F. Difonzo Jr. '95 M.G.A.
Nona G. Diggs '99
Dion L. Dillard '97
Patrick J. Dilling '93
Charles R. Dillon '73
Robert A. Dillon Jr. '58
Timothy D. Dioquino '97 M.S.
Thomas V. Di Salvo '99
Michael A. Di Tullio '97
Michael A. Divittorio '96
James J. Dixon '80
Lorraine M. Dixon '99
Patricia A. Dixon '76
Chuyen M. Do '92
Gary R. Doan '83
Betty J. Dodds '94
Jill Dodge '91, '94 M.G.A.
Cecilia Dolan '90, '95
Gerard R. Dolansky '92, '97
Barbara B. Dollar-Brashears
Thomas Domingues Jr. '72
Timothy A. Donahue '66
Margaret A. Donato
Jean A. Dondelinger '88
Linda F. Doneff '91
Gerald B. Donegan '75
Ming Dong
Gary A. Donley '95 M.G.A.
Brian K. Donnelly '87
Arlene P. Dookwah '94
Timothy K. Dooley '91
John Doorhy Jr. '94
Mary J. Dorsett '84
Ridgely H. Dorsey '80
Tracy A. Dorsey '93
Steven H. Dotterer '84
Lucius G. Douglas '95 M.G.A.
Patricia A. Douglass '96
JoAnn S. Dower '96 M.G.A.
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Bruce Dowley '89
Harmon A. Downey '92
William R. Downs '94
Carole J. Doyle '73
Mark R. Draeger '75
Cedric M. Drake '86
Marlies Drechsel '97
Fiadna M. Driscoll '99
William D. Driscoll '86
Gail M. Driskill '86
Fready E. Drummer '97 M.S.
Pamela M. DuBost '88
Mark S. Dubrow '94
Gaynell D. Dudley '96
Russell E. Dulaney Jr. '80
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John P. Dumoulin '96 M.G.A.
Arlene H. Duncan
Denise R. Duncan '84
Michael A. Duniho '67
Connie Dunn
Frank D. Dunn '94
Margo J. Dunn '84
Mary L. Dunn '86

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Fredrick A. Dunston '98 M.G.A.
Paul M. Durbin '97
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Leonard T. Dzergoski '77
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Mark Eastman '77
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Samuel H. Eaton '82
Diane R. Eberle '88
Kim M. Ebert '98
Keith G. Ebker '93 M.S.
Joanne Eccleston '91
Thomas J. Eckenrode '67
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Angela J. Edmonds '96
Hobart J. Edmonds '76
Marie M. Edouard '96
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James J. Edwards '97
Jude E. Edwards '95, '98 M.S.
Petra A. Edwards '97
William Ehardt '74
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Elva L. Eilertson '86
Juliet Eiselstein '97
Stuart Eisen '76, '95 M.G.A.
Marilyn W. Eisenstadt
Amy K. Eizeldin
Mary C. Elam '92
Charles A. Elburn Jr. '86, '94
Steven G. Elder '92
Charlie Eldridge '96
Laurinda R. Elgin '91
Knut E. Ellenes '80
Grace D. Ellerbe '93
Lisa D. Ellies '97
Dean F. Elliott '80
Mary A. Elliott '96 M.I.M.
David L. Ellis '73
William R. Ellis Jr. '91
Adele B. Ellsworth '70
Landon L. Elswick '76
Elaine V. Emeth '93
John A. Ena Sr. '81
Robert L. Engemann '56
Frank J. Englebracht '95
Christine E. Englehart '87
Theresa A. English '92
Roy E. Entrekin '77
Charles Erb '94
Susan W. Erb '86
Lucy T. Erdelac '83
Vera Erdmann-Keefer
Kathleen A. Erno '88, '91
Michael E. Eschman '96
Idongesit I. Essiet '97 M.S.
Monica F. Estravit '93
Diana M. Eugene

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 Dale M. Evans '82
 Darwin J. Evans '73
 Mark E. Evans '97
 Mary R. Evans '84
 Robert C. Evans '64
 Robert W. Evans '88
 Lisa M. Evers '96
 Antonio D. Faison '91
 William R. Faith '90
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 Michele M. Falchek '95 M.G.A.
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 Daniel A. Falls '93
 John T. Farady '59
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 Nancy J. Farinella '78
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 W.B. Farley '98
 James F. Farrell '73
 Leon E. Farrell '59
 Thomas J. Farrell II '87
 Lorraine A. Farris '91, '96
 Frederick W. Fasegha '82
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 Richard H. Fecteau '91
 John A. Feeley '94
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 Frances L. Feldman '72
 William R. Feldmann III '87
 Alfred G. Felix '68
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 Myra A. Fender '96
 Frank F. Fennell Jr. '90
 Glenda Fenwick
 Laura C. Fenwick '97
 Bruce R. Ferguson '99
 Curtis L. Ferguson '93
 Kimberly A. Ferguson '86
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 Denise F. Ferrenz '84
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 Karen L. Fetterly '83
 June Fichter '82
 Donna H. Fickett '91 M.S.
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 Janet E. Filtzer '85
 Christina Fincutter '88
 Glen A. Fine '96
 Gregory D. Fink '96
 Leonard J. Finkel
 Gregory W. Fischer '94
 and Diane Fischer '94
 Deborah J. Fischer-Blom '89 M.G.A.
 and Stephen D. Blom
 Isaac A. Fisher '73
 James E. Fisher Jr. '93
 Jodi L. Fisher '96 M.G.A.
 Paul W. Fisher '91
 John D. Fitch '95
 Rex N. Fitch '94
 Arthur W. Fitchie III '94

