

**60 Years**  
**One Mission**  
1947–2007

University of Maryland University College (UMUC) was established in 1947 to help meet the educational needs of adult students returning to civilian life—and a competitive job market—in the aftermath

of World War II. Those men and women turned to higher education as a steppingstone on the path to brighter futures and broader horizons for themselves and their loved ones. And UMUC delivered.

Today, that focus remains unchanged. UMUC stands alone as both a pioneer and leader in the field of higher education for students whose busy lives dictate that they fit their studies around the competing demands of work, family, and military or community service. The university's ongoing commitment to quality, coupled with its convenient course-delivery formats and practical, cost-effective undergraduate and graduate degree and certificate programs, uniquely position UMUC to serve men and women today who dream of success in the increasingly competitive, global, and technical workplace of the 21<sup>st</sup> century.

## IMPORTANT DATES

### SUMMER 2008

**Standard Term**  
Starts May 27  
Ends August 4

### MBA

Starts May 12  
Ends August 10

### FALL 2008

**More sessions available—**  
See p. 2 for details.



#### Using this combination of papers saves the following:

5 TREES  
3,000,000 BTUs: TOTAL ENERGY  
548 LBS CO<sub>2</sub>: GREENHOUSE GASES  
1,795 GALS. WATER: WASTEWATER  
297 LBS: SOLID WASTE

The schedule's text pages are printed on forest-friendly Finch opaque FSC paper. The cover is printed on Chorus Art gloss.

Environmental impact estimates were made using the Environmental Defense Paper Calculator.



University of Maryland University College

# GRADUATE SCHOOL OF MANAGEMENT AND TECHNOLOGY

SUMMER 2008

# SCHEDULE OF CLASSES



University of Maryland University College

Graduate School of Management & Technology  
3501 University Boulevard East  
Adelphi, MD 20783-8030 USA

Choose your summer 2008 courses! **See p. 8.**

Then visit MyUMUC or call 800-888-UMUC (8682) to register. **See p. 18.**



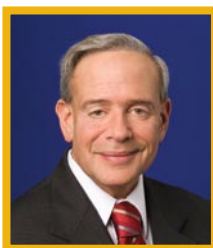
**Shorter Sessions  
for MBA**  
See p. 1.

**Important Dates**  
See p. 2.

**Course Schedule**  
See p. 8.

[www.umuc.edu/grad](http://www.umuc.edu/grad)

## Welcome from the Dean



Whoever said that change is the only constant has certainly been proven right during this academic year at the Graduate School of Management and Technology.

We started off in the fall term with a broad-based realignment of our curriculum. Course

requirements were streamlined and specializations were redefined across the board in order to make all of UMUC's programs more valuable and career-relevant for each individual student. We also added new industry-focused specializations to several degree programs in both the fall and spring terms.

Now, plans for further change continue with a revision of the schedule for our award-winning MBA program. This shift, set to start in fall, will make it possible for MBA students to complete their studies in a shorter period of time, while still gaining all the knowledge and skills needed to advance and be recognized in the corporate world. (See the article on the opposite page.)

The objective of these changes, of course, is to help you reach your educational goals as easily and efficiently as possible. As you pursue your graduate degree or certificate with UMUC, I hope you'll continue to benefit from the changes we've made in the past and those that may come in the future.

Sincerely,

MICHAEL S. FRANK, PHD  
VICE PROVOST AND DEAN  
GRADUATE SCHOOL OF MANAGEMENT AND TECHNOLOGY  
[graddean@umuc.edu](mailto:graddean@umuc.edu)

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## For More Information

For full degree and certificate program requirements, course descriptions, and all other UMUC and graduate school information, refer to the graduate catalog of the year you began graduate study, available online at [www.umuc.edu/catalog](http://www.umuc.edu/catalog).

For personal assistance, contact a graduate advisor by phone at **800-888-UMUC (8682)** or send an e-mail to [gradinfo@umuc.edu](mailto:gradinfo@umuc.edu).

## Not a Current Student?

Contact an enrollment specialist at **800-888-UMUC (8682)** or [newgrad@umuc.edu](mailto:newgrad@umuc.edu). See p. 4 for a full list of graduate programs and apply online at <https://my.umuc.edu>.

# UMUC ACROSS THE U.S.

Maryland UMUC sites shown in bold offer on-site graduate courses and services; all other locations listed provide one or multiple services for UMUC students, such as academic advising, library resources, and computer labs. Visit [www.umuc.edu/locate](http://www.umuc.edu/locate) for office hours and directions.

### CALIFORNIA

Coronado Naval Base*	619-995-4127
Point Loma Naval Base*	619-995-4127
San Diego Naval Station*	619-995-4127

### DISTRICT OF COLUMBIA

Bolling Air Force Base*	202-563-3611
Walter Reed Army Medical Center*	202-782-3023

### FLORIDA

Jacksonville Naval Air Station*	904-610-4361
Mayport Naval Station*	904-610-4361

### GEORGIA

Fort Gordon*	706-207-1407
Kings Bay Naval Submarine Base*	904-610-4361

### HAWAII

Camp Smith*	808-223-3741
Coast Guard Honolulu*	808-223-3741
Kaneohe Bay Marine Corps Base*	808-223-3741
Pearl Harbor Naval Station*	808-223-3741
Schofield Barracks*	808-223-3741
Tripler Army Medical Center*	808-223-3741

### MARYLAND

Aberdeen Proving Ground*	410-272-8269
<b>Adelphi (UMUC Headquarters) and University of Maryland, College Park</b>	<b>800-888-UMUC</b>
Andrews Air Force Base*	301-981-3123
Anne Arundel Community College at Arundel Mills†	410-777-1882
Bethesda National Naval Medical Center*	301-654-1377
College of Southern Maryland – LaPlata†	301-632-2900
College of Southern Maryland – Prince Frederick†	301-632-2900
Community College of Baltimore County – Dundalk†	240-723-0435
<b>Dorsey Station</b>	<b>443-459-3500</b>
Fort Detrick*	301-619-2857
Fort Meade*	301-621-9882
Frederick Community College†	301-846-2470
Laurel College Center†	410-772-4162
Patuxent River Naval Air Station*	301-737-3228
Prince George's Community College†	301-322-0151
Southern Maryland Higher Education Center	301-737-2500, ext. 215
<b>UMUC at Shady Grove</b>	<b>301-738-6090</b>
University System of Maryland at Hagerstown	240-527-2711
<b>Waldorf Center for Higher Education</b>	<b>301-632-2900</b>

