2014–2016
METROPOLITAN COLLEGE GRADUATE PROGRAMS
AT MARINE CORPS LOCATIONS

PROGRAMS
Master of Science in
Leadership
Computer Information Systems
Graduate Certificates in
Project Management
Information Security

LOCATIONS
NORTH CAROLINA
MCAS Cherry Point
MCB Camp Lejeune/
MCAS New River

VIRGINIA
Henderson Hall
About Boston University and Metropolitan College

Founded in 1839, Boston University (BU) is an internationally recognized, private research university with more than 30,000 students enrolled in undergraduate, graduate, and professional programs of study. BU consists of 16 schools and colleges, along with a number of multidisciplinary centers and institutes that are central to the school’s research and teaching mission.

Since 1965, Metropolitan College (MET) has incorporated BU’s standards for excellence in teaching and scholarship into academic programs that serve adult students at various stages of their lives and careers. Available in convenient and innovative formats, programs at MET are characterized by overall quality and rigor, and distinguished by their responsiveness to current societal and professional needs.

★ FLEXIBILITY
MET delivers flexible degree and certificate programs in formats and locations that address the needs of the military community. Most courses meet on base, on an alternating weekend schedule. Evening and online study options are also available.

★ OPTIMIZATION
In many cases, credits from graduate certificate programs can be applied toward requirements for master's degrees. Students who have completed coursework through the Defense Acquisition University or earned PMP® certification from the Project Management Institute may be eligible for course waivers.

★ RESOURCES
Students at military locations enjoy the full resources of Boston University, including the same high-caliber faculty, access to library holdings, career advising, and an alumni network of more than 285,000 graduates worldwide.

★ ELIGIBILITY
Currently, Boston University graduate programs at military sites are available to active duty military personnel, their dependents, and Department of Defense employees and contractors. Those who do not fall within these categories are encouraged to inquire with local field officers about enrolling.

★ QUALIFICATIONS
MET’s North Carolina programs are licensed by the Board of Governors of the University of North Carolina, and MET is certified by the State Council of Higher Education to operate in Virginia.
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### GRADUATE PROGRAMS

**BY MARINE CORPS LOCATION**

<table>
<thead>
<tr>
<th>Program</th>
<th>MCAS Cherry Point</th>
<th>MCB Camp Lejeune/ MCAS New River</th>
<th>Henderson Hall</th>
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<tbody>
<tr>
<td>Master of Science in Computer Information Systems</td>
<td>★</td>
<td>★</td>
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<tr>
<td>Master of Science in Leadership</td>
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<tr>
<td>Certificate in Project Management</td>
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<tr>
<td>Certificate in Information Security</td>
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<td>★</td>
<td>★</td>
</tr>
</tbody>
</table>

**NOTE:** Boston University offers online programs in addition to those listed above. Please contact your local field office or visit bu.edu/online for a comprehensive list of programs. For Boston University programs at Hanscom AFB in Massachusetts, please visit bu.edu/military/hanscom.

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**PMI® ACCREDITATION**

The following Metropolitan College program at military locations is accredited by the Project Management Institute’s Global Accreditation Center (GAC):

- Master of Science in Computer Information Systems

*PMI® is the leading membership association for the project management profession.*

For more information, visit pmi.org.

Information Security programs at Metropolitan College are certified by the Committee on National Security Systems (CNSS).

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**State Council of Higher Education for Virginia**

Certified by the State Council of Higher Education to operate in Virginia.
Graduate Degree Programs

MASTER OF SCIENCE IN LEADERSHIP

Whether you are in command of a mission or in charge of personnel in a civilian organization, leadership is an essential quality in building loyalty, trust, and teamwork. Successful leadership involves setting the right objectives, communicating strategies and ideas, and executing projects successfully.

In short, accomplished leaders do more than simply deliver results—they exceed goals and inspire meaningful change within their organizations.

The Master of Science in Leadership (MSL) develops specific skills for effective, organizational leadership in the military as well as in private, public, government, or non-profit sectors. Emphasizing sociological and psychological content, the rigorous and intensive ten-course curriculum builds on students’ inter disciplinary backgrounds, providing a comprehensive understanding of essential leadership skills.

The MSL focuses on core leadership strategies, such as how to build a cooperative team and enhance communication skills, while providing the knowledge to lead, direct, and leverage assets through a solid grounding in:

- Decision-making and strategy
- Project management techniques
- Organizational dynamics and group behavior
- Historical leadership perspectives and issues
- Diplomacy and negotiation
- Economics and culture
- Marketing research, analysis, and strategy
- Current technology
- Financial concepts

MSL candidates also may select courses that lead to a Graduate Certificate in Project Management. Focusing on the methodologies of effective project management principles and techniques, communication, and cost and risk management, students enhance their leadership studies by mastering the skills necessary for cost-effective and timely management of both long- and short-term projects.

Coursework for the MSL can be completed in approximately twenty months.

Degree Requirements

A total of ten courses (40 credits) is required for the Master of Science in Leadership.

Leadership Core Courses

4 courses [16 credits], as follows:

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
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<tbody>
<tr>
<td>MET AD 711</td>
<td>Leadership and Strategy</td>
</tr>
<tr>
<td>MET LD 630</td>
<td>Leadership: Historic and Social Perspectives</td>
</tr>
<tr>
<td>MET LD 705</td>
<td>Leadership in a Dynamic Environment</td>
</tr>
<tr>
<td>MET LD 740</td>
<td>Group and Organizational Dynamics*</td>
</tr>
</tbody>
</table>

Additional Core Courses

3 courses [12 credits], as follows:

<table>
<thead>
<tr>
<th>Course Code</th>
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<tbody>
<tr>
<td>MET AD 615</td>
<td>Introductory Macroeconomic Analysis</td>
</tr>
<tr>
<td>MET AD 632</td>
<td>Financial Concepts</td>
</tr>
<tr>
<td>MET AD 715</td>
<td>Quantitative and Qualitative Decision-Making</td>
</tr>
</tbody>
</table>

Plus any three courses (12 credits) from the following list**

Students who complete these requirements by taking all four Project Management courses* receive the Graduate Certificate in Project Management in addition to the Master of Science in Leadership.