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 John R. Floyd
 Teresa Floyd '96
 Jeffrey L. Flynn '73
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 Edward L. Foley '79
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 Mark N. Foley '91, '96
 Mary A. Foley '96
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 D. Carolyn S. Ford '79
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 and Paula Foreman
 Rosalie Forest '95
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 Andre A. Fournier '98
 Denis L. Fournier '90
 Carlene Foushee '95
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 Marjorie A. Fox '90
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 Emmett A. Francis Jr. '81
 Patricia L. Francis '87
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 and Jack E. Frazier
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 Marianne Freedman '81
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 Norman P. Friedlander '90
 Joel I. Friedman '78

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 Kevin P. Frost '89
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 Angela Furlong '98
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 Sharon L. Gagnon '98
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 James A. Galgano '87
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 Richard Gallagher '84
 Lydia K. Gallick '82
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 Gregory M. Galloway '95
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 Timothy J. Gannon '89
 Maxwell L. Gantt '97
 Kevin J. Garbelman '85
 Charles P. Garber '80
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 Mark T. Gardner '94
 Mary E. Gardner '83
 Howard P. Garey '81, '83
 and Yoko Garey
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 Timothy J. Gately '74
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 Muriel M. Gelles '96
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 Denise E. Gendron '88, '90, '91
 Paul L. Genecki '72
 Eugenia Genys '98 M.G.A.

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 Howard C. George '94
 Philip J. George '87
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 John E. Gerken '93
 Kathleen C. Germack '89
 Rosemary C. Germann '99
 Rita Gerred '86
 Gloria J. Gerrity '96
 Lois Gershenow '94
 Rochelle P. Gershenow '92 M.G.A.
 Virginia K. Getz '79
 August E. Ghessie '80, '83
 Dung Giang '98
 Barbara G. Gibbs '95
 Charles A. Gibson '94 M.S.
 Laurie M. Gibson '98
 Charles W. Gienger '72
 Keith E. Giggy '78
 John R. Gilbert '71
 Brian K. Gilbertson '94
 Marsha R. Gilchrist '97
 Inez M. Giles
 Valerie A. Giles '99
 James Gilfone Jr. '82
 Ruth F. Gill '88
 Lynn T. Gilley '86
 Catherine A. Gilliam '97
 Samuel A. Gilliam '83
 and Delores C. Gilliam '85
 Eugene A. Ginda '64
 Richard S. Ginsburg '77
 Anthony L. Girillo '75
 Jeanette M. Gisriel '85
 Nancy P. Gladden '99
 Marcus M. Gladstone '90
 Matthew F. Glaudemans '92
 Walter B. Glazer '75
 Thomas D. Gleason '96 M.G.A.
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 John J. Glynn '76
 Brenda C. Godstrey '99
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 Paul K. Goetz
 Thomas E. Goff '88
 Barry C. Goldberg '85
 Lydia H. Golden '98
 Terence Golden '95 and
 Roberta E. Golden '92
 Fred J. Goldsmith '80
 Barbara L. Goldston-Hatfield '84
 Ellen M. Gomes '85
 Gail A. Gomila '89
 John Gonzales
 Mary R. Gonzales '89
 Michelle T. Gooch '91
 Laura L. Goodrich '93
 Felix L. Goodwin '58
 Steve A. Goodwin '92
 Jerome L. Goolsby '90
 Rajkumar Gopala-Rao '86
 Constance A. Gordon '80
 Darrell R. Gordon III '98
 Michael A. Gorham '75

Nancy E. Gorski '96
 Lucy A. Gorsky '97
 Patricia L. Gorton '81
 Clara J. Goss '85, '91 M.G.A.
 Ann M. Gould '89
 Ronald Gowallis '85
 April L. Gower-Getz '98 M.G.A.
 Lisa E. Graddy '93
 Kathleen M. Graf '83
 Annmarie Graham '92, '98
 Barbara D. Graham '95
 Betty J. Graham '95
 James W. Graham '69, '86
 and Cynthia M. Graham '96
 Maria Y. Graham '95
 Maudine M. Graham '96
 Robert B. Graham '84, '97 M.G.A.
 Oscar A. Gramling '82
 Stuart G. Grant '97
 Joseph J. Gravante Jr. '84
 Erick N. Graves '84, '97
 Christopher P. Gray '96
 Douglas A. Gray Jr. '94
 Glen F. Gray '88
 Joseph H. Gray Jr. '85
 and Josephine F. Gray

Gene B. Grove '70
 and Maureen Grove
 Margery G. Grubb '92
 Jay N. Gruber '95 M.G.A.
 Rolf R. Gruning '80
 Elinda Guerrero-Mendiol '87
 William C. Guise Jr. '96
 Mark A. Gull '96
 Carole Gumbs '95
 Brian S. Gunderson '59
 Anntoinette C. Gurvin '88
 Roger W. Gustafson '73
 Donald R. Gutberlet '89
 Robert A. Gwynn '75
 Khai N. Ha '84
 Mitchell P. Hackman '96
 Savvas A. Hadjipanteli
 Constance H. Hadjis '99
 Ada N. Hage '93 M.G.A.
 Jean Hahn '80
 Henry Hailstock Jr. '80
 Thomas S. Haines Jr. '85
 Robert B. Hairston
 Wendell E. Hakala '64
 Andrew B. Hall '99
 Joseph E. Hall '70

WE SEE INFORMATION TECHNOLOGY AS THE MOST PROMISING NEW TOOL FOR AUGMENTING LEARNING. ITS UNIQUE BENEFITS—EASE OF SCHEDULING, RANGE OF DELIVERY, RELATIVELY LOW COST—ARE ALREADY EXPANDING THE EXPERIENCES OF OUR STUDENTS.