### SOUTH CAROLINA

Fort Jackson*	706-207-1407
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### TEXAS

Fort Hood*	254-532-9890
Fort Sam Houston*	210-247-7430

### VIRGINIA

Fort Belvoir*	703-781-0059
Fort Myer*	703-696-3070
Henderson Hall, Navy Annex*	703-614-9104
Little Creek Naval Air Base*	757-646-1530
Marine Corps Base Quantico*	703-630-1543
Norfolk Naval Station*	757-646-1530
Oceana Naval Air Station*	757-646-1530
Pentagon*	703-892-5394
Portsmouth Naval Medical Center*	757-646-1530

### WASHINGTON

Bremerton Naval Station*	360-626-3593
Fort Lewis*	360-626-3593
Everett Naval Station*	360-626-3593
Kitsap at Bangor Naval Base*	360-626-3593
Whidbey Island Naval Station*	360-626-3593

\*Site located on a military installation. Open to the general public; call site for access information.  
†UMUC representatives visit Maryland community college campuses regularly, but for limited hours.

### Nondiscrimination

UMUC is committed to ensuring that all individuals have equal access to programs, facilities, admission, and employment without regard to personal characteristics not related to ability, performance, or qualifications as determined by UMUC and/or University System of Maryland policy or by federal, state, or local authorities, in accordance with UMUC Policy 40.30 Policy and Procedures on Affirmative Action, Equal Opportunity, and Sexual Harassment ([www.umuc.edu/policy/admin04030.shtml](http://www.umuc.edu/policy/admin04030.shtml)). UMUC does not discriminate against or harass any person because of race, religion, color, creed, gender, marital status, age, national origin, ancestry, political affiliation, mental or physical disability, sexual orientation, or veteran status (including Vietnam-Era veterans). All inquiries regarding UMUC's Nondiscrimination Statement or compliance with applicable statutes and regulations should be directed to the director of Diversity Initiatives, Office of the President, UMUC, 3501 University Boulevard East, Adelphi, MD 20783-8000 (phone 800-888-UMUC, ext. 7940).

### Accreditation

University of Maryland University College is accredited by the Commission on Higher Education of the Middle States Association of Colleges and Schools, 3624 Market Street, Philadelphia, PA 19104 (267-284-5000), one of the six regional accrediting agencies recognized by the U.S. Department of Education. UMUC is governed by the University System of Maryland Board of Regents and certified by the State Council of Higher Education for Virginia.

# SUMMER HIGHLIGHTS

## NEWS

### UMUC Welcomes New Provost

In January, James E. Sherwood joined UMUC as provost and chief academic officer. Sherwood comes to UMUC from the University of California, Berkeley, where he held the positions of special academic assistant to the executive vice chancellor and provost and senior fellow in the Center for Studies in Higher Education. Before that, Sherwood was dean of University Extension at Berkeley and held several positions with University of Nebraska–Lincoln, including that of associate dean to the Division of Continuing Studies and director of the Department of Distance Education. He has been active in several successful grant and leadership projects, as well as many community service projects, and has been honored with numerous awards for leadership.

### New Dual Degree Option Available

You can now pursue a dual degree option that combines the Master of Science in biotechnology with the Master of Business Administration. For more information, contact your advisor or biotechnology program personnel. Contact information is listed on pp. 15–16.



MICHAEL EVANCHIK, PhD  
CHAIR, BUSINESS AND EXECUTIVE PROGRAMS,  
AND COLLEGIATE PROFESSOR

## New MBA Schedule Shortens Sessions and Refocuses Curriculum

As the global business landscape becomes more competitive, today's busy managers and executives find themselves needing an ever-broadening range of functional knowledge. Yet they have less and less time to pursue the additional knowledge they need to succeed, making it all the more critical for educational programs to provide the most relevant material in the shortest amount of time.

"That's why the UMUC Graduate School of Management and Technology has initiated a major change in the MBA schedule," said Michael Evanchik, chair of the UMUC Business and Executive Programs Department. "The new schedule will allow our students to complete their MBA requirements in as little as 24 months, while the university continues to meet or exceed industry benchmarks for the quality and integrity of the overall program."

The new MBA schedule, which becomes effective with the fall term, will now consist of four 10-week sessions instead of the previous schedule of three 13-week sessions. Because all required MBA course schedules will be shortened to conform to the new 10-week session length, this change will affect both current and new MBA students. The number of required credits, however, does not change. The MBA program still requires the completion of eight courses—a 3-credit prerequisite course and seven 6-credit seminars—that must be taken in order.

Course materials will be adapted for the new, shorter session length and assignments will be modified accordingly. But the most important change will involve a shift in the emphasis of the MBA program.

"We're going to focus more on the array of capabilities required of high-performing managers. We'll also identify and study the behaviors, skills, and techniques used by the most successful executives in every business sector," Evanchik explained.

The ten important core competencies that will be emphasized throughout the MBA program are critical thinking, problem solving, information literacy/research skills, technology fluency, communications skills, team-building skills, systems thinking, leading change, diversity and cross-cultural perspectives, and ethical leadership.

"Things change so rapidly in the world of business that the specific facts and figures you learn today may be obsolete in a few months, Evanchik said. "By providing UMUC's MBA students with a thorough understanding of how the business world operates and strengthening their ability to apply a set of important universal concepts, we will have given them the tools they'll need to cope with the many types of changes and challenges they might have to face at any corporate level as they advance throughout their careers."

# IMPORTANT DATES

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. See inside back cover or visit [www.umuc.edu/locate](http://www.umuc.edu/locate) for UMUC course and service locations and phone numbers.