PROJECT MANAGEMENT CERTIFICATE COURSES

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<tr>
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<td>Project Communications Management*</td>
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<td>Project Risk and Cost Management</td>
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<tr>
<td>MET AD 646</td>
<td>Program Management</td>
</tr>
</tbody>
</table>

*Students pursuing both the master’s in Leadership and the Graduate Certificate in Project Management must take MET AD 643 Project Communications Management in place of MET LD 740 Group and Organizational Dynamics. Students may not apply both courses toward the Leadership degree.

**Additional courses may be offered and/or substituted.

“Management is doing things right; leadership is doing the right things.”
—Peter F. Drucker (1909–2005)
Graduate Certificate Programs

Boston University’s graduate certificate programs are an excellent option for the student who seeks professional advancement without immediately committing to a degree program, or for those who may already have an advanced degree and wish to update their knowledge and skills.

These four-course programs deliver intensive and specialized training, and credits earned may be transferred toward the Master of Science in Leadership or the Master of Science in Computer Information Systems. Students should consult their local field office for details.

CERTIFICATE IN INFORMATION SECURITY

Developing a strong information security program in today’s world is crucial and challenging for most organizations. In general, information security means protecting information from unauthorized access, disclosure, or destruction. Information security is essential because most organizations, including government agencies, hospitals, insurance companies, and private businesses, store various kinds of information about their employees and customers. If any business-related information is confidential, the security of that data becomes crucial. For example, if critical business data (e.g., credit card numbers or design documents) is leaked to competitors or hackers, it could lead to loss of business, lawsuits, and even bankruptcy.

Organizations also need to be able to comply by standards and laws—such as HIPPA, PCI and GLBA—which help protect confidential and privacy of customer data.

The Information Security certificate program will touch upon various aspects of information security, including IT security policies and system security. Students may also learn about digital forensics to help in investigating a security breach, or obtain a good understanding of how information is stored in a database and what services are available to protect it. On completing the graduate certificate, the students will have sufficient skills in developing and implementing IT security in their organizations.

Prerequisites

Any bachelor’s degree. Some courses may have additional prerequisites.

Required Courses

<table>
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<tr>
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<tbody>
<tr>
<td>MET CS 674</td>
<td>Database Security</td>
</tr>
<tr>
<td>MET CS 684</td>
<td>IT Security Policies and Procedures</td>
</tr>
<tr>
<td>MET CS 695</td>
<td>Enterprise Information Security</td>
</tr>
<tr>
<td>MET AD 642</td>
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</table>

Electives

Students may choose four courses [16 credits] from available offerings in computer science or information security.
CERTIFICATE IN PROJECT MANAGEMENT

Now, more than ever, organizations around the world—large, small, and across virtually every industry—are seeking managers who can complete projects on time and on budget. Managers of all varieties will find that this graduate certificate provides valuable hands-on training that is immediately applicable to the workplace.

The Certificate in Project Management also provides excellent preparation for the Project Management Professional (PMP®) certification examination—an internationally recognized credential that denotes expertise in project management. Applicants who have already passed the Project Management Institute’s PMP® certification examination may be eligible to receive a course waiver for MET AD 642 Project Management. Contact your local field office for more information.

The four-course curriculum for the Certificate in Project Management may be completed in an online or in-class format, and fulfills the core course requirements of the online Master of Science in Project Management.

Prerequisites
An accredited bachelor’s degree, with an undergraduate grade point average of 2.75 (3.0 last two years) or successful completion of the GMAT.

Required Courses
4 courses [16 credits], as follows:

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<td>Program Management</td>
</tr>
</tbody>
</table>

Application and Admission

Applicants to all graduate certificate and degree programs must hold a bachelor’s degree from a regionally accredited college or university. No particular undergraduate course of study is required for admission.

The complete application package, along with the application fee, is to be submitted to your local Boston University office for processing. Applications are reviewed by the MET’s Graduate Committee on a continuing basis throughout the year.

Application materials and instructions are available at bu.edu/met/admission/apply-now or at your local field office.

Applicants should submit:
1. Completed application form
2. Non-refundable application fee
3. Two letters of recommendation
4. A written statement of motivation for graduate study
5. Official transcripts of all previous undergraduate and graduate work
6. Résumé (if available)
7. Non-native English-speaking applicants may be required to submit results of the Test of English as a Foreign Language (TOEFL)

Course Descriptions

All courses are four credits unless otherwise noted.

MET AD 615
Introductory Macroeconomic Analysis
Includes national economic performance; problems of recession, unemployment inflation, and trade and budget deficits; money creation, government spending, and taxation; economic policies for full employment and price stability; and international trade and payments.

MET AD 632
Financial Concepts
Introduction to the concepts, methods and problems of accounting and financial analysis. Includes accounting principles, measurement and disclosure issues, financial statement analysis, time value of money, cash flow projection and analysis, capital budgeting and project evaluation, bond and equity valuation, cost of capital and capital structure.

MET AD 642
Project Management
The course examines the concepts and applied techniques for cost effective management of both long-term development programs and projects.
Project management principles and methodology are provided with special focus on planning, controlling, and coordinating individual and group efforts. Key topics of focus include overview of modern project management, organization strategy and project selection, defining a project and developing a project plan and scheduling resources, project risk analysis, work breakdown structures, and project networks. MS Project will be introduced in this course to provide hands-on practical skills with the above topics. Mastery of key tools and concepts introduced in this course provides a significant competitive advantage in the marketplace.

MET AD 643
Project Communications Management
To succeed in project management, you must be a strong leader and an effective communicator. This course examines the current philosophies of leadership as applied to project management and identifies various styles of communication and conflict resolution. Through case studies and various exercises, you will develop enhanced leadership, communication, conflict management, and negotiation skills.

MET AD 644
Project Risk and Cost Management
This course introduces the art and science of project risk as well as continuity management and cost management. Managing the risk of a project as it relates to a three-part systematic process of identifying, analyzing, and responding is examined through actual case studies. Students learn how to manage the components of a project to assure it can be completed through both general and severe business disruptions on local, national, and international levels. Students learn the process of cost management, early cost estimation, detailed cost estimation, and cost control using earned value method. Students study in depth the issues of project procurement management and the different types of contracts for various scope scenarios.

