BUILD YOUR FUTURE WITH CONFIDENCE

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

UMUC.edu/moments
WELCOME FROM THE DEAN

The fall season has finally returned. For many of us, this means its time to get back to work. But at University of Maryland University College (UMUC), we never took any time off. We spent months refining and delivering cutting-edge, career-relevant coursework to help our students meet the rising demands of several flourishing industries.

Now more than ever, our students learn skills that translate directly to the workplace. As more and more industries demand creative, multidimensional, and technologically savvy professionals, we have made sure that our courses mirror these needs. Our faculty members—experienced scholar-practitioners who have worked in business, government, nonprofit, and other organizations—are equipped to serve the next generation of capable professionals.

Explore this schedule of classes to select from a variety of courses in your program of study designed to educate you, challenge you, and prepare you for a dynamic career. As always, UMUC is here to support you as you soak in the information that will hopefully make a great change in your life.

Time to hit the books!

Sincerely,

Aric Krause, PhD
Vice Provost and Dean
The Graduate School
University of Maryland University College
E-mail: aric.krause@umuc.edu
SHARE YOUR #UMUCMOMENTS

We are creating a new social experience at UMUC—UMUC Moments—and want you to join in!

We want to hear about your moments—the moment you were recognized for the value you bring to your job because of what you learned at UMUC or when you knew the time, effort, and sacrifice of juggling school and work and life paid off. When did you realize your career and future were looking brighter? When did you feel that your education was worth it?

To join in the conversation, all you need to do is take a moment and share your story—through a video or quote. Visit umuc.edu/moments or share #UMUCMoments on Twitter.

TWO PROGRAMS GET AN UPDATE

Recent changes in information technology and health care demand more from your advanced degree. This fall, UMUC rises to meet these and other challenges.

UMUC announced changes to the Master of Science (MS) in Information Technology and the MS in Health Informatics Administration (formerly Health Administration Informatics) curricula. Both programs will now feature updated coursework to give students a foundation in the emerging technologies and practices prevalent in those two fields.

MS in Information Technology

The MS in Information Technology modified a number of courses. ITEC 620 Information Technology Infrastructure, a staple of the program, has now been split into two courses, ITEC 625 Computer Systems Architecture and ITEC 626 Information Systems Infrastructure, to expand the range of current, relevant material covered in the subject. In addition, ITEC 610 Information Technology Foundations has been enhanced to include information systems policy and strategy, while TMAN 625 Economics and Financial Analysis for Technology Managers has been removed from the core requirements.

Students currently completing the program need not revise their degree plan unless it is to their advantage.

MS in Health Informatics Administration

The recently accredited MS in Health Informatics Administration (one of seven such accredited programs in the United States) presents a rejuvenated focus on today’s health care industry. The program will add clarity to emerging components of the field, such as the use of mobile devices in health care, big data, value-based health care, and new business models for health care delivery.

“This program delivers the best of IT mixed with health care administration and health informatics,” said program director Katherine Marconi. “Students really learn from three disciplines, and the program culminates with a capstone business project.”

KUDOS

Daniel Brisker, currently working toward an MS in Biotechnology at UMUC, was recently featured in a New York Times article that highlighted several of the university’s graduate offerings. Brisker, a technician at Maryland biotechnology company MedImmune, said he returned to school to boost his professional credentials and broaden his career horizons.

“I wanted to expand my career and work in a field that I really enjoyed,” Brisker said. “I really enjoy biotechnology, so I was looking for a program that was both interesting and flexible. After an open house in Washington, D.C., I decided that UMUC was the best fit for me.” Brisker, who graduated in May 2014, already sees his graduate degree paying off at work, where he can better analyze and dissect complex science and technology academic and scholarly works.

Nefertari Johnson was named the winner of UPCEA’s 2013 Outstanding Continuing Education Student Award. Johnson graduated from UMUC last year, earning her Master of Science in Biotechnology with a specialization in Biotechnology Management, while working for a biotech firm in Washington, D.C. Johnson said the degree has already given a boost to her career. “I had been applying for positions as a clinical site specialist on and off for two years without success or even many callbacks. But I got a new job as a clinical site specialist just two months after receiving my degree,” she said. Like many others, Johnson decided to attend UMUC due to its flexible scheduling, a must considering her full-time work schedule.
Visit [www.umuc.edu/calendar](http://www.umuc.edu/calendar) for up-to-date information. Check [www.umuc.edu/weather](http://www.umuc.edu/weather) for class cancellations in inclement weather or other emergency situations. Visit [www.umuc.edu/locate](http://www.umuc.edu/locate) for UMUC course and service locations and phone numbers.

### IMPORTANT DATES

#### SESSION DATES FOR PROGRAM COURSES

**FALL 2014**

- **Standard (on-site)** September 8–November 30
- **Online session 1** August 25–November 16
- **Online session 2** September 8–November 30
- **Online session 3** September 22–December 14
- **Doctoral session** September 8–December 8
- **MBA session** October 8–December 16
- **CMBA session 1** August 18–September 21
- **CMBA session 2** September 29–November 2
- **CMBA session 3** November 10–December 14
- **CMBA practicum** September 29–December 14

<table>
<thead>
<tr>
<th>Course</th>
<th>Dates</th>
</tr>
</thead>
<tbody>
<tr>
<td>UCSP 615A</td>
<td>October 8–November 11</td>
</tr>
<tr>
<td>UCSP 620, 621, AND 630</td>
<td>September 8–November 2</td>
</tr>
<tr>
<td>UCSP 815</td>
<td>September 8–October 12</td>
</tr>
</tbody>
</table>

**FALL 2014 REGISTRATION DATES**

Fall registration is open now. Registration for online classes ends five days before the course start date; for hybrid classes and on-site classes, it ends the day before the course start date.

**ONLINE**

Go to MyUMUC ([https://my.umuc.edu](http://my.umuc.edu)) at any time.