<p><b>TERM DATES</b></p> <p><b>SUMMER 2008</b></p> <p>Standard May 27–August 4 MBA May 12–August 10 Executive July 7–September 20 Doctoral May 12–August 10</p> <p><b>FALL 2008</b></p> <p>Standard (on-site) September 10–December 7 Online session 1 September 10–December 7 Online session 2* September 29–December 20 MBA September 29–December 7 Executive September 29–December 7 Doctoral September 8–December 7</p> <p><b>NONCREDIT COURSES</b></p> <p><b>UCSP 611</b></p> <p>May 15–June 18 May 27–June 30 July 1–August 4</p> <p><b>UCSP 620, 621, AND 630</b></p> <p>May 27–July 21</p>	<p><b>REGISTRATION DATES</b></p> <p><b>ONLINE AND PHONE REGISTRATION</b></p> <p>February 5—first day of class (Go to <a href="https://my.umuc.edu">https://my.umuc.edu</a> at any time or call IRIS 6 a.m.–9 p.m. daily)</p> <p><b>MAIL-IN AND FAX-IN</b></p> <p>Standard February 5–May 13</p> <p><b>WALK-IN REGISTRATION</b></p> <p><i>Note:</i> Golden ID students must register the week before classes begin.</p> <p><b>Adelphi</b> Student and Faculty Services Center February 5—first day of class Regular office hours</p> <p><b>Dorsey Station</b> February 5—first day of class Regular office hours</p> <p><b>UMUC at Shady Grove</b> February 5—first day of class Regular office hours</p> <p><b>Waldorf Center for Higher Education</b> February 5—first day of class Regular office hours</p>	<p><b>WITHDRAWAL DEADLINE</b></p> <p><b>SUMMER 2008</b></p> <p>Two weeks before class ends</p> <p><b>HOLIDAYS</b></p> <p>May 26 July 4</p> <p><b>DIPLOMA AND CERTIFICATE APPLICATION DEADLINES</b></p> <p>For August 2008 June 15 For December 2008 October 1 For May 2009 February 15</p> <p><b>FINANCIAL AID DEADLINE</b></p> <p>For summer 2008 April 1 For fall 2008 June 1 For spring 2009 November 1</p> <p><b>COMMENCEMENT</b></p> <p>May 16, 2009</p>
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\* Only first courses in a limited number of degree programs will be available in online session 2.

# HELPFUL INFORMATION

On your path to a graduate degree or certificate, UMUC is with you every step of the way. Below, find the support you need to help you succeed throughout your program.

## Your First Stop

### MyUMUC Portal

Register for courses, pay tuition, apply for financial aid, and much more through the MyUMUC student portal, available at <https://my.umuc.edu>. For details, visit the MyUMUC Student Information Center at [www.umuc.edu/myumuc](http://www.umuc.edu/myumuc).

## Student Services

### Academic Advising

UMUC graduate advising can help you stay on track during your program. Contact a graduate advisor by phone at **800-888-UMUC (8682)** or send an e-mail to [gradinfo@umuc.edu](mailto:gradinfo@umuc.edu). In-person advising is available at Adelphi, Dorsey Station, and Shady Grove. Visit [www.umuc.edu/locate](http://www.umuc.edu/locate) or see p. 17 for contact 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. 6785**.

### Computer Labs

If you are a UMUC student with a current ID, you have access to computer labs at Adelphi, Arundel Mills, Dorsey Station, Hagerstown, Shady Grove, and Waldorf

Center. Call the individual site for lab hours. For phone numbers, see inside back cover or visit [www.umuc.edu/locate](http://www.umuc.edu/locate). More information on computing facilities is available at [www.umuc.edu/it](http://www.umuc.edu/it).

### Financial Services

Learn about many financial aid options and apply at [www.umuc.edu/financialaid](http://www.umuc.edu/financialaid). For assistance, call **800-888-UMUC, ext. 7510**, or send an e-mail to [gradfinaid@umuc.edu](mailto:gradfinaid@umuc.edu).

### Payment Options

Find out about the convenient monthly installment payment plan and explore other options, such as employer-provided tuition assistance at [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 the Office of Veterans and Disabled Student Affairs four to six weeks prior to the start of each term at **800-888-UMUC, ext. 7930** (or **301-985-7466** TTY), or [vdsa@umuc.edu](mailto:vdsa@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. To learn about scholarships available to military students and spouses and to apply, visit [www.umuc.edu/milscholarships](http://www.umuc.edu/milscholarships).

## Textbooks

Textbooks and course materials may be purchased through MBS Direct. Textbooks for courses offered at College Park are also available at the University Book Center/Barnes & Noble in College Park, Maryland. Visit [www.umuc.edu/textbooks](http://www.umuc.edu/textbooks) for details about ordering online or in person. To order textbooks by phone, call MBS Direct at **800-325-3252**.

## Academic Resources

### Library Services

Extensive library resources and services are available online, 24 hours a day, seven days a week. You can also receive librarian assistance in person or by phone (at 800-888-UMUC, ext. 7209) during regular office hours or by e-mail (at [library@umuc.edu](mailto: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 WebTycho assistance, call **800-807-4862** or send an e-mail message to [webtychosupport@umuc.edu](mailto:webtychosupport@umuc.edu).

### Writing Assistance

Receive feedback on your writing assignments from expert advisors and use online writing and research resources through the Effective Writing Center. Visit the Writing Center online at [www.umuc.edu/writingcenter](http://www.umuc.edu/writingcenter) or send an e-mail to [writingcenter@umuc.edu](mailto:writingcenter@umuc.edu).