MET AD 646
Program Management
Programs and projects deliver benefits to organizations by enhancing current capabilities or developing new capabilities for the organization to use. This course will provide a detailed understanding of program management and will present concepts that promote efficient and effective communication and coordination among various groups. Students will understand PMI® program management processes and use tools that automate and enforce processes for managing scope changes, risk, quality, issues, schedules, resources, releases, and costs. You will learn how to design a program and manage program costs, risk, and communication within the context of Project Portfolios. This course is targeted to senior executives, portfolio managers, program managers and their team members, members of a PMO, customers/stakeholders, educators, and consultants. This course introduces processes and knowledge areas from three new PMI standards: Program Management standard, OPM3, and Portfolio Management.

MET AD 711
Leadership and Strategy
This course focuses on the role of the leadership of a corporation in determining and implementing the corporation’s strategy. Through the analysis and the discussion in class of a number of cases, leadership styles, approaches, and methods will be studied, as well as the implications for the strategies of the corporations concerned, and the resulting successes or failures.

MET AD 715
Quantitative and Qualitative Decision-Making
Explores decision making and policy formulation in organizations. Includes goal setting and the planning process, rational models of decision making, evaluation of alternatives, prediction of outcomes, cost-benefit analysis, decision trees, uncertainty and risk assessment, and procedures for evaluation of outcomes.

MET CS 201
Introduction to Programming
Introduction to problem-solving methods and algorithm development. Includes procedural and data abstractions, program design, debugging, testing, and documentation. Covers data types, control structures, functions, parameter passing, library functions, and arrays. Laboratory exercises in C++. Laboratory course.

MET CS 231
Programming with C++
Covers the elements of object-oriented programming and the C++ language. Data types, control structures, functions, library functions, classes, inheritance, and multiple inheritance. Use of constructors, destructors, function and operator overloading, reference parameters and default values, friend functions, input and output streams, templates, and exceptions. Laboratory course.

MET CS 232
Programming with Java
This course covers the elements of object-oriented programming and the Java Programming Language. Primitive data types, control structures, methods, classes, arrays and strings, inheritance and polymorphism, interfaces, creating user interfaces, applets, exceptions and streams. Laboratory course.

MET CS 520
Information Structures
This course covers the concepts of object-oriented approach to software design and development using the Java programming language. It includes a detailed discussion of programming concepts starting with the fundamentals of data types, control structures methods, classes, applets, arrays and strings, and proceeding to advanced topics such as inheritance and polymorphism, interfaces, creating user interfaces, exceptions, and streams. Upon completion of this course the students will be able to apply software engineering criteria to design and implement Java applications that are secure, robust, and scalable.

MET CS 546
Quantitative Methods for Information Systems
The goal of this course is to provide Computer Information Systems students with the mathematical fundamentals required for successful quantitative analysis of problems in the field of business computing. The first part of the course introduces the mathematical prerequisites for understanding probability and statistics. Topics include combinatorial mathematics, functions, and the fundamentals of differentiation and integration. The second part of the course concentrates on the study of elementary probability theory, discrete and continuous distributions.
**MET CS 625**  
Business Data Communication and Networks  
This course presents the foundations of data communications and takes a bottom-up approach to computer networks. The course concludes with an overview of basic network security and management concepts.

**MET CS 669**  
Database Design and Implementation for Business  
Students learn the latest relational and object-relational tools and techniques for persistent data and object modeling and management. Students gain extensive hands-on experience using Oracle or Microsoft SQL Server as they learn the Structured Query Language (SQL) and design and implement databases. Students design and implement a database system as a term project.

**MET CS 674**  
Database Security  
The course provides a strong foundation in database security and auditing. This course utilizes Oracle scenarios and step-by-step examples. The following topics are covered: security, profiles, password policies, privileges and roles, Virtual Private Databases, and auditing. The course also covers advanced topics such as SQL injection, database management security issues such as securing the DBMS, enforcing access controls, and related issues.

**MET CS 682**  
Information Systems Analysis and Design  
Object-oriented methods of information systems analysis and design for organizations with data-processing needs. System feasibility; requirements analysis; database utilization; Unified Modeling Language; software system architecture, design, and implementation, management; project control; and systems-level testing.

**MET CS 684**  
IT Security Policies and Procedures  
This course enables IT professional leaders to identify emerging security risks and implement highly secure networks to support organizational goals. Discussion of methodologies for identifying, quantifying, mitigating and controlling risks. Students implement a comprehensive IT risk management plans (RMP) that identify alternate sites for processing mission-critical applications, and techniques to recover infrastructure, systems, networks, data and user access. The course also discusses related topics such as: disaster recovery, handling information security; protection of property, personnel and facilities; protection of sensitive and classified information, privacy issues, and criminal terrorist and hostile activities.

**MET CS 695**  
Enterprise Information Security  
The course provides an in-depth presentation of security issues in computer systems, networks, and applications. Formal security models are presented and illustrated on operating system security aspects, more specifically memory protection, access control and authentication, file system security, backup and recovery management, intrusion and virus protection mechanisms. Application level security focuses on language level security and various security policies; conventional and public keys encryption, authentication, message digest and digital signatures. Internet and intranet topics include security in IP, routers, proxy servers, and firewalls, application-level gateways, Web servers, file and mail servers. Discussion of remote access issues, such as dial-up servers, modems, VPN gateways, and clients.

**MET CS 782**  
IT Strategy and Management  
This course provides an overview of contemporary IT management. It explains the relevant issues of effectively managing information services. The course highlights areas of greatest current and potential application of IT-to-business needs and reviews electronic business, enterprise business systems, and decision support systems.