**ON-SITE**

On-site registration is available during regular office hours at the following locations:

- Arundel Mills
- Dorsey Station
- Hagerstown
- Largo
- Northeast Maryland Higher Education Center
- Shady Grove
- Southern Maryland Higher Education Center
- UMUC at Quantico
- Waldorf Center for Higher Education

*Note: Golden ID students must register on-site the week before classes begin.*

### DROP/WITHDRAWAL DEADLINES

See [www.umuc.edu/withdrawals](http://www.umuc.edu/withdrawals) for specific dates of deadlines for dropping without cost (and without record of the registration on your transcript) and for withdrawing (before 65 percent of the session is over).

### OFFICES CLOSED

- September 1
- November 27–28

### DIPLOMA AND CERTIFICATE APPLICATION DEADLINES

- For September 2014 (MBA/CIO) July 15
- For December 2014 October 15
- For March 2015 (MBA) February 15
- For May 2015 April 1
- For June 2015 (MBA) June 15

### FINANCIAL AID DEADLINES

- For fall 2014 June 1
- For winter/spring 2015 November 1
- For summer 2015 April 1

### COMMENCEMENT 2015

To be determined

*More information about certificates, including gainful employment disclosures, is available at [www.umuc.edu/gradcertificates](http://www.umuc.edu/gradcertificates).*
As you pursue your academic goals, UMUC is with you every step of the way. Below, find the support you need to help you succeed throughout your program.

**Helpful Information**

**Your First Stop**

**MyUMUC Portal**

You can register for courses, pay tuition, apply for financial aid, and much more through the MyUMUC student portal, available at [https://my.umuc.edu](https://my.umuc.edu).

**Student Services**

**Academic Advising**

UMUC graduate advising can help you stay on track during your program. Contact a graduate advisor by phone (see contact information, p. 20) or send an e-mail to gradinfo@umuc.edu. In-person advising is available at Dorsey Station, Largo, and Shady Grove. Visit [www.umuc.edu/locate](http://www.umuc.edu/locate) or see p. 22 for site information.

**Career Services**

Career planning assistance and resources for job searching, résumé writing, and many other services, plus job listings, are available through Career Services at [www.umuc.edu/careerservices](http://www.umuc.edu/careerservices). For more information and assistance, call 800-888-UMUC, ext. 2-2720.

**Computer Labs**

If you are a UMUC student with a current ID, you have access to computer labs at Arundel Mills, Dorsey Station, Hagerstown, Largo, Shady Grove, and the Waldorf Center. Call the individual site for lab hours. For phone numbers, see p. 22 or visit [www.umuc.edu/locate](http://www.umuc.edu/locate). More information on computing facilities is available at [www.umuc.edu/computerlabs](http://www.umuc.edu/computerlabs).

**Financial Aid and Payment Options**

Learn about financial aid options for those who qualify and apply at [www.umuc.edu/financialaid](http://www.umuc.edu/financialaid). For assistance, call 800-888-UMUC or send an e-mail to gradfinaid@umuc.edu. To find out about the convenient monthly installment payment plan and explore other options, such as employer-provided tuition assistance, visit [www.umuc.edu/payoptions](http://www.umuc.edu/payoptions).

**Students with Disabilities**

If you require any special accommodations because of a temporary or permanent disability, contact Accessibility Services four to six weeks before the start of each session by calling 800-888-UMUC, ext. 2-2287 (or 240-684-2277 TTY), or sending an e-mail to accessibilityservices@umuc.edu.

**Students in the Military**

UMUC offers special tuition benefits, financial support, and other programs for active-duty military servicemembers and their spouses, regardless of residency (see [military.umuc.edu](http://military.umuc.edu)). To learn about scholarships available to military students and spouses and to apply, visit [military.umuc.edu/scholarships](http://military.umuc.edu/scholarships).

**Veteran Students**

Information about U.S. Department of Veterans Affairs educational benefits is available at [military.umuc.edu/vabenefits](http://military.umuc.edu/vabenefits). For assistance, e-mail veterans@umuc.edu or call 800-939-UMUC (8682).

**Textbooks**

Textbooks and course materials may be purchased through MBS Direct. Visit [www.umuc.edu/bookstore](http://www.umuc.edu/bookstore) for details about ordering online or in person. To order textbooks by phone, call MBS Direct at 800-325-3252.

**Academic Resources**

**The UMUC Library**

Extensive library resources and services are available online, 24 hours a day, seven days a week. You can also receive librarian assistance in person, via instant messaging, or by phone (at 800-888-UMUC, ext. 2-2020) during regular office hours or by e-mail (at library@umuc.edu) or online chat 24 hours a day. Visit [www.umuc.edu/library](http://www.umuc.edu/library) for a complete list of library services.

**Technical Requirements for Online Courses**

UMUC online graduate courses require a minimum level of computer hardware and software. To view the full list of minimum technical requirements, visit [www.umuc.edu/gradtech](http://www.umuc.edu/gradtech). For assistance in accessing your online course, call 888-360-UMUC (8682) or visit [support.umuc.edu](http://support.umuc.edu).
UMUC’s graduate programs are career-focused and combine theory with practice. Almost all are offered online, so that busy adults can earn credit from anywhere in the world.