# GRADUATE PROGRAMS

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\*

## MASTER'S DEGREE PROGRAMS

Master of Business Administration

Master of Distance Education

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

Master of Education in instructional technology

Master of International Management

Master of Science in accounting and financial management

Master of Science in accounting and information technology

Master of Science in biotechnology

- Bioinformatics
- Biosecurity and biodefense
- Biotechnology management

Master of Science in environmental management

Master of Science in financial management and information systems

Master of Science in health administration informatics

Master of Science in health care administration

Master of Science in information technology

- Database systems technology
- Electronic business (E-business)
- Homeland security management
- Informatics
- Information assurance
- Project management
- Software engineering
- Telecommunications management

Master of Science in management

- Accounting
- Financial management
- Health care administration
- Homeland security management
- Human resource management
- Information systems and services
- Interdisciplinary studies in management
- Marketing
- Nonprofit and association management
- Procurement and contract management
- Project management
- Public relations

Master of Science in technology management

- Distance education technology
- Electronic business (E-business)
- Homeland security management
- Information systems and services
- Project management

## EXECUTIVE DEGREE PROGRAM

Master of Business Administration\*

## DUAL DEGREE PROGRAMS

MASTER OF BUSINESS ADMINISTRATION OR EXECUTIVE MBA WITH \*\*

Master of Distance Education

Master of International Management

Master of Science in biotechnology

Master of Science in environmental management

Master of Science in financial management and information systems

Master of Science in health care administration

Master of Science in information technology

Master of Science in management

Master of Science in technology management

OTHER DUAL DEGREE COMBINATIONS \*\*

Master of Distance Education/Master of Science in management

Master of Education in instructional technology/Master of Distance Education ▼

Master of Science in accounting and information technology/Master of Science in accounting and financial management

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

## TEACHER EDUCATION PROGRAM (NONDEGREE)

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

## CERTIFICATE PROGRAMS

Accounting

Accounting and Information Technology

Bioinformatics

Biotechnology Management

Database Systems Technology

Distance Education, Globalization, and Development

Distance Education Leadership

E-Business

Environmental Management

Financial Management in Organizations

Foundations of Distance Education

Foundations of Human Resource Management

Foundations of Information Technology

Health Care Administration

Homeland Security Management

Integrated Direct Marketing

Integrative Supply Chain Management

Informatics

Information Assurance

International Marketing

International Trade

Nonprofit and Association Financial Management

Policy and Management in Distance Education

Procurement and Contract Management

Project Management

Public Relations

Software Engineering

Systems Analysis

Teaching and Training at a Distance

Technology in Distance Education

Telecommunications Management

## EXECUTIVE CERTIFICATE PROGRAM

Chief Information Officer

## National Leadership Institute

The National Leadership Institute (NLI) at UMUC provides programs that develop the leadership skills and abilities of career-focused managers and executives. Programs are noncredit and short-term, and 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)<sup>®</sup>
- The Foundations of Leadership Program
- Online Leadership Assessment Program (OLAP)<sup>®</sup>
- Negotiating Conflict Program
- Custom-designed programs and workshops
- Executive coaching packages

More information may be obtained by calling the business development office at 877-999-7195, or by sending e-mail to [nli@umuc.edu](mailto:nli@umuc.edu). Schedule, registration, and pricing information is also available online at [www.umuc.edu/nli](http://www.umuc.edu/nli). NLI is on the GSA/MOBIS Schedule (GS#10F-0357N); please call 301-985-7913 before registering.

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

\*\* After successful completion of the first degree program, students may earn a dual degree by completing an additional 18 credits in the second program.

▼ The Master of Education in instructional technology must be completed first.

# TUITION INFORMATION

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 and 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 semester;
2. Enrolled in UMUC's interest-free monthly payment plan (to find out more, visit [www.umuc.edu/payoptions](http://www.umuc.edu/payoptions)); or
3. Will receive employer-provided tuition assistance

If you register by

Registration Method	Payment Due Date
Online via MyUMUC	Payment is due with registration or must be submitted by mail the day of registration
Phone via IRIS	IRIS will give you a payment due date
Mail, fax, or in person	Payment must accompany your registration

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 per unit of credit must be paid at the time of registration. The fee is capped at \$240 per year (which runs summer/fall/spring). See Additional Fees 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 (select option 2)
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 Adelphi 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

### STANDARD GRADUATE COURSES

Maryland residents	\$412
Nonresidents	\$659
Active-duty military and spouses*	\$412

### MBA COURSES

(regardless of residency)	\$694
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*Note:* AMBA 600 is \$694 for the class, not per credit.

### DOCTOR OF MANAGEMENT

800-level courses (regardless of residency)	\$1,045
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*Note:* Golden ID benefits may not be applied to GMBA or MBA courses or to 800-level courses for the Doctor of Management.

### GRADUATE TUITION PER PROGRAM FOR EXECUTIVE PROGRAMS

*Note:* Tuition for graduate Executive Programs generally includes the cost of tuition, books, library skills course, instructional materials, and an international study trip—except for airfare. Neither tuition remission for USM employees nor Golden ID benefits may be used for Executive Programs.

<b>MASTER OF BUSINESS ADMINISTRATION (SEVEN COURSES)</b>	<b>\$47,712</b>
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*Tuition is payable on the following schedule:*  
\$6,816 before each seminar\*\*

<b>CERTIFICATE FOR CHIEF INFORMATION OFFICERS (CIO) (FOUR COURSES)</b>	<b>\$27,264</b>
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*Tuition is payable on the following schedule:*  
\$6,816 before each seminar\*\*

### GRADUATE TUITION PER NONCREDIT COURSE

UCSP 611 Introduction to Graduate Library Research Skills	\$75
UCSP 620 Financial Accounting	\$225
UCSP 621 Economics	\$225
UCSP 630 Introduction to Research Methods	\$225

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

## Additional Fees

### APPLICATION (NONREFUNDABLE)

Doctor of Management	\$100
All other graduate programs	\$50

### DIPLOMA APPLICATION (NONREFUNDABLE)

For both degrees and certificates	\$50
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### TECHNOLOGY FEE \*

Per credit for credit courses (capped at \$240 per year)	\$10
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### TRANSCRIPTS

\$5

### RETURNED CHECKS

\$25

*Note:* In accordance with UMUC and the Board of Regents, all students that fail to pay charges incurred with UMUC will be transferred to the State Central Collection Unit. Additionally, UMUC has received authorization from the Board of Regents to charge students' 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, students' 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.

\* Technology fee does not apply to GMBA, MBA, DM, and Executive Program courses.

## Payment Options

### Monthly Tuition Payment Plan

UMUC offers an interest-free, monthly tuition-payment plan. The plan allows you to spread all or part of your tuition bills into monthly installments on a term 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](http://www.umuc.edu/payoptions) or at [www.tuitionpay.com/umuc](http://www.tuitionpay.com/umuc) or by calling Tuition Pay at 800-635-0120.