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**North Carolina Class Weekends 2014-2015**

**SPRING 2014**

**REGISTRATION:**  
Jan. 11–12, 25–26  
Feb. 8–9  
Mar. 1–2, 15–16, 29–30  
Apr. 12–13

**SUMMER 2014**

**REGISTRATION:**  
Apr. 22–May 3, 2014  
May 3–4, May 31–Jun. 1  
Jun. 14–15, 28–29  
Jul. 19–20  
Aug. 2–3, 9–10

**FALL 2014**

**REGISTRATION:**  
September 2–12, 2014  
Sept. 13–14, 27–28  
Oct. 4–5, 18–19  
Nov. 1–2, 15–16  
Dec. 6–7

**SPRING 2015**

**REGISTRATION:**  
Dec. 22–24, 2014 and Jan. 2–9, 2015  
Jan. 10–11, 24–25  
Feb. 7–8, Feb. 28–Mar. 1  
Mar. 14–15, 28–29  
Apr. 18–19

**SUMMER 2015**

**REGISTRATION:**  
Apr. 20–May 1, 2015  
May 2–3, 30–31  
Jun. 13–14, 27–28  
July 18–19, 25–26  
Aug. 8–9

*Courses continued on page 11.*
# North Carolina Course Offerings

## SPRING 2014–FALL 2016

<table>
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<tr>
<th>SEMESTER</th>
<th>CHERRY POINT</th>
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<tbody>
<tr>
<td>Spring 2014</td>
<td>AD 646 Program Management*</td>
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<td>AD 711 Leadership and Strategy</td>
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<tr>
<td>Summer 2014</td>
<td>AD 632 Financial Concepts</td>
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<tr>
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<td>AD 643 Project Communications Management*</td>
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<td>LD 705 Leadership in a Dynamic Environment</td>
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<th>MSCIS</th>
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<td>CS 520 Information Structures</td>
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</tbody>
</table>

*Indicates elective

This is the official North Carolina Graduate Programs Schedule; however, the dates and format are subject to change. All changes must be approved by the program director.
**Henderson Hall Course Offerings (Tentative)**

**SPRING 2014–FALL 2016**

<table>
<thead>
<tr>
<th>SEMESTER</th>
<th>HENDERSON HALL MSL</th>
<th>PM</th>
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| **Spring 2014** | AD 632 Financial Concepts  
AD 642 Project Management* | AD 642 Project Management* |
| **Summer 2014** | AD 643 Project Communications Management*  
AD 615 Introductory Macroeconomic Analysis | AD 643 Project Communications Management* |
| **Fall 2014** | AD 715 Quantitative and Qualitative Decision-Making  
LD 630 Leadership: Historical and Social Perspectives |                             |
| **Spring 2015** | LD 705 Leadership in a Dynamic Environment  
AD 644 Project Risk and Cost Management* | AD 644 Project Risk and Cost Management* |
| **Summer 2015** | AD 646 Program Management*  
AD 711 Leadership and Strategy | AD 646 Program Management* |
| **Fall 2015** | AD 632 Financial Concepts  
AD 642 Project Management* | AD 642 Project Management* |
| **Spring 2016** | AD 643 Project Communications Management*  
AD 615 Introductory Macroeconomic Analysis | AD 643 Project Communications Management* |
| **Summer 2016** | AD 715 Quantitative and Qualitative Decision-Making  
LD 630 Leadership: Historical and Social Perspectives |                             |
| **Fall 2016** | LD 705 Leadership in a Dynamic Environment  
AD 644 Project Risk and Cost Management* | AD 644 Project Risk and Cost Management* |

*Indicates elective

**Henderson Hall Class Weekends 2014–2015**

**SPRING 2014**

**REGISTRATION:**
Jan. 3–17, 2014  
Jan. 18–19  
Feb. 1–2, 22–23  
Mar. 8–9, 22–23  
Apr. 5–6, 26–27

**SUMMER 2014**

**REGISTRATION:**
April 24–May 9, 2014  
May 10–11  
Jun. 8–9, 22–23  
Jul. 13–14, 20–21  
Aug. 3–4, 17–18

**FALL 2014**

**REGISTRATION:**
Sept. 8–19, 2014  
Sept. 20–21  
Oct. 4–5, 18–19, 25–26  
Nov. 15–16, 22–23  
Dec. 13–14

**SUMMER 2015**

**REGISTRATION:**
Apr. 27–May 8, 2015  
May 9–10  
Jun. 7–8, 20–21  
Jul. 11–12, 18–19  
Aug. 1–2, 15–16

**SPRING 2015**

**REGISTRATION:**
Jan. 6–16, 2015  
Jan. 17–18, Jan. 31–Feb. 1  
Feb. 21–22  
Mar. 7–8, 21–22  
Apr. 11–12, 25–26

**This is the official Henderson Hall Graduate Programs Schedule; however, the dates and format are subject to change. All changes must be approved by the program director.**
MET LD 630
Leadership: Historic and Social Perspectives
This course will examine the underlying values of organizations and guide students through the evolutionary development of successful leadership models. Students will be exposed to multiple profiles and strategies of renowned leaders with a diverse set of challenges reflecting innovative and evolving methodologies.

MET LD 705
Leadership in a Dynamic Environment
This course will analyze the values, behaviors, and processes that lead people and organizations to become effective leaders in their chosen field, and as a consequence, to build sustainable and lasting competitive advantages.

MET LD 740
Group and Organizational Dynamics
The concept of a team is the unit of an organization where leaders develop influencing skills. The team is defined as a group of individuals that one directly works with or within. The practice of leading teams involves the practice of organizing diverse personalities and cultures with varying skill sets. Students will be exposed to principles of team characteristics, process, team faces, and the actual product of the team. There will be a pragmatic approach of structured lectures, case evaluation, group evaluation, and individual evaluation for growth.

Facilities and Resources

LIBRARY RESOURCES
The Boston University Libraries (bu.edu/libraries) provide extensive service to the entire University community with a collection of more than 2.4 million volumes in paper and 3.7 million microform equivalents, 29,000 current journals, and access to hundreds of electronic databases. While central service is provided by the Mugar Memorial Library, two branch libraries are of particular interest to students enrolled in the Leadership and Computer Information Systems Programs: the Frederick S. Pardee Management Library and the Science & Engineering Library.