Martha W. Gray '80
 Rebecca K. Gray '98
 Steven F. Gray '98
 Edwin R. Green '73
 Laura A. Green '97
 Neil Green '94
 Karen E. Greene '97
 Maurice A. Greene '83
 Edward M. Greenlee Jr. '83
 Randy L. Greer '95
 Dwight C. Gregg '88
 Nina M. Gregoire '97
 Michelle M. Gregonis '95
 Theodore H. Grier '74
 Shawn Griffin '98
 Corinne R. Grim '95
 John R. Grimes '77
 Donna M. Grindstaff '98
 Paul W. Grisham '95
 Mary R. Grochmal '99
 Fred A. Grohgan Jr. '60
 Lawrence Gross '97
 Marcia Gross '90, '95 M.G.A.
 Shelly M. Gross-Wade '97

Kenneth R. Hall '80
 Mary D. Hall '90
 Rosa M. Hall
 Sherri R. Hall '98
 Thomas G. Hall Jr. '81
 Timothy E. Hall '85
 Frank A. Halstead '96
 John E. Halvorsen '98
 Patricia M. Hames '84
 G.C. Hamilton '88
 Leslie R. Hamilton '88
 Terry L. Hamilton '98 M.S., '99
 Mary A. Hammonds '84
 Archie D. Hampton '96
 Mary Ann Hanberry '98
 Katherine E. Hand '83
 Beth L. Handelman '91
 David A. Handy '94
 Wallace M. Hanes '67
 Edward A. Hanka '86
 James A. Hanson '79
 Kenneth S. Hanten '65
 John K. Harley '67
 David Harmer '74

Theresa B. Harney '91
 Larry E. Harper '95
 Leonard E. Harper '80
 Richard E. Harper '96
 Craig E. Harriman '79
 Karen M. Harrington '98
 Angela R. Harris '97
 Bessie M. Harris '94
 David L. Harris '90
 Drexel B. Harris '80
 Lawrence E. Harris '94
 Linda A. Harris '95
 Lorraine V. Harris '86
 Marvin O. Harris '81
 Vera B. Harris '97
 Vivian L. Harris '96
 Arthur F. Harrison '96
 James A. Harrison '99
 Marcella Harrison '96
 Michael Harrison '98
 Ralph M. Harrison '95
 and Jean M. Harrison '94, '95
 Lucinda Hart-Gonzalez
 Joyce A. Hartman '95
 Paul L. Hartman Jr. '92
 Reginald Y. Haseltine
 Thomas H. Haslach '94
 Anastasia M. Hassell '97
 Gloria J. Hastings '90
 Donald A. Hatcher '95
 and Jill Hatcher
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 Patricia Hatton '94
 Kathryn B. Hauser '84, '90 M.G.A.
 Harlton G. Hawk '88
 Sandra M. Hawkins '84
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 Angela R. Haye '96
 Michael W. Hayes '91
 Robert J. Haynali '89
 Diane E. Haynes '79
 Mickey J. Hayward '88
 Anatole K. Heacock '95
 Patrick J. Healy '76
 Susan K. Healy '97
 Michael E. Heaney '93
 Thomas A. Heard '84, '90 M.S.
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 James T. Hedgespeth '96 M.S.
 Cynthia M. Hediger '98
 Hazel J. Heeren '83
 Margaret M. Heffernan '88
 and Tim Heffernan
 Jeffrey A. Heinbaugh '84
 Eric S. Heineman '80
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 Aimee Henderson '82
 Jacqueline S. Henderson '87
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 William Henderson '97
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 Joseph R. Hergan '65
 Mariann Heritage '85
 Margaret A. Herman '63
 Peter A. Herman '82
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 Pedro C. Herrera '90 M.S.
 William C. Herrmann '79
 Susan M. Hersman '82
 Basil D. Herzstein '87
 Michael L. Hess '97
 Sharon L. Hess '98
 Paul L. Hewett '69
 Debbie A. Hewitt-Williams
 B.D. Hibbard '84
 Delores D. Hickerson '86
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 Francene C. Hignight '93
 Joanne F. Hildebrand
 David M. Hill '98 M.G.A.
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 Elizabeth Hill
 Garrett L. Hill '56
 Tanya Hill
 Thomas J. Hill '87
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 Joan P. Hillman '90
 Madeline K. Himmelman '65
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 Stephanie C. Hingley '96
 Richard A. Hinton '72
 Joanne Hirsh '91
 Frederick M. Hjertberg '53
 Judith J. Ho '79
 Duc M. Hoang '99
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 Johnny G. Hobgood '79
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 Deray A. Hodge '97 M.G.A.
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 Frederick J. Hoffman '81
 Theresa A. Hoffmann
 Emily Hoffnar '85
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 and Thomas A. Holland III '80
 Michael W. Holland '85
 and Marilyn J. Holland
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 Orest Holowka '71
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 Theodore R. Hoopes Jr. '95
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 Candace S. Horman '88
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 Robert A. Hornickle '77
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 Charles G. Hosier '86
 Joseph A. Hosier '99
 Larry R. Hottot '87
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 Martha J. Housley '86
 Carol A. Housman '90
 Dee Houston
 Annetta Howard '98
 Janice E. Howard '86, '87
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 Jerry E. Hoyt '69
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 Patricia M. Hulme '98
 Sandra L. Humenik '96

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 Robert Humphries '96
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 Dorothy L. Hurley '90
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 Ida L. Hurvitz
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 Sang Bin Im
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 Hayden C. Ireland III '91
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 Clark O. Irving '60
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 Joseph J. Jackson '58
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 Kenneth D. Jackson '97
 Sharon R. Jackson '98
 Tessie A. Jackson '98
 Carol C. Jacobs '82
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 Gladston D. James '97 M.G.A.
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 Terry L. James '96
 Yvonne E. James '87
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 Suzanna C. Jamison '92
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 Floyd L. Jarboe '87
 and Alicia L. Jarboe
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 Jeffrey L. Jefferson '91
 and Cheri T. Jefferson
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 Sallie M. Jenkins '81
 William J. Jenkins '63
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 Laura J. Orndorff '97 M.I.M.