### Other Payment Options

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

### EMPLOYER-PROVIDED ASSISTANCE

[www.umuc.edu/payoptions](http://www.umuc.edu/payoptions)

### FINANCIAL AID AWARDS

[www.umuc.edu/financialaid](http://www.umuc.edu/financialaid)

### VETERANS BENEFITS

[www.umuc.edu/vabenefits](http://www.umuc.edu/vabenefits)

## Refund Policy

The official date used to determine a refund is the date of the drop transaction. The official date for federal financial aid recipients is the last date of class attendance as determined by federal regulations. Additional information is available online at [www.umuc.edu/financialaid](http://www.umuc.edu/financialaid).

Financial aid awards may be canceled or reduced for financial aid recipients who withdraw from classes. Financial aid recipients should check with a financial aid advisor when withdrawing from a course to determine the impact on their awards.

*Note:* No refunds are given for technology fees or tuition for noncredit courses after the official start date of class.

## Refund for Course Cancellations

The university refunds 100 percent of tuition and technology fees for courses canceled by the university. The application fee is non-refundable, even when a course is canceled.

## Refund for Student Withdrawals

### Tuition is refunded as follows:

100%	Withdrawal before the class start date
75%	Withdrawal 1–13 calendar days after a class starts
50%	Withdrawal 14–20 calendar days after a class starts
0%	Withdrawal 21 or more calendar days after a class starts

Students who withdraw on the first day of class are not eligible for a 100 percent refund. *Please note:* This policy applies only to students not receiving federal financial aid.

## Federal Return of Funds Policy

If you are receiving federal financial aid, you must follow the university's withdrawal procedures outlined in the graduate catalog. The federal return of funds policy may also be found at [www.umuc.edu/financialaid](http://www.umuc.edu/financialaid). For additional information, contact Student Financial Services by phone at 800-888-UMUC, ext. 7510, or by e-mail at [gradfinaid@umuc.edu](mailto:gradfinaid@umuc.edu).

\* Spouses and some dependent children of active-duty military personnel are eligible for the Maryland resident tuition rate—veterans and dependent children may also be eligible.

\*\* An additional 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.



# COURSE SCHEDULE

## CIOC

CIOC 620 Leading Change and Innovation in Technology (6)  
*Online*  
UX1 9012

CIOC 640 Program Management (6)  
*Online*  
UX1 9010

## COMM

COMM 600 Academic Writing for Graduate Students (3)  
*Online*  
UST (51163) 9040  
*College Park*  
USS (51508) 1121 Tu 6–10 p.m.

## DBST

DBST 651 Relational Database Systems (3)  
*Online*  
UST (51385) 9040

DBST 652 Advanced Relational/Object-Relational Database Systems (3)  
*Online*  
UST (51386) 9040

## DEPM

DEPM 604 Leadership in Distance Education (3)  
*Online*  
UST (51520) 9040

## DETT

DETT 607 Instructional Design and Course Development in Distance Education (3)  
*Online*  
UST (51518) 9040

DETT 615 Assessment and Quality Assurance in Distance Education (3)  
*Online*  
UST (51519) 9040

## DMBA

DMBA 603 The Marketing of New Ideas (6)  
*Online*  
MBA (51387) 9040

DMBA 604 Technology and Operations Management (6) ▼  
*Online*  
MBA 9040

DMBA 606 Organizations and the External Environment (6) ▼  
*Online*  
MBA 9040

## DMGT

DMGT 800 Foundations of Management Theory and Strategic Thinking (6)  
*Online*  
UDM (51742) 9040

DMGT 810 Leadership, Enterprise Change, and Virtual Management (6)  
*Online*  
UDM (51744) 9040

DMGT 830 Research Methods and Design (6)  
*Online*  
UDM (51746) 9040

DMGT 860 Postdoctoral Teaching Practicum (6)  
*Online*  
UDM (51747) 9040

DMGT 890 Dissertation: Theory Paper (4)  
*Online*  
UDM (51748) 9040

DMGT 891 Dissertation: Empirical Paper (4)  
*Online*  
UDM (51749) 9040

DMGT 892 Dissertation: Futurist Paper (4)  
*Online*  
UDM (51750) 9040

## EBUS

EBUS 610 Introduction to E-Business (3)  
*Online*  
UST (51396) 9040

EBUS 620 E-Marketing (3)  
*Online*  
UST (51397) 9040

EBUS 630 Social, Legal, Ethical, and Regulatory Issues (3)  
*Online*  
UST (51398) 9040

EBUS 640 E-Technology (3)  
*Online*  
UST (51399) 9040

EBUS 650 E-Development and Management (3)  
*Online*  
UST (51400) 9040

## EDRS

EDRS 625 Instruction of Reading (3)  
*Online*  
UST (51404) 9040

## EDTC

EDTC 600 Foundations of Technology in Teaching and Learning (3)  
*Online*  
UST (51405) 9040

EDTC 605 Digital Information Literacy for K–12 Educators (3)  
*Online*  
UST (51406) 9040

EDTC 610 Web-Based Learning and Teaching: Design and Pedagogy (3)  
*Online*  
UST (51407) 9040

EDTC 615 Using Technology for Instructional Improvement (3)  
*Online*  
UST (51408) 9040

EDTC 625 Hardware and Software in Instructional Development (3)  
*Online*  
UST (51755) 9040

EDTC 630 Administration of Technology Initiatives: Planning, Budgeting, and Evaluation (3)  
*Online*  
UST (51700) 9040

## ENER

ENER 603 Energy Infrastructure Management (3)  
*Online*  
UST (51254) 9040

## ENVM

ENVM 641 Environmental Auditing (3)  
*Online*  
UST (51092) 9040

ENVM 643 Environmental Communications and Reporting (3)  
*Online*  
UST (51093) 9040

ENVM 646 Environmental/Energy Law and Policy Development (3)  
*Online*  
UST (51094) 9040