BU’s library resources are increased through a consortium arrangement with local research libraries that include Boston College, Northeastern University, Massachusetts Institute of Technology, and others. An interlibrary loan system further expands these assets.

A librarian at the Pardee Management Library serves as the liaison between the students at military sites and the Charles River Campus libraries. The assigned librarian makes periodic trips to military sites to meet with BU faculty and students, as well as the librarians in the local base libraries. Within the professional relationship, the liaison helps students with reference questions by telephone and email and explains how to submit interlibrary loan requests through their base libraries. The staff at the Science & Engineering Library is prepared to assist with bibliographic searches in the Inspec database, reference questions, and interlibrary loan services.

Boston University graduate students at military sites are entitled to use campus libraries and research facilities in Boston, and the Marine Corps base libraries in North Carolina at Cherry Point, New River, and Camp Lejeune. Students also have access to libraries at East Carolina University and the University of North Carolina-Wilmington.

Boston University has arranged with the base libraries for special services to support students in the master’s program, including:

- Subscriptions to major management journals at each library
- An annual acquisition program of management books
- Access to the Boston University Libraries online catalog at each library
- Fax access to the Interlibrary Loan Office at Mugar Memorial Library at each library
- “Computer Select” and “Business Periodicals OnDisc” [ABI/Inform] periodicals database in the Cherry Point Library
- Paper supplies for library printers
- Secure areas in each library with computers reserved for the exclusive use of BU students
CAREER SERVICES
The Center for Career Development assists students in obtaining information, clarifying goals, and developing career plans. On-Campus Recruiting offers assistance in the job search when a student has chosen a career direction and is graduating within the academic year. As part of a range of services offered, the CCD’s Career Resource Library maintains current job listings and a collection of literature on a wide variety of careers and employers. For further information, please call 617-353-3590 or visit bu.edu/careers.

HEALTH CARE SERVICES
Boston University does not provide health care services for students enrolled in programs at military sites. Students are responsible for their own health care needs.

Academic Policies and Procedures

ACADEMIC STANDING
Graduate students must complete each course with a grade of 2.0 (C) or higher. An overall grade point average of 3.0 (B) must be maintained to be in good academic standing and to graduate. All requirements for the degree must be satisfied within six years of the date of initial registration.

DUAL AND SECOND DEGREE OPTIONS
Students in either the Master of Science in Leadership program or the Master of Science in Computer Information Systems program may credit two courses (8 credit hours) from one of the degree programs toward a second degree, thereby reducing their work on the second degree program by two courses. This applies only to Boston University master’s degree programs of at least ten courses. A second application form, along with the application fee, must be submitted. Consult with the director of the programs for the specific course requirements for the second degree.

TRANSFER OF CREDITS
Master’s degree students may request permission to transfer a maximum of two graduate-level semester courses completed at other regionally accredited institutions within six years of the expected date of degree completion. Transfer courses must have a grade of B (3.0) or higher, may not have been used toward the completion of another degree, and require the approval of the Graduate Committee. In transferring courses for credit, careful matching of course content and number of contact hours is required to ensure that the subject requirements for the MS degree program are satisfied. Some military schooling at the graduate level, evaluated by the American Council on Education, may be acceptable for transfer of credit. Grades from transferred courses are not included in the cumulative grade point average. Correspondence courses are not eligible for transfer of credit.

Applications for credit transfer must be submitted to the director and must include an official copy of the transcript, catalog description, and course syllabus.

Department of Veterans Affairs regulations require that all previous graduate coursework be evaluated for possible transfer to Boston University. At the time of initial registration, all VA students must apply in writing for evaluation of such coursework. Official transcripts, course descriptions, and course syllabi must accompany each request.

WAIVER OF COURSES
Boston University degree candidates who have had a strong undergraduate preparation in certain course subjects within the previous five years may waive designated courses. An examination may be required.

Candidates who fail to request the waiver within the first term, either as special students requesting degree candidacy or as degree candidates, forfeit their opportunity for further consideration.

A waiver does not alter the master’s degree requirement for 40 credit hours of coursework for graduation. Students must meet this requirement by substituting other courses in consultation with the program director.

Credits Earned at Defense Acquisition University (DAU)
Metropolitan College maintains a partnership with the DAU that allows for a course waiver toward the online Graduate Certificate in Project Management, the online Master of Science in Project Management, or the Master of Science in Leadership. Matriculated students at Metropolitan College may apply one DAU course of three graduate credits or more (as recommended by the American Council on Education) toward requirements for these degrees.

Completion of the Project Management Institute’s PMP® Certification Examination
Students who have successfully passed the PMP® Certification Examination offered by the Project Management Institute may be eligible to receive a course waiver for MET AD 642.
GRADES
Boston University employs the standard grading symbols described below, with the following explanations. The grade of C (2.0) represents passing performance and is the lowest passing grade acceptable for credit toward MS degree requirements. Courses with grades below C must be repeated. The original grade for any course repeated is calculated in the cumulative grade point average.

<table>
<thead>
<tr>
<th>GRADE</th>
<th>HONOR POINTS</th>
<th>EXPLANATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>4.0</td>
<td>Excellent</td>
</tr>
<tr>
<td>A–</td>
<td>3.7</td>
<td></td>
</tr>
<tr>
<td>B+</td>
<td>3.3</td>
<td></td>
</tr>
<tr>
<td>B</td>
<td>3.0</td>
<td>Good</td>
</tr>
<tr>
<td>B–</td>
<td>2.7</td>
<td></td>
</tr>
<tr>
<td>C+</td>
<td>2.3</td>
<td>Satisfactory</td>
</tr>
<tr>
<td>C</td>
<td>2.0</td>
<td>Fail, no credit</td>
</tr>
<tr>
<td>C–</td>
<td>1.7</td>
<td></td>
</tr>
<tr>
<td>D</td>
<td>1.0</td>
<td></td>
</tr>
<tr>
<td>F</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>P</td>
<td>Not applicable</td>
<td>Pass with credit</td>
</tr>
<tr>
<td>X</td>
<td>Not applicable</td>
<td>Unresolved status</td>
</tr>
<tr>
<td>I</td>
<td>Not applicable</td>
<td>Incomplete, additional work required</td>
</tr>
<tr>
<td>AU</td>
<td>Not applicable</td>
<td>Audit, no credit</td>
</tr>
<tr>
<td>W</td>
<td>Not applicable</td>
<td>Withdrew after fifth class (or 15 hours)</td>
</tr>
</tbody>
</table>

The grade point average (GPA) is obtained by dividing the total honor points earned by the total semester credits of those subjects completed. The letter grades P, I, and W are not computed in the GPA. The correct GPA can be obtained only after Incompletes have been replaced by a grade for completed work.