### DOCTORAL PROGRAM

- Doctor of Management
  - (also available with a concentration in Community College Policy and Administration)

- Master’s Degree Programs
  - Master of Arts in Teaching
  - Master of Business Administration
  - Master of Distance Education and E-Learning
    - Distance Education Policy and Management
    - Distance Education Teaching and Training
    - Distance Education Technology
  - Master of Education in Instructional Technology
  - Master of International Management
    - International Emergency Management
    - International Enterprise Management
    - International Financial Management
    - International Marketing Management
  - Master of Science in Accounting and Financial Management
  - Master of Science in Accounting and Information Systems
  - Master of Science in Biotechnology
    - Bioinformatics
    - Biosecurity and Biodefense
    - Biotechnology Management
    - Biotechnology Regulatory Affairs
  - Master of Science in Cybersecurity
  - Master of Science in Cybersecurity Policy
  - Master of Science in Data Analytics
  - Master of Science in Digital Forensics and Cyber Investigation
  - Master of Science in Environmental Management
  - Master of Science in Financial Management and Information Systems
  - Master of Science in Health Care Administration
  - Master of Science in Health Informatics Administration
  - Master of Science in Information Technology
    - Database Systems Technology
    - Homeland Security Management
    - Informatics
    - Information Assurance
    - Project Management
    - Software Engineering
    - Systems Engineering
    - Telecommunications Management
  - Master of Science in Management
    - Accounting
    - Acquisition and Supply Chain Management
    - Criminal Justice Management
    - Emergency Management
    - Financial Management
    - Health Care Administration
    - Homeland Security Management
    - Human Resource Management
    - Information Systems and Services
    - Intelligence Management
    - Interdisciplinary Studies in Management
    - Marketing
    - Nonprofit and Association Management
    - Project Management
    - Public Relations

### Dual Degree Programs

Either degree may be earned first:

- **Master of Business Administration**
  - Master of Distance Education and E-Learning
  - Master of International Management
  - Master of Science in Biotechnology
  - Master of Science in Cybersecurity Policy
  - Master of Science in Environmental Management
  - Master of Science in Financial Management and Information Systems
  - Master of Science in Health Care Administration
  - Master of Science in Information Technology
  - Master of Science in Management

**Other Dual Degree Combinations**

- Master of Distance Education and E-Learning/Master of Science in Management
- Master of Education in Instructional Technology/Master of Distance Education and E-Learning
- Master of Science in Accounting and Financial Management/Master of Science in Financial Management and Information Systems
- Master of Science in Accounting and Information Systems/Master of Science in Accounting and Financial Management

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

○ Not available to Maryland residents.

** On-site teaching practicum required.
Degrees must be earned in order listed:

Master of Arts in Teaching/Master of Education in Instructional Technology
Master of Science in Cybersecurity/Master of Business Administration
Master of Science in Data Analytics/Master of Business Administration
Master of Science in Data Analytics/Master of Science in Management: Marketing Specialization
Master of Science in Digital Forensics and Cyber Investigation/Master of Business Administration
Master of Science in Information Technology/Master of Science in Cybersecurity Policy

CERTIFICATE PROGRAMS

Accounting
Accounting and Information Systems
Acquisition and Supply Chain Management
Bioinformatics
Biosecurity and Biodefense
Biotechnology Management
Biotechnology Regulatory Affairs
Criminal Justice Management
Cybersecurity Policy
Cybersecurity Technology
Database Systems Technology
Digital Forensics and Cyber Investigation
Distance Education, Globalization, and Development
Distance Education Leadership
Emergency Management
Environmental Management
Financial Management in Organizations
Foundations in Business Analytics
Foundations of Cybersecurity
Foundations of Distance Education and E-Learning
Health Administration Informatics
Health Care Administration
Homeland Security Management
Informatics
Information Assurance
Instructional Design for E-Learning
Instructional Technology Integration
Integrated Direct Marketing
Intelligence Management
International Marketing
International Trade
Leadership and Management
Library and Intellectual Property in Distance Education and E-Learning
Nonprofit and Association Financial Management
Policy and Management in Distance Education and E-Learning
Predictive Analytics
Project Management
Public Relations
Software Engineering
Systems Analysis
Systems Engineering
Teaching and Training at a Distance
Technology in Distance Education and E-Learning
Telecommunications Management

National Leadership Institute

The National Leadership Institute (NLI) at UMUC provides programs that help develop the leadership skills and abilities of career-focused managers and executives. Programs are noncredit and short-term and are designed for mid- to senior-level managers from the corporate, nonprofit, and government sectors who wish to make a positive and meaningful transformation in their professional and personal lives. Participants receive a comprehensive assessment of their leadership skills and perspectives, learn how their behavior affects others, engage in experiential exercises that demonstrate leadership behaviors, and leave the program with a workable leadership development plan.

NLI is a network associate of the Center for Creative Leadership (CCL), recognized worldwide as the preeminent organization devoted to leadership training and research. NLI’s wide range of leadership development programs include:

- The Leadership Development Program (LDP)
- Maximizing Your Leadership Potential
- Online Leadership Assessment Program (OLAP)
- Negotiating Conflict Program
- Conflict Dynamics Profile® Certification Class
- Leadership workshops
- Executive coaching packages
- Custom-designed programs and workshops

More information may be obtained by calling 877-999-7195, or by sending e-mail to nli@umuc.edu. Schedule, registration, and pricing information is also available online at www.umuc.edu/nli. NLI is on the GSA/MOBIS Schedule (GS#10F-0357N); please call 877-999-7195 before registering.

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

*Offered with University of Maryland, Baltimore County.*
One of the key values that drives UMUC is affordability. Not only does UMUC make sure that the tuition rates listed below are competitive, the university also helps you find ways to afford the cost of your education.

Tuition rates are subject to the approval of the University System of Maryland (USM) Board of Regents. They may be changed, or other charges may be included, as a result of the Board of Regents decisions.

Notwithstanding any other provision of this or any other university publication, the university reserves the right to make changes in tuition, fees, and other charges at any time such changes are deemed necessary by the university or the USM Board of Regents.

Tuition and Fees

Due at Time of Registration

All tuition and fees are due at the time of registration, unless you

1. Applied for financial aid to cover tuition and fees for this session;
2. Enrolled in UMUC's interest-free monthly payment plan (to find out more, visit www.umuc.edu/payoptions); or
3. Provide confirmation that you will receive employer-provided tuition assistance.

If you register by

<table>
<thead>
<tr>
<th>Registration Method</th>
<th>Payment Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Online via MyUMUC</td>
<td>Payment is due with registration or must be submitted by mail the day of registration.</td>
</tr>
<tr>
<td>Mail, fax, or in person</td>
<td>Payment must accompany your registration.</td>
</tr>
</tbody>
</table>

Payment is expected by the due date. If UMUC has not received your payment in full, your registration may be canceled.