Steven M. Ornstein '84
 Martha B. Orris '87
 Antonio M. Ortega '85
 Mark E. Osmer '95 M.G.A.
 Marianna H. Osolin-Putnam
 Joan N. Ostheimer '67
 Maeve S. Ostrowski '98 M.G.A.
 Rayann A. Otto '97
 Donna J. Ottone '94, '97 M.G.A.
 James R. Owen '98 M.S.
 Ronald G. Owens '92
 Valerie J. Owings '91
 Linda L. Owings '97
 Joe E. Pace '60
 Alex P. Pacheco '85
 and Laura E. Pacheco '85
 Oscar E. Padilla '90
 William A. Paetz '93
 Michael E. Pafford '80, '81
 Danny B. Page '84
 David A. Page '73
 Mitzi L. Page '84, '86
 Lauren A. Palardy '85, '92 M.G.A.
 Kristie L. Palfrey '91, '95
 Kathie M. Palin '91
 Barbara H. Palmer '98
 Gregory A. Palmer '94
 John R. Palmer '97
 Karen L. Palmer '98 M.G.A.
 Margot A. Palmer '95 M.G.A.
 Peggy A. Palmer '97
 Steven J. Palmer '86
 Christopher C. Para '97
 Philip A. Pardee '97
 John W. Pardun '86
 and Regina S. Pardun '95
 Elaine M. Parfitt '97
 William R. Parfitt '88
 Carole A. Parhizgari '78
 Haseet R. Parikh '89
 Mary J. Paris '97
 William H. Parke '90, '96 M.S.
 Clarence S. Parker '62
 Clark E. Parker '86, '91
 Dorothy B. Parker '95, '99 M.S.
 Kevin M. Parker '89
 Kimberly K. Parker '98
 Richard E. Parker '85, '86
 Hilary N. Parkinson '82
 Ronnie Parks '89
 John F. Parsons '67
 Ralph W. Parsons '70
 Michelle R. Passman '98
 Sheila M. Pastor '95
 Mahavir S. Patel '96 M.G.A.
 Manjula K. Patel '92
 Susan McFadden Patow '88
 M.G.A., '98 M.S.
 Louise R. Patrick '81, '83
 Catherine O. Patterson '99
 Perry S. Patterson III '95
 Darryl J. Patton '94
 Martha A. Patton '79
 Sammy Patton '81
 Vickie D. Patton
 David L. Paul
 Sabine R. Paul '93 M.S.
 Thanhia C. Paul '96
 Susan S. Pavlakis
 Guy A. Payne '74
 John T. Payne Jr. '73
 Lisa G. Payne '97, '98
 Rodney W. Payne Jr. '96 M.S.
 Thomas J. Payne '76
 Cheryl D. Peacock '97
 Lisa T. Pearl '99
 Julie H. Pearson '91
 Kathryn S. Pearson '95 M.G.A.
 Donald L. Peck '66
 Donald W. Peck '91
 Michon E. Peck '85 M.G.A.
 Jack M. Pedigo '85
 Ronnie L. Peele '88
 Marie E. Peeters '79
 Janice M. Pegram-Lewis '97
 Barbara Pekofsky '95
 Tanya F. Pelcher '95
 Triaudlinde Pelletier '96, '98
 Anthony L. Pemberton '93
 Clarice B. Pemberton '97
 Patricia A. Pender '89 M.G.A.
 Warren A. Pendleton '98 M.S.
 Abigail A. Pereira '81
 Nona M. Perez '92
 Timothy L. Perez '93
 Winston J. Perez '87
 Richard A. Perkins '81
 Sheryl J. Perkins '98 M.G.A.
 Uriel L. Perlman '91
 Christian L. Pernell '98
 Frances R. Perrine '94
 Teresa R. Perry '81
 Grace A. Persaud-Pearson '99
 Michael G. Persh
 Dorothy D. Pesci '95 M.G.A.
 Warren E. Peter '91
 Jacqueline J. Peters '98
 Wayne E. Peters '83
 Henry T. Petersen '96
 Christopher L. Peterson '98 M.I.M.
 Richard C. Peterson '95 M.S.
 Virginia D. Peterson '93
 Joseph R. Petrisko '86
 Kerry L. Pezzuti '97
 Patti Pezzuti
 George W. Pfeiffer '74
 Nicolo Pfeiffer '72
 Timothy D. Pflaum '71, '95 M.S.
 Nga T. Pham
 Richard A. Phelps '64
 Alan R. Phillips '84, '87
 Cheryl R. Phillips '95 M.G.A.
 Christopher G. Phillips '83 M.G.A.
 Michael E. Phillips '80
 Vivian A. Phillips '90
 William M. Phipps '82
 Christine M. Piagno '98
 Gwendolyn D. Piatt '97
 John A. Piazza '90
 Irmgard D. Pichot '92 M.G.A.
 Leonard J. Pick II '89
 John L. Pickell '79
 Angela Pickerall '96
 Julian A. Pierson III '96
 Debra W. Pigg '91
 Stacy L. Pikulsky '97
 Pauline A. Pilate '90
 Lalitha A. Pillai '97
 Dallas A. Pilliod '63
 C. Pioth '67
 John E. Piper '80
 Karen K. Piper '97
 Shahriar A. Pirnia '85
 Olivia Pitcher '94, '96
 Ruth S. Pitt '96
 Steven C. Pittman '99
 Ernesto Pizarro Jr. '89, '96
 Robert D. Pizzini '96
 Ira M. Platt '77
 Paul W. Plattner '79
 James E. Pleger '98
 Thomas J. Pleimling '84
 Patricia A. Plunkert '76
 Patrick E. Poell '99
 Curtis G. Poland '80
 Susan L. Ponder '93
 Alison Pope '85
 Kermit E. Pope Jr. '79
 Rich Porter
 Marcia E. Porterfield '85
 Derrick M. Posey '97
 Jennifer L. Posey '97, '99
 M. Ryan Poston '85
 David J. Pothier '80
 Martha M. Potter '88 M.G.A.
 Donald Poudrier '95
 Deborah W. Poulin '96 M.G.A.
 Joyce E. Powell '98
 Portia Powell '97
 Sheri S. Powell '89
 Kathleen A. Power '79
 Barbara L. Powers '96 M.G.A.
 Thomas E. Powers '80
 Debashish J. Pradhan '97
 Larry G. Prall '79
 Frank J. Prather '76
 Sabine P. Pratsch
 Sylvia A. Pratt '92
 Maureen F. Prettyman '88
 Joann R. Price '96
 Mary Price '98
 Mary A. Price '92, '96 M.G.A.
 Stephen B. Price '80, '96 M.S.
 and Wendy M. Bersbach
 Andrea L. Pritchett '98
 William G. Procter '93
 Cheryl A. Proctor '94
 Frederick E. Pross '80
 Peter Y. Pu '80
 Kathleen Puckett
 Fred Pugh '97
 Janza Pullen