INCOMPLETE COURSEWORK
If, for reasons acceptable to the course instructor, a student fails to take the final examination or to complete any other required work within a course, he or she may receive a grade of I (Incomplete). In order to obtain an Incomplete, students must file an Application for Incomplete Grade before the final exam. Once the application is filed, the students must complete the course requirements within the time set by the instructor, but not later than the end of the following semester. If the work is not completed after one semester, the grade of I will automatically be changed to the default grade assigned by the instructor on the Application for Incomplete Grade. This grade includes all work, complete and incomplete, for the entire course.

If there is no written contract posting this default grade, an automatic F will be posted for that course. It is the student’s responsibility to submit an Application for Incomplete Grade to the instructor and to ensure that the work necessary to remove the Incomplete is sent to and received by the instructor in accordance with the above time limits.

GRADE REPORTS
Records of Progress are kept by this institution on veteran and non-veteran students alike. Grade reports are furnished to students, veterans, and non-veterans at the end of each scheduled school semester.

GRADUATION
An application for graduation must be submitted at least four months before the intended graduation date. Degrees are conferred three times each year: May, September, and January. The proper forms may be obtained from and should be returned to the local Boston University offices. All graduates may attend May commencement held in Boston each year and/or the commencement ceremonies held at selected local military bases in the spring of each year.

TRANSCRIPTS
Requests for official transcripts must be made in writing, either by letter or by completing a Transcript Request form available online at bu.edu/reg or at the Office of the University Registrar. Please include the following information: full name, including any former names; signature; Boston University ID number or Social Security number; schools attended and dates; degrees awarded; and complete address of transcript destinations.

The transcript fee is $6 per copy, and payment must accompany the request. Processing time for transcript requests received by mail is three to five business days. The Registrar’s office does not accept faxed transcript requests. Transcripts can be sent by DHL for an additional $15 per destination to locations within the continental United States. For other destinations, please contact the Transcripts Department for the cost. Unofficial transcripts can be obtained in person at the Registrar’s office during regular business hours. There is no charge for unofficial transcripts.

A valid photo ID is required to obtain unofficial and official transcripts if the request is done in person at the Registrar’s office. Please note that the Registrar’s office does not mail unofficial transcripts. For further information, contact the Transcript Department at 617-353-3612.
DEGREE REQUIREMENTS
Students are expected to satisfy the degree requirements as stated in the program bulletin published at the time of their acceptance into the program.

DIRECTED STUDY
Directed study consists of a rigorous program of research or independent study that is used to enhance a student’s program when formal coursework is not available. If a faculty member determines that a directed study is in a student’s academic interest, it is essential that the application be filed no later than one month before the last day of registration. Required courses may not be completed through directed study.

Admitted degree candidates are eligible to apply for directed study once they have completed no less than six courses in their degree program and have maintained a grade point average of 3.3 or higher. To register for directed study, the applicant must provide a detailed statement of the proposed outline of study or research, texts and references, the schedule of consultation with faculty, and a justification for taking a directed study instead of a scheduled course. Each application must receive written approval of the faculty member concerned, the program director, and the associate dean for academic affairs before the student may register or begin work on the project.

ACADEMIC PETITIONS
All requests for independent or directed study and other academic petitions must be made in writing to the program director. Requests are then sent to the appropriate academic committee for review.

ACADEMIC PROBATION
Graduate degree candidates must maintain a grade point average of not less than 3.0 [B] in order to be considered in good academic standing. Any degree candidate falling below a GPA of 3.0 will be placed on probation. Students who do not bring their GPA up to 3.0 within the allotted time will not be permitted to continue in the program.

REGISTRATION
Registration dates are posted at the education centers where Boston University programs are offered. Registration must be completed within the official registration period.

AUDITING COURSES
Students may audit classes to acquire knowledge, but not to earn credits or grades. Audited courses do not count toward completion of degree requirements. Auditors must attend classes regularly, do assigned reading, and participate in discussions, but they are excused from examinations.

Auditors are admitted to a course on a space-available basis and must have the approval of the professor. Auditors are subject to the tuition and fees of the course for which they register.

TRANSFER TO THE BOSTON CAMPUS
Degree candidates who wish to complete their programs on the Charles River Campus must inform the program director and confirm their intention in writing. Notification should be made at least one full semester before the proposed date of transfer. This will assure time for the transfer of records to the Boston campus.

SPECIAL STUDENT STATUS
A student who has not been admitted to a Boston University degree program at the time of registration may apply for special student status. To apply, students need only submit an official undergraduate transcript indicating completion of a bachelor’s degree or equivalent.

Special student status permits registration for no more than one semester as a non-degree student. Those students who are granted special student status are not automatically accepted to a degree program. However, if accepted, completed courses may be applied to that program. The student is expected to meet the normal academic qualifications.

If, under extenuating circumstances, a student requires additional time to complete the application packet, the student may request approval from the director of the program to enroll in a second semester. However, under no circumstances will a student be allowed to take a fifth course as a special student.
LEAVE OF ABSENCE
Students must complete and submit the official Leave of Absence/Withdrawal Form before taking a leave of absence. Students should be aware that they will be reevaluated for degree requirements upon their return. Students may be required to fulfill any new changes in the requirements that occurred up to the point of their return to degree status.

CHANGE OF NAME OR ADDRESS
Name changes must be submitted on an ID name change form. Names cannot be changed on records without notarized proof. Students are responsible for maintaining a current address on file and should submit a personal data update to Boston University whenever changes occur. For forms and procedures, contact the local field office or contact the Office of the Registrar.