ENVM 648 Fundamentals of Environmental Systems (3)  
*Online*  
UST (51253) 9040

ENVM 651 Watershed Planning Management (3)  
*Online*  
UST (51631) 9040

ENVM 670 Seminar in Environmental Management (3)  
*Online*  
UST (51095) 9040

## FIN

FIN 610 Financial Management in Organizations (3)  
*Online*  
UST (51144) 9040

FIN 615 Financial Management of Current Operations (3)  
*Online*  
UST (51147) 9040

FIN 620 Capital Markets, Institutions, and Long-Term Financing (3)  
*Online*  
UST (51149) 9040

FIN 630 Investment Valuation (3)  
*Online*  
UST (51151) 9040

FIN 640 Multinational Financial Management (3)  
*Online*  
UST (51153) 9040

FIN 645 Behavioral Finance (3)  
*Online*  
UST (51510) 9040

## HAIN

HAIN 661 Health Administration Informatics (3)  
*Online*  
UST (51729) 9040

HAIN 670 Health Administration Informatics Capstone (3)  
*Online*  
UST (51702) 9040

## HCAD

HCAD 600 Introduction to Health Care Administration (3)  
*Online*  
UST (51096) 9040

HCAD 610 Information Technology for Health Care Administration (3)  
*Online*  
UST (51160) 9040

HCAD 620 The U.S. Health Care System (3)  
*Online*  
UST (51097) 9040

HCAD 630 Public Health Administration (3)  
*Online*  
UST (51703) 9040

HCAD 635 Long-Term Care Administration (3)  
*Online*  
UST (51256) 9040

HCAD 640 Financial Management for Health Care Organizations (3)  
*Online*  
UST (51098) 9040  
*College Park/Online Hybrid \**  
USS (51506) 1131 W 6–10 p.m.

HCAD 650 Legal Aspects of Health Care Administration (3)  
*Online*  
UST (51136) 9040  
*Shady Grove*  
USS (51503) 5121 Tu 6–10 p.m.

HCAD 660 Health Care Institutional Organization and Management (3)  
*Online*  
UST (51180) 9040

HCAD 670 Health Care Administration Capstone (3)  
*Online*  
UST (51099) 9040

## HRMD

HRMD 610 Issues and Practices in Human Resource Management (3)  
*Online*  
UST (51205) 9040

HRMD 620 Employee Relations (3)  
*Online*  
UST (51229) 9040

HRMD 630 Recruitment and Selection (3)  
*Online*  
UST (51206) 9040

HRMD 650 Organizational Development and Change (3)  
*Online*  
UST (51207) 9040

## HSMN

HSMN 610 Concepts in Homeland Security (3)  
*Online*  
UST (51441) 9040

HSMN 620 Physical Security (3)  
*Online*  
UST (51442) 9040

▼ Note: Continuing students will be registered for DMBA 604 and 606 by Graduate Advising. Returning MBA students in the dual degree program should contact Graduate Advising at 800-888-UMUC to re-enroll.

Course descriptions are available on the Web at [www.umuc.edu/grad/courses](http://www.umuc.edu/grad/courses).

\* Hybrid courses are offered with approximately every other session on-site and the remaining sessions online.

Course descriptions are available on the Web at [www.umuc.edu/grad/courses](http://www.umuc.edu/grad/courses).





# COURSE SCHEDULE

**TLMN 641 Network Management and Design (3)**

*Online*  
UST (51579) 9040

**TLMN 645 Wireless Telecommunications Systems (3)**

*Online*  
UST (51113) 9040

## TMAN

**TMAN 600 Foundations of Management and Technology (6)**

*Online*  
UST (51265) 9040

**TMAN 611 Principles of Technology Management (3)**

*Online*  
UST (51114) 9040

**TMAN 614 Strategic Management of Technology and Innovation (3)**

*Online*  
UST (51116) 9040

**TMAN 625 Economics and Financial Analysis for Technology Managers (3)**

*Online*  
UST (51410) 9040  
*College Park/Online Hybrid \**  
USS (51516) 1131 W 6–10 p.m.

**TMAN 632 Organizational Performance Management (3)**

*Online*  
UST (51119) 9040  
*College Park*  
USS (51768) 5111 M 6–10 p.m.

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

*Online*  
UST (51122) 9040

**TMAN 636 Knowledge Management (3)**

*Online*  
UST (51137) 9040

## UCSP

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

*Online*  
UN1 (51125) 9001  
Class meets May 15–June 18.  
UN1 (51168) 9020  
Class meets May 27–June 30.  
UN2 (51172) 9050  
Class meets July 1–August 4.

**UCSP 611D Introduction to Graduate Library Research Skills (0)**

*Online*  
UN1 (51726) 9040  
Class for doctoral students only  
meets May 27–June 30.

**UCSP 620 Financial Accounting (0)**

*Online*  
UN1 (51127) 9040  
Class meets May 27–July 21.

**UCSP 621 Economics (0)**

*Online*  
UN1 (51129) 9040  
Class meets May 27–July 21.

**UCSP 630 Introduction to Research Methods (0)**

*Online*  
UN1 (51130) 9040  
Class meets May 27–July 21.

## XMBA

**XMBA 602 Organizational Leadership, Management of Human Resources, and Business Ethics (6) \***

*College Park*  
UX1 1167 Sa 8:30 a.m.–5 p.m.

**XMBA 604 Technology and Operations Management (6) \***

*College Park*  
UX1 1166 Sa 8:30 a.m.–5 p.m.

**XMBA 606 International Business, Trade, and Business Law (6) \***

*College Park*  
UX1 1165 Sa 8:30 a.m.–5 p.m.

\* Hybrid courses are offered with approximately every other session on-site and the remaining sessions online.

\* Students in Executive Programs must register through the Executive Program Office.

Course descriptions are available on the Web at [www.umuc.edu/grad/courses](http://www.umuc.edu/grad/courses).

# CONTACT INFORMATION

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.