Note: Not paying for a course does not relieve you of your financial obligation to the university.

Mandatory Technology Fee

A technology fee of $15 per credit is charged at the time of registration to improve the institutional information technology infrastructure and help fund technological advancements and tools to enhance the student experience. See Additional Fees on the next page for details.

Available Methods of Payment

UMUC offers a variety of payment options. Payments may be made via

1. Credit card—American Express, Discover, MasterCard, and Visa payments can be made online at https://my.umuc.edu or by phone at 800-888-UMUC
2. Money order
3. Check—made payable to University of Maryland University College
4. Electronic check—payments can be deducted directly from your checking account via https://my.umuc.edu
5. Cash (in person at Largo only)

Registration payments—whether made by cash, check, money order, or credit card—are final and may not be replaced by any type of tuition assistance. The tuition and fees listed are those in effect at the time of publication but are subject to change.

Graduate Tuition per Credit

<table>
<thead>
<tr>
<th>STANDARD GRADUATE COURSES</th>
<th>Maryland residents</th>
<th>Nonresidents</th>
<th>Military*</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$458</td>
<td>$659</td>
<td>$458</td>
</tr>
</tbody>
</table>

| AMBA, CMBA, DATA, DMBA, RMBA, AND CSEC COURSES | | |
| (except AMBA 600 and DATA 600, regardless of residency) | $694 |

| DMGT AND DMCC COURSES | (except DMGT 600, regardless of residency) | $1,087 |

Note: Golden ID benefits may not be applied to courses in the MBA or MS in Cybersecurity, Cybersecurity Policy, Data Analytics, or Digital Forensics and Cyber Investigation programs or to 800-level courses for the DM.

Graduate Tuition per Course

| AMBA 600 and DATA 600 | $694 |
| DMGT 600 | $1,087 |
| UCSP 615/615A/615E Orientation to Graduate Studies at UMUC | $75 |
| UCSP 620 Financial Accounting | $225 |
| UCSP 621 Economics | $225 |
| UCSP 630 Introduction to Research Methods | $225 |
| UCSP 815 Introduction to Library Research Skills for Doctoral Studies | $75 |

Note: Financial aid, Golden ID benefits, and USM remission of fees may not be applied to noncredit courses.

* Active-duty military personnel and their spouses, members of the Selected Reserves and National Guard, and some dependent children of active-duty military personnel are eligible for the military rate. Commissioned Corps members of the U.S. Public Health Service and the National Oceanic and Atmospheric Administration and their spouses and some dependent children are also included under the military rate. Veterans who reside in Maryland may be eligible for the Maryland resident tuition rate. See military.umuc.edu/admissions for more information on qualifications for military and in-state rates.
A deposit of $500 is required after applications are accepted to reserve a place in the class. The first full tuition payment is due before the start of Seminar I.

Technology fee does not apply to MBA; MS in Cybersecurity, Cybersecurity Policy, Digital Forensics, or Data Analytics; DM; and Executive CIO certificate courses.

Graduate Tuition per Program for Executive CIO Certificate

Note: Tuition for the Executive CIO certificate program includes the cost of tuition, books, library skills course, instructional materials, and executive group coaching. Neither tuition remission for USM employees nor Golden ID benefits may be used for this program.

EXECUTIVE CIO CERTIFICATE PROGRAM
(FOUR COURSES)

Tuition is payable on the following schedule:
$7,086 before each seminar*

$28,344

Additional Fees

APPLICATION (NONREFUNDABLE)
Doctor of Management $100
All other graduate programs $50

DIPLOMA APPLICATION (NONREFUNDABLE)
For both degrees and certificates $50

STUDY TRIP FEE (FOR RMBA 670) $3,000
(does not include airfare)

TECHNOLOGY FEE
Per credit for credit courses $15

TRANSCRIPTS $10

RETURNED CHECKS $30

Note: In accordance with UMUC and Board of Regents policies, UMUC will transfer your account to the State Central Collection Unit if you fail to pay charges incurred with UMUC. UMUC also has authorization from the Board of Regents to charge delinquent accounts a 17 percent collection fee and/or all attorney and court costs incurred by the university. Once a past due balance with UMUC has been transferred to the State Central Collection Unit, your account information will be forwarded to the credit bureau.

Requests for services (e.g., transcripts, diplomas, commencement arrangements, transfer credit review) may be denied until all debts are paid in full. All graduate students are required to pay graduate tuition for all graduate courses in which they are enrolled.

Payment Options

Monthly Tuition Payment Plan
UMUC offers an interest-free, monthly tuition-payment plan administered by ECSI. The plan allows you to spread all or part of your tuition bills into monthly installments on a session basis, thus providing greater financial flexibility. All UMUC students are eligible to participate in the payment plan, regardless of financial need. More information may be found online at www.umuc.edu/payoptions or by calling 866-927-1438.

Other Payment Options

Find detailed information about other payment options on the following Web pages.

EMPLOYER-PROVIDED ASSISTANCE
www.umuc.edu/payoptions

FINANCIAL AID AWARDS
www.umuc.edu/financialaid

VETERANS BENEFITS
military.umuc.edu/vabenefits

Tuition Refund Policy

The official date used to determine a refund of tuition is the date of the drop or withdrawal transaction. See www.umuc.edu/refundpolicy for more information.

Drops/Withdrawals and Financial Aid

If you are receiving financial aid and drop or withdraw from a class, your financial aid awards may be canceled or reduced, depending on the type of funds you are receiving and when you drop or withdraw. If you are receiving Title IV federal financial aid funds and drop or withdraw from all classes within the first 60 percent of the academic session, your financial aid will be subject to a return of funds calculation, as required by federal law. UMUC is required to return to the federal government any federal financial aid funds that were “unearned” based on the percentage of time you attended class. If you stop attending all classes without officially withdrawing, you will be subject to a return of funds calculation at the end of the session, based on the last documented date of attendance as determined by the faculty.

Financial aid recipients should check with a financial aid advisor before dropping or withdrawing from a course to determine the impact on their award.