GRADUATE PROGRAMS

MILITARY SCHEDULE
Courses are offered in an alternating weekend format that allows working students to complete Boston University graduate programs in as few as twenty months. Students enrolled in study should expect to be in class every other weekend for the duration of each semester. Most courses occur in seven or eight day-long sessions on Saturdays or Sundays, between the hours of 0800 and 1600; at some locations, evening courses may also be available. Courses will be scheduled such that a student may complete two courses each semester. Course schedules that provide information on meeting dates, times, and locations are available prior to registration each semester at the local Boston University field offices.

ACADEMIC ADVISING
Members of the faculty are available to students for academic advising during times outside class on regularly scheduled weekends. In addition, students may contact faculty from home at numbers and times designated by the faculty member, or may contact the program director.

ACADEMIC GRIEVANCE PROCEDURE
Students are expected to make every effort to resolve academic problems in a course with the instructor. When agreement cannot be reached, the student may appeal first to the academic coordinator of the program and next to the dean of the school or college on the Boston campus. If necessary, the student may then appeal the decision to the provost.

A record of all formal grievances is kept in the Office of the Dean of Students, East Tower of the George Sherman Union, 775 Commonwealth Avenue, Boston, MA 02215. Copies of all written statements, letters, and so on relating to a grievance should be sent to that office.

ACADEMIC CONDUCT
The University considers plagiarism (the use of other people’s words or ideas without proper documentation) and other forms of cheating to be serious offenses and endorses serious penalties when they occur.

The Metropolitan College Academic Conduct Review Board is charged with conducting inquiries and formal hearings relating to matters of academic conduct in accordance with procedures specified by the Metropolitan College Code of Academic Conduct. Copies of the Code of Academic Conduct, with information on rules, penalties, recourse, and procedures, can be obtained from bu.edu/met/academic-conduct-code.

ATTENDANCE
Students must attend class regularly in order to maintain satisfactory academic progress. Students may not miss more than two of the scheduled classes, which are equivalent to four classes.
Administrative Policies Relating to Federal Guidelines

VETERANS INFORMATION
The Boston University graduate programs at military sites are approved by the State Approving Agency for the enrollment of persons eligible for education assistance benefits from the U.S. Department of Veterans Affairs (DVA). Entitled veterans, participants in the Montgomery GI Bill contributory program, active duty military in voluntary education programs, drilling National Guard, drilling Reservists, and eligible spouses and offspring who have applied, met all admissions criteria, and been fully accepted and actively matriculated may be certified to the U.S. DVA Regional Office as enrolled and in pursuit of an approved program of education.

A student who is eligible for veterans' benefits or who would like more information about DVA rules and veterans' programs, should contact the local Boston University offices in North Carolina or Virginia. DVA certification is available through these offices. For information about monetary benefits, contact the U.S. Department of Veterans Affairs Regional Office in your area. Contact information is available at the local field office.

FAMILY EDUCATIONAL RIGHTS AND PRIVACY ACT (Buckley Amendment)
The Family Educational Rights and Privacy Act ensures confidentiality of student educational records and restricts disclosure to or access by third parties, except as authorized by law. Parents of dependent students, as defined in Section 152 of the Internal Revenue Code of 1954, are accorded full access by the University to their dependents’ educational records, with certain exceptions, and they may receive copies of their dependents’ grade reports each semester from the Office of the University Registrar. The University assumes that its undergraduate students are financially dependent unless a parent or the student informs the University Access Officer in the Office of the University Registrar that the student is financially independent. Students may provide this notification to the Access Officer via the Financially Independent Student Form, a copy of which may be secured from the Office of the University Registrar.

Students have the right to inspect their educational records, with certain exceptions. If they believe these records are inaccurate, they may request an amendment and, if denied, have the right to a hearing and to place a letter of disagreement in their file if the outcome of that hearing is negative. Students are eligible under the Act to file a complaint with the U.S. Department of Education Family Policy and Regulations Office, Federal Office Building Number 6, Room 3021, 400 Maryland Ave., S.W., Washington, DC 20202, if they believe BU has failed to comply with the requirements of the Act.

The University’s policies and procedures for implementation of this Act are enumerated in the Notification of Student Rights Regarding Educational Records, copies of which are available to students at the Office of the University Registrar, 881 Commonwealth Avenue, Second Floor, Boston, MA 02215.

The University does not release personally identifiable information contained in student educational records except as authorized by law. Boston University has designated certain types of personally identifiable information as “directory information.” These include the student’s name; local or residence hall address, e-mail address, and telephone number; college of registration; degree program and major and minor; dates of attendance; part- or full-time status; degrees, honors, and awards received; and hometown for press releases. Students may restrict release of this information if they wish, and this data will not be released by the University except as authorized by law.

Students are informed of their rights under this law by the University Registrar. The parents of incoming freshmen and transfer students each year are informed of their rights under this law, and how to exercise them, by the President.

EQUAL OPPORTUNITY POLICY
Boston University prohibits discrimination against any individual on the basis of race, color, religion, sex, age, national origin, physical or mental handicap, marital, parental, or veteran status. This policy extends to all rights, privileges, programs, and activities, including admissions, financial assistance, employment, housing, athletics, and educational programs. Boston University recognizes that nondiscrimination does not ensure that equal opportunity is a reality. Because of this, the University will continue to implement affirmative action initiatives that promote equal opportunity for all students, applicants, and employees. Inquiries regarding the application of this policy should be addressed to Equal Opportunity, 25 Buick Street, Boston, MA 02215; telephone 617-353-4475.
**GRIEVANCE AND ARBITRATION PROCEDURES UNDER TITLE IX**

Students who believe they have been discriminated against because of their race, color, creed, religion, ethnic origin, sex, age, or physical disability may file in writing a formal grievance with the associate dean of Metropolitan College.

The written statement should be as specific as possible regarding the action that precipitated the grievance: date, place, and people involved; efforts made to settle the matter informally; and the remedy sought.