UMUC, Graduate School of Management and Technology  
3501 University Boulevard East  
Adelphi, MD 20783

800-888-UMUC (8682) or 301-985-7200

## Graduate School Personnel

### Administration

#### DEAN AND VICE PROVOST

Michael Frank, PhD  
[mfrank@umuc.edu](mailto:mfrank@umuc.edu), ext. 7200

#### ASSOCIATE DEANS

Patricia McKenna, PhD  
[pmckenna@umuc.edu](mailto:pmckenna@umuc.edu), ext. 7200

John O. Aje, DSc  
[jaje@umuc.edu](mailto:jaje@umuc.edu), ext. 7200

#### ASSISTANT DEANS

Betsy Alperin, MA  
[balperin@umuc.edu](mailto:balperin@umuc.edu), ext. 7200

Jennifer Thompson, MBA  
[jthompson@umuc.edu](mailto:jthompson@umuc.edu), ext. 7200

#### CHAIR, BUSINESS AND EXECUTIVE PROGRAMS

Michael Evanchik, PhD  
[mevanchik@umuc.edu](mailto:mevanchik@umuc.edu)

#### ASSOCIATE CHAIR, DOCTORAL PROGRAM

Bryan Booth, PhD  
[bbooth@umuc.edu](mailto:bbooth@umuc.edu)

#### ASSOCIATE CHAIR, MBA

Robert Goodwin, JD  
[rgoodwin@umuc.edu](mailto:rgoodwin@umuc.edu)

#### CHAIR, INFORMATION AND TECHNOLOGY SYSTEMS

Alan Carswell, PhD  
[acarswell@umuc.edu](mailto:acarswell@umuc.edu)

#### ASSOCIATE CHAIR, INFORMATION AND TECHNOLOGY SYSTEMS

Garth R. MacKenzie, DM  
[gmackenzie@umuc.edu](mailto:gmackenzie@umuc.edu)

#### CHAIR, MANAGEMENT, ACCOUNTING, AND FINANCE

Theresa Marron-Grodsky, PhD  
[tmarron-grodsky@umuc.edu](mailto:tmarron-grodsky@umuc.edu)

#### ASSOCIATE CHAIRS, MANAGEMENT, ACCOUNTING, AND FINANCE

James Howard, PhD  
[jhoward@umuc.edu](mailto:jhoward@umuc.edu)

Alfred S. Raider, JD, LLM  
[araiders@umuc.edu](mailto:araiders@umuc.edu)

#### CHAIR, TEACHER EDUCATION

Gail Viamonte, PhD  
[gviamonte@umuc.edu](mailto:gviamonte@umuc.edu)

#### EXECUTIVE PROGRAMS

##### PROGRAM DIRECTORS

Clarence J. Mann, JD  
[cmann@umuc.edu](mailto:cmann@umuc.edu)

Mary Ann Spilman, PhD  
[mspilman@umuc.edu](mailto:mspilman@umuc.edu)

#### DOCTOR OF MANAGEMENT

##### PROGRAM DIRECTORS

James Gelatt, PhD  
[jgelatt@umuc.edu](mailto:jgelatt@umuc.edu)

Saad Laraqui, PhD  
[slaraqui@umuc.edu](mailto:slaraqui@umuc.edu)

Thomas Mierzwa, PhD  
[tmierzwa@umuc.edu](mailto:tmierzwa@umuc.edu)

Claudine SchWeber, PhD  
[cschweber@umuc.edu](mailto:cschweber@umuc.edu)

## MASTER OF BUSINESS ADMINISTRATION

### PROGRAM DIRECTORS

Anna Andriasova, PhD  
[aandriasova@umuc.edu](mailto:aandriasova@umuc.edu)

Monica Bolesta, PhD  
[mbolesta@umuc.edu](mailto:mbolesta@umuc.edu)

Christina A. Hannah, PhD  
[channah@umuc.edu](mailto:channah@umuc.edu)

Rosemary Hartigan, JD  
[rhartigan@umuc.edu](mailto:rhartigan@umuc.edu)

Les Livingstone, PhD  
[jlivingstone@umuc.edu](mailto:jlivingstone@umuc.edu)

Charles Newman, PhD  
[cneuman@umuc.edu](mailto:cneuman@umuc.edu)

Jane Ross, PhD  
[jross@umuc.edu](mailto:jross@umuc.edu)

James Stewart, PhD  
[ProfStewart@csi.com](mailto:ProfStewart@csi.com)

## MASTER OF DISTANCE EDUCATION

### PROGRAM DIRECTOR

Stella Porto, DSc  
[sporto@umuc.edu](mailto:sporto@umuc.edu)

## MASTER OF EDUCATION IN INSTRUCTIONAL TECHNOLOGY

### PROGRAM DIRECTOR

Katherine S. Woodward, PhD  
[kwoodward@umuc.edu](mailto:kwoodward@umuc.edu)

## MASTER OF INTERNATIONAL MANAGEMENT

### PROGRAM DIRECTOR

Robert Jerome, PhD  
[rjerome@umuc.edu](mailto:rjerome@umuc.edu)