Jeff D. Pullen '92, '96 M.G.A.
 Gina S. Pullum '91
 John A. Pulnar '76
 Carl Purpura '92 M.G.A.
 Barbara A. Purvis '85
 James M. Putnam '82
 and Marianna Osolin-Putnam
 John M. Putnam '96 M.S.
 Mary W. Putschi '78
 Val E. Puzulis '93
 Amy L. Pyle '97
 Floren L. Quick '80
 Barbara E. Quinn '95
 Gwendolyn E. Quinn '82
 Margaret A. Quinn '97
 Ramona M. Quinn '86, '97 M.G.A.
 Charles H. Raab '70
 Janice S. Raab '97 M.S.
 Michael A. Racicot '98
 Mary L. Radcliffe '96
 William B. Radford '91
 Bonnie E. Rafer '94
 John H. Rafferty '58
 Regina L. Ragucci '99
 Aisha Rahim '97
 Elaine S. Raines '93
 Mary S. Rainey '89
 Margaret H. Rainville '77
 James D. Rainwater Jr. '96
 Catherine Ramos '97
 David R. Ramos '98 M.G.A.
 Richard J. Ramsey '90
 Sheila F. Ramsey-Caldwell '88
 Benjamin W. Randall Jr. '86
 Dorothy J. Randall '95
 James L. Randall '83
 Andrea M. Rander '92
 Jesse R. Rankin '88
 Stephen C. Rankin '75
 Richard D. Ransom '77
 and Barbara L. Ransom
 David C. Ransome '83
 Rohini S. Rao '87
 Stanley I. Rappaport '79
 Sadaf Rasul '98
 Joann Rath '97 M.S.
 Donald L. Rathmell Jr. '96
 James D. Ratliff '75
 Gino A. Ratti '73
 James L. Rattigan '96
 Donald T. Ratz '91
 Kevin W. Raum '78
 Isaiah Ravenel '91
 Ina R. Rawlinson '88
 James H. Rawson
 Anthony L. Raymond '86, '93 M.S.
 Kathleen R. Reading '98
 Gene Reaves '96
 Lorraine B. Reddy '85
 Frances S. Redfield '96
 Maxine Y. Redmond '95
 Angela J. Reed '86
 John G. Reed '97 M.I.M.
 Maryland K. Reed '89

Susan L. Reed '94
 Ralph C. Reeder
 Carol A. Rees '95
 Harry L. Reese III '82
 Marie A. Reese '93
 James M. Regan '95
 Tina E. Regan '86
 Catherine A. Reid '86
 Deirdre Y. Reid '97 M.G.A.
 Melba Reid
 Willie H. Reid '81
 Robert J. Reiner Jr. '96
 John C. Reinsburrow '95
 Anita S. Remesch '92
 Robert F. Renne '79
 Daniel J. Renneisen '56
 Sonia L. Rhoden-McAllister '98
 Mario R. Ricci '97
 Jacqueline T. Rice-Sands '79
 William A. Rich '80
 Colleen D. Richardson '96
 Joseph Richardson '94
 Lilian Richardson '89
 Larry S. Richmond '75
 Carlos J. Ricketson '64
 Kenneth B. Ricklin '83
 Rebecca A. Riddell '93
 Mary V. Ridgway '97
 Frederick H. Riegelmeier III '79
 Carter Rila '80
 James B. Riley Jr.
 Richard M. Riley '90
 Terrence M. Riley '95 M.G.A.
 Elaine Rimel '89
 Marcus E. Rindal '70
 Ann T. Rinker '89
 Robert E. Rinker '88
 Mariano E. Ripari '96
 Steven Ritchey '98
 Kathleen W. Ritchie '95

