

LOEB-SULLIVAN SCHOOL OF

INTERNATIONAL BUSINESS & LOGISTICS



GRADUATE CATALOG ACADEMIC YEAR 2016-2017



MAINE
MARITIME
ACADEMY

Table of Contents

Loeb Sullivan School Graduate Catalog	2
Vision	3
Mission	3
The Business School.....	4
The Graduate Program.....	6
M.S. Degree Program Outcomes.....	9
Graduate Student Careers	11
The Faculty.....	12
LSS Program Structure and Standards	13
Instructional and Research Support.....	23
Curricula.....	28
Course Descriptions.....	31
Costs & Aid	40
Admissions Requirements and Procedures	48
Admissions Checklist.....	49
Campus Information and Student Services	53
Honor Policies	63
Board of Trustees.....	64
Industry Advisory Board Members	66
Campus Map.....	68

[Apply Now](#)

Loeb Sullivan School Graduate Catalog

Note: This is the official 2016-2017 Catalog for the Loeb-Sullivan School of International Business and Logistics Master's Degree Programs. The information contained in this PDF is current as of August 23, 2016. Updates made between August 23, 2016 – July 31, 2017 are reflected in the online catalog at mainemaritime.edu/graduate-catalog. Archived (printed) copies are available in the Nutting Memorial Library.

The information contained in this catalog is meant to inform all incoming students of the Class of 2016 – 2017 of the obligations and responsibilities of both students and the institution.

It is the policy of Maine Maritime Academy to provide equal opportunity and treatment to all students, employees, and applicants in all areas of the Academy. No person shall be discriminated against because of race, religion, color, gender, age, sexual orientation, national origin, handicap, or veteran's status. Maine Maritime Academy subscribes to the principles and policies encompassed by the Uniform Campus Crime Reporting Act. A general overview of campus safety and security issues is made available to all students and employees.

The Academy reserves the right to make changes in its rules, regulations, procedures, degree requirements, and fees. Our online catalog is regularly updated with contemporary information and should be referred to for complete programming facts. This catalog is published online for the 2016-2017 Academic Year by Maine Maritime Academy, Castine, Maine 04420. Dr. Donald D. Maier, Editor.

An audited financial statement is produced following the end of each fiscal year. For a copy, please request one by writing to the Maine Maritime Academy, Office of Finance.

Vision

Maine Maritime Academy

The vision of Maine Maritime Academy is to provide the best marine and related education of any small college.

Loeb-Sullivan School

The Loeb-Sullivan School will chart a course in global logistics education to create leaders in international business and logistics.

Mission

Maine Maritime Academy

The mission of Maine Maritime Academy is to provide a quality education primarily focused on marine related programs. The curriculum will empower students to take on leadership roles, encourage rigorous self-discipline, promote curiosity, and provide graduates with the skills and knowledge needed to succeed in the global economy.

Loeb-Sullivan School

The Loeb-Sullivan School is committed to specialized programs in global logistics and related fields. The school strives to develop leadership in our graduates by developing competence, instilling confidence and creating professionalism in core business areas, as well as promoting innovative thinking, social responsibility and hands-on experience.

The Business School

For generations, Maine has been known worldwide for the skills of her shipbuilders and sea captains and for leadership in every phase of maritime affairs. It was in Maine that the first English ship built in the colonies, the Virginia, was launched in 1607, and, in the 21st Century, Mainers continue to build and sail vessels ranging from custom yachts to mighty warships. Windjammers, fishing fleets, and defenders of the America's Cup have all been a part of the state's seafaring tradition.

Since 1941, this proud heritage has thrived at Maine Maritime Academy, an institution of higher learning providing undergraduate and graduate instruction in international business and logistics, engineering, transportation, nautical sciences, ocean studies, and management. In recent years, the college has grown steadily and now offers three degrees and 19 undergraduate and graduate academic majors, two of those being through the Loeb-Sullivan School, the Academy's business school.

Maine Maritime's entry into transportation management education began during the late 1970s with an array of short courses and seminars offered through the Center for Advanced Maritime Studies (CAMS). This laid the foundation for creating a unique graduate degree program, emphasizing the development of management skills for transportation leaders. A successful test of the concepts of a modular graduate program led to the establishment of the Department of Graduate Studies; candidates for the Master of Science in Maritime Management degree began classes in the summer of 1985, with the first class graduating in 1987.

As part of the Academy's strategic diversification plan, an undergraduate program offering a B.S. degree in International Business and Logistics (IBL) began in 1997. Simultaneously, the Loeb-Sullivan School of International Business and Logistics was established with a generous endowment from David Loeb, a distinguished Maine Maritime alumnus. The business school presently houses the undergraduate department as well as the graduate department established in 1985.

The undergraduate department offers the highly successful and fast growing IBL program. The graduate school offerings were expanded with a program in Port Management in May 1996 and Logistics Management in May 1998. Reflecting the current geopolitical environment and market needs, the Graduate Program now offers one On Campus M.S. degree major – Global Logistics & Maritime Management (GL&MM) and one Online M.S. degree major – International Logistics Management. Over 210 alumni have earned our Master's of Science degree.