To withdraw from a course after the drop grace period, you must follow UMUC’s withdrawal procedures, as outlined in the graduate catalog or online at www.umuc.edu/withdraw.

For more information on the federal Title IV refund policy, see www.umuc.edu/policies.
In this section you will find graduate courses offered during the fall 2014 term. Courses are organized in alphanumeric order by subject.

### Taking Graduate Courses

#### First Courses for Your Program

To determine which course you should take first, go to [www.umuc.edu/catalog](http://www.umuc.edu/catalog) and see the course requirements for your program. The noncredit course UCSP 615 Orientation to Graduate Studies at UMUC is required for all UMUC graduate students within the first 6 credits of graduate study. The 3-credit elective COMM 600 Academic Writing for Graduate Students is also recommended near the beginning of your program.

#### Noncredit Courses

Several noncredit courses are available to help you build valuable skills so you can complete your graduate program successfully. More information on noncredit courses is available in the graduate catalog.

#### Dual Degree Programs

Students must complete the first degree before beginning coursework on a second degree. Requirements for the second degree are specified in the graduate catalog and online at [www.umuc.edu/dual](http://www.umuc.edu/dual).

#### Course Evaluations

UMUC uses student feedback to make decisions about future courses. The online evaluation is designed to gather information from every student—your input is vital. The evaluation notice will appear on class screens when about 75 percent of the session has been completed.

### Key to Sessions

<table>
<thead>
<tr>
<th>Session Type</th>
<th>Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>Standard on-site session</td>
<td>USS</td>
</tr>
<tr>
<td>Grad online session 1</td>
<td>GO1</td>
</tr>
<tr>
<td>Grad online session 2</td>
<td>GO2  and CC2</td>
</tr>
<tr>
<td>Grad online session 3</td>
<td>GO3</td>
</tr>
<tr>
<td>MBA session</td>
<td>MBA</td>
</tr>
<tr>
<td>Doctoral session</td>
<td>UDM</td>
</tr>
<tr>
<td>Full-term session</td>
<td>FTS</td>
</tr>
<tr>
<td>Grad intensive format sessions</td>
<td>GU1, GU2, GU3, GU4, MUI</td>
</tr>
</tbody>
</table>

### Course Evaluations

<table>
<thead>
<tr>
<th>Subject</th>
<th>Course Number</th>
<th>Course Title</th>
<th>Number of Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACCT</td>
<td>600</td>
<td>Accounting</td>
<td>(3)</td>
</tr>
</tbody>
</table>

College Park: USS (21842) 1131 W 7–10 p.m.
Course Availability
While most courses are available each semester, certain program or specialization capstone courses—such as BTMN 670 and TLMN 670—are available only during the fall and spring. Check with your advisor to determine if you can plan on taking the capstone during the summer term.

Updates Available Online
Course sections are often added after publication of the schedule of classes. Check online at www.umuc.edu/schedule for the most up-to-date listing.

ACCT

ACCT 610 Financial Accounting (3)
Online
GO2 (82724) 9040
GO3 (83057) 9080

ACCT 611 Management Accounting (3)
Online
GO2 (82725) 9040

ACCT 612 Auditing (3)
Online
GO2 (82726) 9040

ACCT 613 Federal Income Taxation (3)
Online
GO2 (82728) 9040
GO3 (83056) 9080

ACCT 614 Accounting Information Systems (3)
Online
GO2 (82729) 9040

ACCT 625 Government and Not-for-Profit Accounting (3)
Online
GO2 (82965) 9040

ACCT 630 Fraud Examination (3)
Online
GO2 (82966) 9040

ACCT 635 Accounting Ethics (3)
Online
GO2 (82967) 9040

ACCT 640 International Accounting (3)
Online
GO2 (82968) 9040

AMBA

Note: Students are registered for AMBA 620–670 by Business Programs. Students returning after an absence should contact Graduate Advising to re-enroll.

AMBA 600 MBA Fundamentals (3)
Online
MBA (83367) 9040

College Park Hybrid ✿
MBA (83328) 1141 Th 6:30–9:30 p.m.

Dorsey Station Hybrid ✿
MBA (83343) 7641 Th 6:30–9:30 p.m.

Quantico Hybrid ✿
MBA (83413) 3131 W 6–9 p.m.

AMBA 610 The Manager in Organizations and Society (6)
Online
MBA (83410) 9040

College Park Hybrid ✿
MBA (83407) 1141 Th 6:30–9:30 p.m.

Dorsey Station Hybrid ✿
MBA (83409) 7641 Th 6:30–9:30 p.m.

Quantico Hybrid ✿
MBA (83415) 3131 W 6–9 p.m.

ASCM

ASCM 626 Purchasing and Materials Management (3)
Online
GO2 (82758) 9040
GO3 (83052) 9080

ASCM 627 Legal Aspects of Contracting (3)
Online
GO2 (82765) 9040
GO3 (83053) 9080

ASCM 628 Contract Pricing and Negotiations (3)
Online
GO2 (82761) 9040

ASCM 629 Strategic Purchasing and Logistics (3)
Online
GO2 (82762) 9040

ASCM 630 Commercial Transactions in a Technological Environment: Law, Management, and Technology (3)
Online
GO2 (82767) 9040

ASCM 631 Integrative Supply Chain Management (3)
Online
GO2 (82766) 9040

ASCM 632 Contemporary Logistics (3)
Online
GO2 (82765) 9040

ASCM 650 Legal Aspects of Contracting and Commercial Transactions (6)
Online
GO2 (82763) 9040

BIFS

BIFS 613 Statistical Processes for Biotechnology (3)
Online
GO2 (82578) 9040

BIFS 614 Data Structures and Algorithms (3)
Online
GO2 (82580) 9040

BIFS 617 Advanced Bioinformatics (3)
Online
GO2 (82581) 9040

BIFS 618 Java for Biotechnology Applications (3)
Online
GO2 (82562) 9040

* Hybrid courses are offered with approximately every other session on-site and the remaining sessions online.
Course descriptions may be accessed via the online schedule at www.umuc.edu/schedule.
## COURSE SCHEDULE

<table>
<thead>
<tr>
<th>COURSE</th>
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Course descriptions may be accessed via the online schedule at [www.umuc.edu/schedule](http://www.umuc.edu/schedule).
COMM

COMM 600 Academic Writing for Graduate Students (3)
Online
MBA (83325) 9240
Class meets October 8–December 16.
FTS (84529) 9020
Class meets August 25–November 2.
FTS (84531) 9040
Class meets September 8–November 16.