Debra L. Robinson '95 M.G.A.
 Jacqueline R. Robinson '93
 Jo E. Robinson '82
 Judith A. Robinson '95 M.G.A.
 Karen B. Robinson '59
 Maria P. Robinson '91 M.S.
 Maxine A. Robinson '95
 Victor M. Robinson '99
 Robert Robles Jr. '98
 Bernadine A. Robnett '98
 Patrick M. Roddy '97
 Patrick L. Rodrigue '96
 Edward F. Rodriguez Sr. '64
 Robert K. Rodweller '78, '84 M.G.A.
 Charles R. Rogers '87 M.G.A.
 Diana L. Rogers '86, '88
 Tanya E. Rogers '90
 Wanda J. Rogers '97 M.G.A.
 William A. Rogers '84
 Edward J. Roke '85
 Duane G. Roling '72
 Beverly K. Rollins '93 M.G.A.
 Ronald G. Roman
 Albert V. Romano '95 M.G.A.
 John Romer '73
 Lisa Romerosa '90, '95
 Noella M. Ronald '92 M.G.A.
 Kyle A. Rondeau '99
 Mary S. Roney '89
 James C. Ronning '96
 Larry M. Rooker '79
 Carla V. Rose '89, '97
 Glenda R. Rose '95
 Juliana D. Rose '79
 S. Joseph Rosenbaum '65
 Bryan S. Rosenberg '93
 Doris E. Rosenblatt '83
 Irma Rosendahl '75
 Randy J. Rosenfeld '95
 Anthony F. Ross '97 M.G.A.

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 CREATED THOUSANDS OF UMUC ALUMNI AT MORE
 THAN 150 SITES ON U.S. MILITARY BASES.

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 Jaime A. Rivas '97 M.S.
 Daniel I. Rivera '94
 Michelle N. Rivera '98 M.G.A.
 Antoinette M. Roach '96
 Deborah L. Roberts '91
 Frederick C. Roberts III '77
 John E. Roberts '80
 Keith Roberts '99
 Leroy F. Roberts Jr. '86
 Mary H. Roberts '93
 Billy Robertson '98
 Carole E. Robertson '96
 Jin K. Robertson '86
 Wesley A. Robertson '91
 Arthur Robinson Jr. '96

Arthur H. Ross '79
 Ellen A. Ross '91
 Jocelyn Y. Ross '85
 Judy M. Ross '80
 Maxine P. Ross '91
 Raymond B. Ross '91
 Wilbert Ross Jr. '81
 Willie J. Ross '90
 Beverly L. Rotan '87
 Dorrice C. Roth '96
 Debra J. Rothenberg '94
 Donald F. Rothkugel '96
 Marilyn Rothschild '82
 David H. Rowinski '86, '89
 Sarah S. Roy '92 M.S.
 Sudebi Roy '97

Kenneth O. Royston '96
Deborah A. Rudy '89
Pamela A. Rummel '91, '94
Amy E. Rumpf '93
Elizabeth A. Rush '86
Daria Russell '99
Yvette F. Russell '97
Ann Marie Russo '83
Rosella M. Rust
Donald W. Ryan '73
Lawrence M. Ryan '90
Mary K. Ryan '94
Jens M. Rygh '88
Christopher Rzepka '95
Alan Saavedra '88
Reem A. Saba
Theresa G. Sabate '99
Henry H. Sablitz '61
Joseph J. Sacket '90
Sonsoles Saenz De Santa Maria '95
Edward C. Safford '91
Sawson E. Said
Joseph Saladyga '95 M.G.A.
Manuel M. Salguero Jr. '63
Jeffrey L. Salisbury '79
Joanne M. Saltzberg '97
Bernadette E. Salyer '85
Jill A. Sammond '98
Tandelyia D. Samuels '98
Robert Sanabria '65
Ana M. Sanchez '94
Mildred F. Sanda '89
William P. Sanders '89
Georgeanna W. Sanderson '79
Beth M. Sandifer '95
McDewain Sandlin Jr. '92
Elizabeth C. San Martin '96
Alton L. Sapp '83
Edwin G. Sapp
Ronald B. Sappington '89
Ronald E. Sargent '85
Deborah A. Satterfield '85
Carol A. Sattler '89
Peter S. Saucier '77
Christopher F. Sauer '91
Jerold A. Sauer '85
Dionne D. Saul '95
Cassandra Saunders '96 M.G.A.
Carol A. Savage '84
Priscilla A. Savary-Hill
Anthony P. Savia '97
Sheila L. Saville '90
Patricia P. Savory '84
Jyoti Sawhney '97
Denise A. Sayer '91
Brett A. Schaechter '98
Linda C. Schardt '94
Douglas W. Scheffler '85, '92 M.S.
Thomas D. Scheurich '97 M.G.A.
Thomas H. Schiffgens '86, '93 M.S.
Irene M. Schiller '67
Pamela Schilling '96
Raymond Schlachta '94
Teresa L. Schmidt '98

Richard M. Schneible '96
Alexander Schneider '87 M.G.A.
Holle E. Schneider '83
Jeffrey W. Schneider '92
Susan Z. Schneider '94, '97
Simone A. Schoch '86
Martin W. Scholl '92, '93
Warren Schor '90
Elaine H. Schrader '68
Richard Schreck
Chad D. Schrock '98
Daniel J. Schulte '70
Gerald S. Schultz '86
Suzanne L. Schultz '96
Carmen W. Schumacher '86
Steven Schupak '95 M.G.A.
Mary W. Schwanky
Joan Schwartz '87
Frederick X. Schwenker '80
Donna S. Scigliano '90
Duane T. Scott '97
Gary G. Scott '91
Gregory J. Scott '98 M.G.A.
Jean A. Scott '99
Lanettae Scott '95
Louise G. Scott '84
Marcia M. Scott '84
Vernita Scott '94
Jessica L. Scruggs '92
Bonita Scungio '79
Lou Vera Seales '83
Arthur M. Sears '57
Karl D. Sease '96
Kathy J. Sebring '88
Cyndy Secrist
Genevieve Segura-Haight
Alfred W. Seidel '66
Mary Lee Seifert '94
Maurice S. Seigel '70
Ernst S. Selig '65
Aida Semerjian '97, '98
Charles J. Semich '70
Peter Senecal II '94
Allan H. Senker '83
Susan M. Serrian '98
Jonathan L. Setliff '93
Henry P. Seufert '70
Ivan E. Severson '70
James R. Shackett '72
Clyde G. Shaffer '73
Maureen M. Shaffer '87
Sanford L. Shaffer '81
Masood A. Shah '95
Jessie J. Shanks '83
Larry L. Shanks '74
James B. Shapiro '92 M.G.A.
William L. Sharp Jr. '84
Patricia C. Shatz '93
Ralph D. Shaw '76
Theresa A. Sheehan '92
Carol A. Shelby '91
Cynthia A. Shelton
Deborah M. Shelton '90, '94
Emily H. Shepard '84