# CONTACT INFORMATION

## MS IN ACCOUNTING AND FINANCIAL MANAGEMENT

### PROGRAM DIRECTOR

James Howard, PhD  
*jhoward@umuc.edu*

## MS IN ACCOUNTING AND INFORMATION TECHNOLOGY

### PROGRAM DIRECTOR

Kathryn Klose, MS, CPA  
*kklose@umuc.edu*

## MS IN BIOTECHNOLOGY

### PROGRAM DIRECTOR

Rana Khan, PhD  
*rkhan@umuc.edu*

## MS IN ENVIRONMENTAL MANAGEMENT

### PROGRAM DIRECTOR

Robert G. Beauchamp, PhD  
*rbeauchamp@umuc.edu*

## MS IN FINANCIAL MANAGEMENT AND INFORMATION SYSTEMS

### PROGRAM DIRECTOR

Jayanta Sen, PhD  
*jsen@umuc.edu*

## MS IN HEALTH ADMINISTRATION INFORMATICS

### PROGRAM DIRECTOR

Agnes Bouldin, PhD  
*abouldin@umuc.edu*

## MS IN HEALTH CARE ADMINISTRATION

### PROGRAM DIRECTORS

Diane Bartoo, PhD  
*dbartoo@umuc.edu*

Kathleen F. Edwards, PhD  
*kedwards@umuc.edu*

## MS IN INFORMATION TECHNOLOGY

### PROGRAM DIRECTORS

Database Systems Technology  
Les Pang, PhD  
*lpang@umuc.edu*

### E-Business

Robert Ouellette, PhD  
*rouelette@umuc.edu*

## Homeland Security Management

Irmak Renda-Tanali, DSc  
*renda-tanali@umuc.edu*

### Informatics

Paul F. G. Keller, PhD  
*pkeller@umuc.edu*

### Information Assurance

Jim Q. Chen, PhD  
*jchen@umuc.edu*

### Project Management

Robert Ouellette, PhD  
*rouelette@umuc.edu*

### Moe B. Shahdad, PhD

*mshahdad@umuc.edu*

### Software Engineering

Hasan Sayani, PhD  
*hsayani@umuc.edu*

### Telecommunications Management

David Cohen, PhD  
*dcohen@umuc.edu*

## MS IN MANAGEMENT

### PROGRAM DIRECTORS

#### Accounting

Bruce Lubich, PhD, CPA  
*blubich@umuc.edu*

#### Financial Management

James Howard, PhD  
*jhoward@umuc.edu*

#### Health Care Administration

Diane Bartoo, PhD  
*dbartoo@umuc.edu*

#### Kathleen F. Edwards, PhD

*kedwards@umuc.edu*

#### Homeland Security Management

Irmak Renda-Tanali, DSc  
*irenda-tanali@umuc.edu*

#### Human Resource Management

Glenda Barrett, PhD  
*gbarrett@umuc.edu*

#### Rhonda Jones, EdD

*rjones@umuc.edu*

#### Information Systems and Services

Paul F. G. Keller, PhD  
*pkeller@umuc.edu*

## Interdisciplinary Studies in Management

Alan Sutherland, PhD  
*asutherland@umuc.edu*

### Marketing

Leslie Dinauer, PhD  
*ldinauer@umuc.edu*

### Nonprofit and Association Management

Margaret Elgin, PhD  
*melgin@umuc.edu*

### Procurement and Contract Management

Emmett Fleming, PhD, JD  
*efleming@umuc.edu*

### Project Management

Robert Ouellette, PhD  
*rouelette@umuc.edu*

### Moe B. Shahdad, PhD

*mshahdad@umuc.edu*

### Public Relations

Alfred S. Raider, JD, LLM  
*araider@umuc.edu*

## MS IN TECHNOLOGY MANAGEMENT

### PROGRAM DIRECTORS

Joyce Shirazi DSc  
*jshirazi@umuc.edu*

#### Distance Education Technology

Stella Porto, DSc  
*sporto@umuc.edu*

#### E-Business

Robert Ouellette, PhD  
*rouelette@umuc.edu*

#### Homeland Security Management

Irmak Renda-Tanali, DSc  
*irenda-tanali@umuc.edu*

#### Information Systems and Services

Paul F. G. Keller, PhD  
*pkeller@umuc.edu*

#### Project Management

Moe B. Shahdad, PhD  
*mshahdad@umuc.edu*

## TEACHER EDUCATION PROGRAMS

### PROGRAM DIRECTOR

Gail Viamonte, PhD  
*gviamonte@umuc.edu*

## Graduate School General Contact Information

Need assistance or other information? Call **800-888-UMUC** for all your student needs. Call to speak with a graduate academic advisor who will help you make decisions about your courses and your degree or certificate program. You may also call the Adelphi, Dorsey Station, or Shady Grove locations to schedule in-person academic advising.

See p. 3 for additional contact information and Web addresses to help you find the resources and support you need throughout your program.

## Graduate Library and Writing Courses

Students taking COMM 600 Academic Writing for Graduate Students or the non-credit course UCSP 611 Introduction to Graduate Library Research Skills may reach one of the following individuals for assistance and information.

## COMM 600 Academic Writing for Graduate Students

### ACADEMIC DIRECTORS

Andrew J. Cavanaugh, MA  
*acavanaugh@umuc.edu*  
240-582-2830

Linda B. DiDesidero, PhD  
*ldidesidero@umuc.edu*  
240-582-2830

## UCSP 611 Introduction to Library Research Skills

### COURSE MANAGER

Julie Arnold, MLS  
*jlarnold@umuc.edu*  
301-985-7403

## Other UMUC Departments

Bookstores	
MBS Direct	800-325-3252
University Book Center/ Barnes & Noble	800-434-6621
Bursar Office (Student Accounts)	301-985-7404
Career Services	301-985-6785
Disabled and Veteran Student Affairs	
Main Number	301-985-7930
TTY	301-985-7466
Financial Aid	301-985-7510
Finance Office	301-985-5500
Grades, Records, Transcripts	301-985-7236
Information and Library Services	301-985-7209
International Student Admissions	301-985-7155
IRIS (Phone Registration)	800-584-9413
Literature Requests (e.g., catalogs, schedules of classes, financial aid brochure)	800-888-UMUC
MyUMUC Support	877-868-2847
National Leadership Institute (NLI)	
Local Number	301-985-7195
Toll-Free Number	877-999-7105
Registrar	301-985-7236
WebTycho Support	800-807-4862

## UMUC Graduate Course Locations

### Dorsey Station

6865 Deerpath Road  
Elkridge, MD 21075

443-459-3500

### Frederick/National Cancer Institute Fort Detrick

1520 Freedman Drive  
Fort Detrick, MD 21702

301-738-6090

### UMUC Headquarters and UMCP Campus

3501 University Boulevard East  
Adelphi, MD 20783

800-888-UMUC

### UMUC at Shady Grove

9636 Gudelsky Drive  
Rockville, MD 20850

301-738-6090

### University System of Maryland at Hagerstown

32 West Washington Street  
Hagerstown, MD 21740

240-527-2711

### Waldorf Center for Higher Education

3261 Old Washington Road  
Waldorf, MD 20602

301-632-2900

For a complete listing of UMUC course and service locations in the United States, as well as site phone numbers, see inside back cover. For hours and directions, visit [www.umuc.edu/locate](http://www.umuc.edu/locate).