College Park
FTS (84537) 1111 M 7–10 p.m.
Class meets September 8–November 16.
FTS (84528) 1141 Th 7–10 p.m.
Class meets September 8–November 16.

CMBA

Note: Students are registered for CMBA courses by Business Programs. Students returning after an absence should e-mail onewaymba@umuc.edu to re-enroll.

CSEC

CSEC 610 Cyberspace and Cybersecurity (6)
Online
GO1 (82407) 9020
GO2 (82497) 9040
GO3 (83036) 9080
Booz Allen Hamilton
GO3 (83035) 8480

CSEC 620 Human Aspects in Cybersecurity: Ethics, Legal Issues, and Psychology (6)
Online
CC2 (82396) 9040
GO3 (83044) 9080

CSEC 630 Prevention and Protection Strategies in Cybersecurity (6)
Online
CC2 (82397) 9040
Booz Allen Hamilton
GO3 (83048) 8480

CSEC 635 National Cybersecurity Policy and Law (6)
Online
CC2 (82398) 9040

CSEC 640 Monitoring, Auditing, Intrusion Detection, Intrusion Prevention, and Penetration Testing (6)
Online
GO2 (82531) 9040
Booz Allen Hamilton
GO3 (83049) 8480

CSEC 645 Enterprise Cybersecurity Policy (6)
Online
GO2 (82539) 9040

CSEC 650 Cyber Crime Investigation and Digital Forensics (6)
Online
GO2 (82541) 9040

CSEC 655 Global Cybersecurity (6)
Online
GO2 (82549) 9040

CSEC 661 Digital Forensic Investigations (6)
Online
GO2 (82562) 9040

CSEC 662 Cyber Incident Analysis and Response (6)
Online
GO2 (82563) 9040

CSEC 670 Cybersecurity Capstone (6)
Online
GO2 (82560) 9040

DATA

Note: Students are registered for DATA 600 by Business Programs. Contact an advisor for further information.

DATA 610 Decision Management Systems (6)
Online
GO2 (83984) 9040
GO3 (83985) 9080

DATA 620 Data Management and Visualization (6)
Online
GO2 (83986) 9040
GO3 (83987) 9080

DATA 630 Data Mining (6)
Online
GO2 (83988) 9040
GO3 (83989) 9080

DBST

DBST 651 Relational Database Systems (3)
Online
GO2 (82593) 9040
GO3 (83086) 9080

College Park
US (83282) 1111 M 7–10 p.m.

DBST 652 Advanced Relational/ Object-Relational Database Systems (3)
Online
GO2 (82596) 9040

DBST 663 Distributed Database Management Systems (3)
Online
GO2 (82599) 9040

DBST 665 Data Warehouse Technologies (3)
Online
GO2 (82597) 9040

DBST 667 Data Mining (3)
Online
GO2 (82598) 9040

DBST 668 Database Security (3)
Online
GO2 (82599) 9040

DEPM

DEPM 625 Distance Education, Globalization, and Development (3)
Online
GO2 (82931) 9040
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<td>EDTC</td>
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<td>EDTC</td>
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Course descriptions may be accessed via the online schedule at [www.umuc.edu/schedule](http://www.umuc.edu/schedule).
EDTC 625 Hardware and Software in Instructional Development (3)
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  GO2 (82909) 9040

EDTC 630 Administration of Technology Initiatives: Planning, Budgeting, and Evaluation (3)
  Online
  GO2 (82910) 9040

EDTC 640 Leading Technology Change in Schools (3)
  Online
  GO2 (82911) 9040

EDTC 645 Integration of Technology: Global Perspectives (3)
  Online
  GO2 (82912) 9040

EDTC 650 Teaching and Learning in K–12 Virtual Schools (3)
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  GO2 (82913) 9040

EDTC 670 Integrative Capstone Project (3)
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  GO2 (82914) 9040

EDTP

EDTP 600 Foundations of Teaching for Learning (6)
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  CC2 (82405) 9040

EDTP 635 Adolescent Development and Learning Needs (6)
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  GO2 (82916) 9040

EDTP 639 Reading and Multiple Literacies (6)
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  GO2 (82899) 9040

EDTP 645 Subject Methods and Assessment (6)
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EDTP 650 Professional Internship and Seminar (6)
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  FTS (84446) 9040

EMAN

EMAN 600 Comprehensive Crisis and Emergency Management (3)
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  GO2 (82601) 9040

EMAN 610 Hazard Risk and Vulnerability Assessment (3)
  Online
  GO2 (82602) 9040

EMAN 620 Information Technology in Emergency Management (3)
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  GO2 (82904) 9040

EMAN 630 Crisis Communication for Emergency Managers (3)
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  GO2 (82905) 9040

EMAN 670 Seminar in Emergency Management Leadership (3)
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ENVM

ENVM 641 Environmental Auditing (3)
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ENVM 643 Environmental Communications and Reporting (3)
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ENVM 644 New Technologies in Environmental Management (3)
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ENVM 646 Environmental/Energy Law and Policy Development (3)
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ENVM 647 Environmental Risk Assessment (3)
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ENVM 648 Fundamentals of Environmental Systems (3)
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ENVM 649 Principles of Waste Management and Pollution Control (3)
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ENVM 650 Environmental and Natural Resources Economics (3)
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ENVM 651 Watershed Planning Management (3)
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ENVM 652 Principles of Air Quality Management (3)
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ENVM 653 Land Use Management (3)
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ENVM 670 Seminar in Environmental Management (3)
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Course descriptions may be accessed via the online schedule at www.umuc.edu/schedule.
## COURSE SCHEDULE