David T. Shepardson '77
Carol A. Shepherd '89
Betsy Sheppard '84
Margaret M. Sheriff '98
Donald M. Sherman '96
Doug Sherman '77
Elizabeth M. Sherman '93
Adrian W. Sherrod '76
David L. Sherry '85 M.G.A.
Laura M. Shields '88
Katherine Shine '94
Janet M. Shine-Litten '85
Shelley A. Shipe '80
Nancy G. Shipman '84
Veronica M. Shockley '98
William B. Shoemaker '77
Betty D. Sholl '71
Richard R. Shoop '54
Eric J. Shope '96 M.G.A.
Donald K. Shores '78
John R. Short Jr. '61
George M. Shuffer Jr. '56
Bren T. Shuler
Roberta F. Shulman '95 M.G.A.
W. Stephen Shupe '79
Pamela J. Sichelman '86
Michael L. Siebers '94
Vickie K. Siebert '96
and George W. Siebert III
Paul E. Siefing Jr. '79
Susan M. Stenkiewicz '80
Marcia E. Sierra '87, '94
Chester J. Silfee Jr. '93
Anjalika I. Silva '98 M.S.
Herbert Silva '97
Helene Silver '97 M.I.M.
George T. Silvestri '93
Victor W. Simerly '79
Jonathan M. Simmons '97 M.S.
Katherine E. Simmons '97 M.G.A.
Oliver J. Simms '96
Brenda D. Simons '86
Gary C. Simpson '97
James E. Simpson Jr. '79
Robert Simpson '98
Theresa C. Sisco '77
Gloria J. Skillman '99
Richard H. Skorny '97 M.G.A.
Robert F. Sladek Sr. '57
Joseph M. Slattery '87
Wanda F. Sledge '93
Jane Welsh Sleman '81
Edmund Slezak '73
Susi B. Slocum '84, '87
Jack R. Slomnicki '92
La Jeune R. Small '98
David M. Smarsh '95, '98
Frederick F. Smartt '77, '89 M.S.
Cheryl L. Smiler '94 M.S.
Michael Smiley '72
Byron M. Smith '91
Corinne F. Smith '97 M.G.A.
Dale L. Smith '55
David E. Smith '70