Within one week of receiving the statement, the associate dean forwards a copy to the appropriate person. If the complaint raises an academic question, the statement is forwarded to the dean of the school or college involved; if a non-academic unit is concerned, the statement is forwarded to the administrative head of that unit. Individuals whose actions or inactions are the subjects of the grievance receive a copy from the associate dean and have an opportunity to respond in writing.

The associate dean will try to meet with all concerned parties within two weeks of receiving the statement. He or she may receive both oral and written presentations and may make independent inquiry.

Within one week after such a meeting, the associate dean makes a decision as to the merits of the statement and appropriate resolution of the grievance. Copies of this decision are sent to the student, the individuals whose actions are the subject of the grievance, the dean of students, and the provost. If dissatisfied with the decision, the student may appeal to the dean of students, and from there to the provost.

A record of all formal grievances is kept in the Office of the Dean of Students, East Tower of the George Sherman Union, 775 Commonwealth Avenue, Boston, MA 02215. Copies of all written statements, letters, and so on relating to a grievance should be sent to that office.

**Virginia (Henderson Hall) Students Only:**

Any student who has a grievance with the school or an instructor should first discuss the problem with the instructor or school director. If a resolution is not reached, the student should make a written complaint and submit it to the school director asking for a written response. If a satisfactory resolution of the problem is not obtained, the student may contact the State Council of Higher Education for Virginia (SACHEV), James Monroe Building, 9th Floor, 101 North 14th Street, Richmond, VA 23219. Phone: 804-225-2600; fax: 804-225-2604.

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**Financial Information**

**OFFICIAL REGISTRATION**

All students are expected to register during the normal registration period each semester. All students must be registered before the end of the second class session each semester.

Students applying for loans or who are recipients of financial assistance will have their applications or awards terminated if they are not registered by the official registration deadline. An officially registered student is one who has submitted course selections on a registration form, paid all charges (current and past), and been approved by the University comptroller.

**GRADUATE DEGREE CANDIDATES**

Graduate degree candidates taking 12 or more credits in any given semester—online, on the ground, or combined—will be charged the University’s full-time tuition rate. Students taking less than 12 credits are considered part-time and charged the appropriate part-time tuition rate.

**TUITION AND FEES 2014**

(For graduate programs offered at military locations)

Tuition and fees must be paid in full at the time of registration. A deferred payment program is available for part-time students (see section on Deferred Payment). Checks must be made payable to Boston University. No student may withdraw in good standing unless all current obligations to the University are paid.

All tuition and fees are set by the Board of Trustees of Boston University and are subject to change.

The University maintains a tuition guaranty bond that is registered with the clerks of the Superior Court of Norfolk County, Massachusetts, and is accessible at BU Risk Management, 985 Commonwealth Avenue, Boston, MA 02215.

**Part-time tuition (per course)**

<table>
<thead>
<tr>
<th>Year</th>
<th>Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>$2,400 ($600 per credit hour)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Fee Description</th>
<th>Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Application fee (degrees)</td>
<td>$80</td>
</tr>
<tr>
<td>Application fee (certificate)</td>
<td>$25</td>
</tr>
<tr>
<td>Application fee (combined degree/certificate)</td>
<td>$105</td>
</tr>
<tr>
<td>Late registration fee</td>
<td>$100</td>
</tr>
<tr>
<td>Course waiver</td>
<td>$50</td>
</tr>
<tr>
<td>Deferred payment service charge</td>
<td>$50</td>
</tr>
<tr>
<td>Returned check fee</td>
<td>$25</td>
</tr>
<tr>
<td>Late payment fees</td>
<td>$25–$500</td>
</tr>
</tbody>
</table>

(Progressively increase according to schedule of deadlines.)

*Tuition for online graduate courses:*

- **2014** $3,120 ($780 per credit hour)

A $50-per-credit technology fee also applies.
Refunds and Credits*

The refund and credit balance policy applies to tuition only; fees are not refundable.

Refunds and credits are made as follows:

<table>
<thead>
<tr>
<th>DATE OF WITHDRAWAL</th>
<th>TUITION REFUND OR CREDIT BALANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Before first class</td>
<td>100%</td>
</tr>
<tr>
<td>Before second class</td>
<td>75%</td>
</tr>
<tr>
<td>Before third class</td>
<td>50%</td>
</tr>
<tr>
<td>Before fourth class</td>
<td>25%</td>
</tr>
<tr>
<td>After fourth class</td>
<td>0%</td>
</tr>
</tbody>
</table>

If a student has a credit balance on his or her financial record as a result of dropping a course, a tuition refund will be issued by the Finance office after the drop form has been processed by the Registrar’s office. If the withdrawing student used government tuition assistance, an appropriate refund will be made to the government using the above schedule. For students using Veterans Administration or Tuition Assistance benefits, the effective date of the withdrawal and adjusted tuition charge will be reported to the government.

DROPPING A COURSE

To drop a course, it is the responsibility of the student to have the professor teaching the course sign an official drop form. The student must also sign the form and submit it to the Boston University office. After this form is filed, a tuition adjustment is made according to the date verified by professor’s signature. The effective date of the drop is the day after the last class attended. If the student attended no classes, the effective date is the day before the first class. A drop form will not be accepted after the final class meeting.

WITHDRAWING FROM THE UNIVERSITY

To withdraw from the University or to request a leave of absence, a student must file an official withdrawal form with Boston University.

PROGRAM TERMINATION

Boston University reserves the right to schedule the termination of the program if circumstances require. In the case of program termination, the University will phase out the scheduling of courses in such a way that students have the opportunity to complete degree requirements.

ACCREDITATION

Boston University is accredited by the New England Association of Schools and Colleges, Inc., one of six nationally recognized regional accrediting agencies.
FACULTY

Mehdi Abedinejad
MA, PhD, Boston University
BS, MS, Arya–Mehr University of Technology

Wayne A. Applewhite
BS, Troy State University
MA, Central Michigan University
DM, Colorado Technical University

John Brian Cheuvront
BA, Southern California College
MA, College of William and Mary
PhD, North Carolina State University

Paul Cleary
BS, MS, PhD, Northeastern University

Perry Donham
BTEE, State University of New York
MS, Boston University

Donna Hucul
BS, MBA, Wayne State University

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