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### HIMS

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### HRMD

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### HSMN

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MRKT 605 International Marketing Management (3)
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MRKT 606 Integrated Direct Marketing (3)
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MRKT 620 Marketing Principles, Regulation, and Ethical Issues (6)
  Online  
  G02 (82862) 9040

MSAF

MSAF 670 Accounting and Financial Management Capstone (3)
  Online  
  G02 (82877) 9040

MSAS

MSAS 670 Accounting and Information Systems Capstone (3)
  Online  
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MSFS

MSFS 670 Financial Management and Information Systems Capstone (3)
  Online  
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NPMN

NPMN 600 Nonprofit and Association Organizations and Issues (3)
  Online  
  G02 (82751) 9040

NPMN 610 Nonprofit and Association Law and Governance (3)
  Online  
  G02 (82752) 9040

NPMN 620 Nonprofit and Association Financial Management (3)
  Online  
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NPMN 640 Marketing, Development, and Public Relations in Nonprofit Organizations and Associations (3)
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NPMN 650 Fundamentals of Association Management (3)
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NPMN 655 Process and Outcome Evaluation for Nonprofit Organizations (3)
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NPMN 660 Strategic Management in Nonprofit Organizations and Associations (3)
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OMDE

OMDE 601 Foundations of Distance Education and E-Learning (3)
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  G02 (82920) 9040

OMDE 603 Technology in Distance Education and E-Learning (3)
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OMDE 606 Costs and Economics of Distance Education and E-Learning (3)
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OMDE 608 Learner Support in Distance Education and Training (3)
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OMDE 610 Teaching and Learning in Online Distance Education (3)
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  G02 (82926) 9040

OMDE 670 Portfolio and Research Project in Distance Education and E-Learning (3)
  Online  
  G02 (82927) 9040

PMAN

PMAN 634 Foundations of Project Management (3)
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  G02 (82653) 9040  
  G03 (83103) 9080

PMAN 635 Advanced Project Methods (3)
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  G02 (82672) 9040  
  Quantico Hybrid
    USS (84483) 6121 Tu 7–10 p.m.
    Shady Grove
    USS (83272) 5111 M 7–10 p.m.

PMAN 637 Project Risk Management (3)
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  G02 (82656) 9040  
  Shady Grove
    USS (83273) 5161 Sa 9 a.m.–12 noon

PMAN 638 Project Communications Management (3)
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PMAN 639 Project Quality Management (3)
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Use of a PC required.

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<td>TMAN 614</td>
<td>Strategic Management of Technology and Innovation (3)</td>
<td>Online</td>
<td>G02 (82684)</td>
<td>9040</td>
</tr>
<tr>
<td>TMAN 620</td>
<td>Global Public Relations (3)</td>
<td>Online</td>
<td>G02 (82685)</td>
<td>9040</td>
</tr>
</tbody>
</table>

Course descriptions may be accessed via the online schedule at www.umuc.edu/schedule.
TMAN 625 Economics and Financial Analysis for Technology Managers (3)

Online
GO2 (82686)  9040
GO3 (83112)  9080

College Park Hybrid ★
USS (83270)  1111  M  7–10 p.m.

Shady Grove Hybrid ★
USS (83271)  5131  W  7–10 p.m.

TMAN 632 Organizational Performance Management (3)

Online
GO2 (82692)  9040

TMAN 633 Managing People in Technology-Based Organizations (3)

Online
GO2 (82694)  9040

TMAN 680 Managing Strategy and Performance in Technology-Based Organizations (6)

Online
GO2 (82695)  9040

UCSP

UCSP 615 Orientation to Graduate Studies at UMUC (0)

Online
GU1 (83166)  9001
GU2 (83189)  9030
Class meets September 9–October 12.
GU3 (83202)  9050
Class meets September 22–October 26.
GU4 (83215)  9070
Class meets November 3–December 7.

UCSP 615A Orientation to Graduate Studies at UMUC (0)

Online
MU1 (83315)  9050
Class meets October 9–November 11.

UCSP 620 Financial Accounting (0)

Online
FTS (84495)  9040
Class meets September 9–November 2.

UCSP 621 Economics (0)

Online
FTS (84494)  9040
Class meets September 9–November 2.

UCSP 630 Introduction to Research Methods (0)

Online
FTS (84497)  9040
Class meets September 9–November 2.

UCSP 815 Introduction to Library Research Skills for Doctoral Studies (0)

Online
UDM (83241)  9040
Class meets September 8–October 12.

★ Hybrid courses are offered with approximately every other session on-site and the remaining sessions online.
Course descriptions may be accessed via the online schedule at www.umuc.edu/schedule.
Looking for answers or assistance? UMUC personnel can help you keep your studies on track—whether you need to find the right course for your program or you want to use academic or student services. The people and offices you need to reach are listed below.

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UMUC Graduate Course Locations

Aberdeen Proving Ground
3147 Raritan Avenue
Aberdeen Proving Ground, MD 21005
410-272-8269 or 301-621-9882

Adelphi/College Park
3501 University Boulevard East
Adelphi, MD 20783
800-888-UMUC

Dorsey Station
6865 Deepthath Road
Elkridge, MD 21075
443-459-3500

Largo
1616 McCormick Drive
Largo, MD 20774
800-888-UMUC

Shady Grove
9636 Gudelsky Drive
Rockville, MD 20850
301-738-6090

UMUC at Quantico
525 Corporate Drive
Stafford, VA 2554
703-441-7000

Waldorf Center for Higher Education
3261 Old Washington Road
Waldorf, MD 20602
301-632-2900

For hours and directions, visit www.umuc.edu/locate.
Registering at UMUC is easy, no matter which option you choose. You may register for your courses online or by phone or fill out the registration form on the following page and follow the instructions below to register by mail or fax.