Deborah R. Smith '90
 Diana L. Smith '95
 Diane Smith '99
 Donald F. Smith '79
 Frank C. Smith '82
 Gina I. Smith '98 M.S.
 Harry E. Smith '73
 Heather D. Smith '97
 James A. Smith '99
 James W. Smith '72
 Joann K. Murphy Smith
 John F. Smith '96 M.G.A.
 Kay V. Smith '91, '93
 and Lewis W. Smith
 Larry A. Smith '96 M.G.A.
 Marshall Smith '84
 Martha M. Smith '96
 Otis J. Smith '78
 Richard E. Smith II '86
 Ronald B. Smith Jr. '98
 Ronald L. Smith '77
 Rufus Smith '95
 Sharon Smith '99
 Sherry C. Smith '85, '92
 Thomas W. Smith '77
 Velda D. Smith '87
 Matt Smolksky '83
 William A. Smoot Jr. '79
 Gary W. Smythers '87
 Susan M. Snay '96 M.G.A.
 Elizabeth C. Snell '86
 Henry A. Snell '74
 Lester G. Snell '86
 James E. Snight '71
 Kathy A. Snodgrass '85
 Daniel W. Snyder '92
 Maria J. Snyder '70
 Cynthia F. Sobolewski '90
 Charles F. Soddy '74
 Domenico F. Sofia '95 M.G.A.
 Renate E. Solenberger '79
 Timothy S. Soller '98
 Anna T. Solloway '97 M.S.
 Francis E. Soloducha '94 M.S.
 Ned C. Solomon '64
 Pamela A. Solomos '83
 John T. Somensky '94 M.G.A.
 Constance P. Somerville '95
 Orrett A. Sommerville '91, '93
 William W. Sondervan
 Fred E. Sorady '61
 Jerry N. Soriano '96
 Richard D. Sowell Jr. '67
 Dorothy Spain '82
 and Ernest Spain
 Wayne E. Spangler '96 M.G.A.
 Bart Spano '80
 Robert G. Spear '79
 Eldridge Spearman '80
 Kecia M. Spell '99
 Debra L. Speller '90
 Gary D. Spencer '99
 Larry W. Spencer '83
 Patricia C. Spencer
 Sharon Spencer
 William L. Sperato '91, '93
 Frank J. Spernak '73
 Wanda T. Spottswood '98
 Hubert O. Spraberry '63
 Dionne M. Spriggins '95
 Delese L. Spriggs '96
 Sallie J. Springer '98
 Edward Spurlock '94 M.G.A.
 Gary M. Spurrier '87
 Michael J. Squier '85
 Bhanumathy Srinivasan '97
 Franklin C. Stack '64
 Lisa E. Stafford '97
 Thomas Stalder '94
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 Ronald C. Stamps '88
 Michael Stanco III '81
 Joyce A. Stanley '96 M.G.A.
 Robert L. Stanley '97
 Jane E. Stanley-Wieboldt '94 M.S.
 Linwood R. Starbird '92
 Hickory Starr Jr. '95 M.G.A.
 Randall J. Stattel '99
 Richard J. Stattel '92
 Arden K. Stauffer '64
 Pamela A. St. Clair '82
 Frank M. Steadman Jr. '72
 John D. Stedman '88, '91
 Robert A. Steele '93
 Bruce A. Steely '97
 Andrew P. Stefancik '81
 Betty L. Steil '96
 John R. Stein '81
 David L. Steinbacher '97 M.G.A.
 Kenneth P. Steinbruckner '79
 Robert Steinheimer '74
 Fitzhugh Stephens Jr. '84
 Hazel E. Stevens '83
 Wilmer B. Stevens '63
 George W. Stewart '76
 Howard E. Stewart Jr. '89
 Janet L. Stewart '95
 Kathleen L. Stewart '89
 Mathew S. Stewart '87
 Robert G. Stewart '85
 Sharon L. Stewart '84
 Carolyn E. St. Hill '97
 Richard W. Stickle '77
 Dawn A. Stiles '89
 Angela C. Stimpert '92
 Kathleen C. Stine '88
 John F. Stinson '66
 Fred Stivers Jr. '78
 William P. Stivers '82
 Karen E. Stokes '93
 Ruth R. Stokes '83
 Darrin M. Stolba '93 M.S.
 Steven S. Stoll '80
 Ronald D. Stone '98
 Robert B. Stoops '79
 Robert D. Storey '97
 Harold D. Story '68
 Christine D. Stossel '95
 Richard E. Stotler '95 M.G.A.
 Linda F. Stowe '97
 Kristin L. Straiter '96 M.S.
 Joseph E. Stratmann '90
 Iris A. Straub '96
 Frank F. Street '95 M.S.
 Michael L. Strich '85
 Patricia M. Stromberg '97
 Ann S. Strong '59
 Harold E. Strong '62
 Chantel M. Stubbs '99
 Jeffrey L. Studts '92 M.G.A.
 Jane Stunkel '91
 Denise A. Sturman '96
 Jennifer L. Suess '95
 Elizabeth L. Suiitt '77, '88, '93 M.G.A.
 Aileen M. Sullivan '79
 Judith A. Sullivan '97 M.G.A.
 Marie R. Summerlin '93
 Roger D. Summers '92
 Craig Summers '98
 Mohankumar Sundaramoorthy '93 M.S.
 Richard D. Sundberg '86
 Laura L. Sunderland '98
 Connie D. Surosky '95 M.G.A.
 Sidney M. Sussan
 Sheldon L. Sutton '64
 Shinichi Suzuki '96
 Ronald L. Swann '95 M.G.A.
 Wayne L. Swann '96 M.G.A.
 James M. Swartz
 Donald H. Swellander '65
 Rebecca L. Swerdloff '86
 Walter S. Swindell II '97 M.G.A.
 Brian P. Switalski '96
 Susan M. Sylvester '93
 W. Arthur Sylvester '93
 Linda S. Synowczynski '90
 Ilesia Szczepanski '95
 Raymond H. Szyperski '73
 Michael A. Taborn '97
 Kathleen S. Taff
 Cheryl A. Tague '99
 George J. Takacs
 Dennis K. Talbott '91
 Belinda N. Talkington '99
 Carl F. Talley '96
 Abigail R. Tamakloe '98
 Carol J. Tamburo '86
 Matthew Tanquary '97
 James P. Tantaló '73
 Joyce L. Tarman '93
 Mary Tartanian '86
 Elking Tarver '98 M.G.A.
 Angela R. Tasker '86
 Robert T. Tate '95
 Thomas C. Tavenner '96
 Calvin E. Taylor '69
 Darnell Taylor '96
 Elwood Taylor '55
 Felicia Y. Taylor '98
 James Taylor '94
 James P. Taylor '65
 James S. Taylor '87

Judy P. Taylor '99
 Michael Taylor '96
 Michael C. Taylor '90, '93
 Miley A. Taylor '95
 Phyllis L. Taylor '88
 William G. Taylor '94
 Regina R. Taylor-Sawyer '96
 Ellen S. Teague '86
 John K. Teeuw '96
 Mary R. Teitelbaum '79
 Douglas Telasha '90
 Terrie S. Templemon '94
 Patricia M. Tenggel
 Luigi Tenore '91
 William T. Terrell '79
 Dorothy M. Terry '85
 Michael Teruel '95
 Denise L. Tester '90 M.G.A.
 Idun Teuber '98
 Harold C. Teubner Jr. '72
 Donna M. Thacker '94
 Arthur J. Thaden '79
 and Joyce A. Thaden '81, '98
 Anh T. Thai '96
 Constantino Theoharatos '96
 Lucius Theus '56
 Frank W. Thibodeau '61
 Charles T. Thisler '92
 Anthony Thoensen '97
 Joseph F. Thole '88
 Alicia L. Thomas '92
 Belinda M. Thomas '82
 Carole J. Thomas '90
 Cynthia A. Thomas '99
 David L. Thomas '95
 Gerald A. Thomas '99
 Larry R. Thomas '97
 Lavinia M. Thomas '99
 Nathaniel B. Thomas '80
 Patricia A. Thomas '85
 Shirley E. Thomas '87
 Tandra R. Thomas '96
 Wanda M. Thomas '96
 William Thomas Jr. '65
 Coretta L. Thompson '98
 Curtis L. Thompson '79
 Frederick J. Thompson '94, '98
 Henry Thompson '84
 Herbert P. Thompson '96
 Katherine T. Thompson '83
 Thomas G. Thompson
 Jamie J. Thorness '93
 Bruce A. Thyer '76
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