Detailed information on the various ways to register—online via MyUMUC, by mail or fax, or on-site—can be found online at www.umuc.edu/register.

A form is provided on the following page for those who prefer to mail or fax in their registration. (Please note: Online registrations are processed and confirmed immediately; mail and fax registrations require manual processing.)

You may register by fax or mail if

- You have already been admitted to UMUC as a graduate student.
- You are a new student who meets the UMUC admission criteria and has submitted an Application for Admission (available at https://my.umuc.edu with the $50 application fee).
- All your financial aid awards are enclosed or have already been confirmed.

You may not register by fax or mail if you are a financial aid applicant without an award letter or a GSL disclosure statement—unless your own payment accompanies the registration form.

**Instructions**

1. Complete the registration form, using black ink and printing legibly.
2. Compute the amount due for tuition and fees. (Refer to p. 6 of this schedule or see www.umuc.edu/tuition.)
3. Be sure to meet the deadlines listed under Important Dates on p. 2 in this schedule.
4. Either fax your registration to 240-684-2151 or mail it to Graduate Advising, Office of Enrollment Management, University of Maryland University College, 3501 University Boulevard East, Adelphi, MD 20783-8075 USA. Faxed registrations require that you already be admitted and that you pay by credit card.

UMUC will mail you a statement of your account.

**Schedule Adjustment**

After your registration has been processed, you may make changes online. To do so, access MyUMUC at https://my.umuc.edu.

**Army Students**

To make use of military tuition assistance, Army students must register online via www.GoArmyEd.com. For more information, contact your advisor.

**The Waiting List**

If a course is already full at the time of registration, you have the option of placing your name on a waiting list for that class. For information on how the waiting list works, visit www.umuc.edu/register. To check on course availability and see if new sections have been added, visit the MyUMUC student portal at https://my.umuc.edu.

**Withdrawals or Dropped Courses**

Official withdrawal from a class must occur before 65 percent of the class has been completed. Exact deadlines are provided online at www.umuc.edu/withdrawals. For information on how to withdraw from a class, visit www.umuc.edu/register.

**Other Forms**

The following forms can be completed and submitted online through MyUMUC (https://my.umuc.edu). If you are not yet enrolled at UMUC, click on the Prospective Student tab at the top of the page.

- Application for Admission
- Financial Aid: FAFSA
- Registration
- Application for Diploma

Please note: UMUC can honor only those withdrawal requests actually received. Failure to withdraw in the required manner may result in the forfeiture of any refund and may result in a failing grade.

Stopping payment on checks for registration fees or not paying at registration does not constitute an official withdrawal or relieve you of your financial obligation to UMUC. Never attending or ceasing to attend classes does not constitute a withdrawal.
University of Maryland University College
The Graduate School

MAIL OR FAX REGISTRATION FORM

Census Information

Census information will be kept confidential and will be used only for statistical purposes.

1. Maryland county of residence ____________________________
   Note: If not a resident of Maryland, write NA; if Baltimore City, write Balt. City
2. Daytime phone _____________ Evening phone _____________ Hours ______ to ______
3. Employer ___________________________ Employer’s zip code __________________
4. Dates and locations of your first and last registrations at any branch of the University System of Maryland.
   First ____________________ Date ________
   Last ____________________ Date ________

Form of Payment

Note: To compute your cost, refer to p. 6 of this schedule or go to www.umuc.edu/tuition on the web. Please check all that apply.

☐ Financial aid
☐ Interest-free, monthly tuition-payment plan
   (See p. 7 of the Schedule for information.)
☐ Tuition assistance or remission of fees
   (Be sure to enclose your tuition assistance or remission-of-fees form.)
☐ VA Vocational Rehabilitation (Chapter 31) Assistance

☐ Check or money order
   (Be sure to write your student identification number on the check. Make the check payable to University of Maryland University College.)
☐ Credit card
   (Please provide information below.)
   American Express ☐ Discover ☐
   MasterCard ☐ Visa ☐

Account number ________________________________
Expiration date ________________________________
Signature ________________________________

Name (please print) ________________________________

I understand that I am responsible for and agree to pay all charges I incur at UMUC and that if I withdraw, I must do so in accordance with the policies and procedures for the term in which I am enrolling. I understand that if my account becomes delinquent, I will be liable for collection costs.

I also understand and agree that if I enroll in classes offered at military sites, my name, Social Security number, and other information may be released for security purposes.

Signature ____________________ Date __________

Enclose this form with payment by mail or fax to 240-684-2151 by registration deadline.

FA14
WELCOME FROM THE DEAN

The fall season has finally returned. For many of us, this means its time to get back to work. But at University of Maryland University College (UMUC), we never took any time off. We spent months refining and delivering cutting-edge, career-relevant coursework to help our students meet the rising demands of several flourishing industries.

Now more than ever, our students learn skills that translate directly to the workplace. As more and more industries demand creative, multidimensional, and technologically savvy professionals, we have made sure that our courses mirror these needs. Our faculty members—experienced scholar-practitioners who have worked in business, government, nonprofit, and other organizations—are equipped to serve the next generation of capable professionals.

Explore this schedule of classes to select from a variety of courses in your program of study designed to educate you, challenge you, and prepare you for a dynamic career. As always, UMUC is here to support you as you soak in the information that will hopefully make a great change in your life.

Time to hit the books!

Sincerely,

Aric Krause, PhD
Vice Provost and Dean
The Graduate School
University of Maryland University College
E-mail: aric.krause@umuc.edu
Using forest-friendly papers during the production of this catalog saved TREES: 2
NET ENERGY: 1,000,000 BTUs
GREENHOUSE GASES: 99 LBS CO2
WASTEWATER: 477 GALLONS
SOLID WASTE: 29 LBS
Estimates were made using the Environmental Defense Fund Paper Calculator.
For more information, visit www.papercalculator.org.

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

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The Graduate School
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Adelphi, MD 20783-8030 USA

SCHEDULE OF CLASSES
THE GRADUATE SCHOOL | FALL 2014
www.umuc.edu/graduateprograms