Accreditation and Membership

Maine Maritime Academy is accredited by the New England Association of Schools and Colleges, Inc. (NEASC). The college is a member of the American Association of State Colleges and Universities, the Council for the Advancement and Support of Education, the Downeast College Consortium, and the International Association of Maritime Universities. The Academy is authorized under federal law to enroll non-immigrant alien students. NEASC can be reached here: <https://www.neasc.org/>

All graduate degree offerings of the Loeb-Sullivan School are approved by the International Association of Maritime and Port Executives (IAMPE) for blanket exemption from the requirements for awarding the certification as a Maritime Port Manager (MPM). LSS students will only receive the MPM certification and rights to use “MPM” in their title upon successful completion of the LSS M.S. degree graduate program. For more information on the IAMPE, please visit www.iampe.org

The Graduate Program

The On Campus Graduate Program

M.S. Degree: Global Logistics & Maritime Management

Loeb-Sullivan School's Master of Science degree is a 36-credit hour program with a specialization in Global Logistics & Maritime Management. This major meets the requirements of contemporary international businesses that produce and move goods across the globe as well as governmental and non-governmental agencies operating in this global environment. Furthermore, the current economy has increased the need for professionals with advanced knowledge in the area of global logistics and supply chain management.

The program is intended for individuals seeking to gain or enhance existing experience in the logistics/supply chain industry. Students in this program will gain challenging opportunities in the rapidly growing supply chain logistics and related sectors. Applicants for the program include entry level professionals who wish to enhance their management capabilities and advancement opportunities in international business logistics. Admission requirements include an accredited baccalaureate degree or an international equivalent; completion of the GRE or GMAT test; two letters of recommendation; and a statement of individual interest. The On Campus Master's Degree Program begins in mid-August with three classes, earning four credits, taken in a two week period.

Courses are offered in semester format during the regular academic year and in two different modules, one in August preceding the semesters and one in May-June to conclude the year. The curriculum provides coverage of the core functional areas of business with a focus to develop and integrate managerial disciplines within the context of global supply chain logistics and maritime management.

Unique Features of the Loeb-Sullivan School M.S. Degree Program

- Highly mission-driven and niche-oriented
- A distinguished and highly supportive faculty
- Timely and innovative curriculum
- Intense, ten months of full-time study
- The seminar format of every class ensures close student-faculty contact
- Library, computer, and internet facilities to support classes and research projects
- Diversities in student experiences and background
- An ideal campus environment for full-time graduate education

- Located in a New England coastal town with a rich maritime heritage

Statement of Graduation Success Rate

The 2015-2016, 2014-2015 and 2013-2014 graduation success rate for the Loeb Sullivan School is 100 percent. The graduation success rate for 2012-2013 is eighty-nine percent. The graduation success rate for the 2011-2012 class is eighty-five percent. The success rate for the 2010-2011 class is 100 percent. The 2009-2010 class and the 2008-2009 class both had a ninety-three percent success rate.

The Online Graduate Program

M.S. Degree: International Logistics Management:

Loeb-Sullivan School's Master of Science degree in International Logistics Management is a 36-credit hour online stand-alone program. This major meets the requirements of contemporary international businesses that produce and move goods across the globe as well as governmental and non-governmental agencies operating in this global environment. Furthermore, the current economy has intensified the need for professionals with advanced knowledge in the area of global logistics and supply chain management.

This program is also part of the MMA [Master's & Commander](#) program that includes a concurrent On Campus Undergraduate segment for achieving the ability to test for the USCG 200 Gross Ton Mate Near Coastal license.

The program is for business professionals seeking career advancement to mid-and upper level management positions as well as for individuals seeking to gain experience in the logistics/supply chain industry. The MS-ILM program provides a knowledge base of managerial skills for successfully operating global logistics and supply chain operations with a strategic focus. Students in this program will gain challenging opportunities in the rapidly growing supply chain logistics and related sectors. The program provides knowledge and skills in general business functions with a specialization in logistics and supply chain. Faculty in the MS-ILM program have both academic credentials and real-world experience. They bring their experiences to the Online classroom to provide students with immediate, practical application.

Admission requirements include an accredited baccalaureate degree or its equivalent; completion of the GRE or GMAT test; two letters of recommendation; and a statement of interest. Courses are offered in a tri-semester format with classes beginning in the fall, spring, and summer allowing you greater flexibility to complete your graduate degree. Admission application documents must be completed and received prior to August 1 for the September semester,

December 1 for the January semester and April 1 for the May semester. The MS-ILM program can be completed in as few as 19-months but cannot take longer than four years.

Unique Features of the Loeb-Sullivan School M.S. – ILM Degree Program

- Bringing the in-class experience to an online environment
- Highly mission-driven and niche-oriented
- A distinguished and highly supportive faculty
- Timely and innovative curriculum
- Courses offered in the fall, spring, and summer trimesters
- Anywhere, anytime learning
- Average class size range from 10-20
- Close student-faculty contact
- Full support and use of all MMA facilities including the library and IT Help Desk Support
- Diverse student experience and backgrounds allowing for a more enriching learning environment

Statement of Graduation Success Rate

The MS-ILM program is a new program to Maine Maritime Academy. Online courses began in the fall 2013 semester. The program set-up allows for four years to completion. There have been five graduates from this program so far. Graduates will continue to accumulate in a rolling trimester fashion.

M.S. Degree Program Outcomes

Loeb-Sullivan School Master of Science Degree

The Master of Science degree programs at the Loeb-Sullivan School prepare individuals seeking a career change as well as recent college graduates for a career in global supply chain logistics and related fields. A baccalaureate degree in business is not a prerequisite. Graduate students pursue the Maine Maritime Academy institutional learning objectives at a level that requires significant introspection and personal growth in addition to solidifying their managerial and leadership skills. Students demonstrate their ability to gather, apply, analyze, synthesize, and critically evaluate current theories and knowledge claims in addressing specific real-world problems. Candidates will successfully complete 15 credit hours of specific global logistics or maritime management classes, 13 credit hours of core business courses with a global logistics focus and eight credit hours of quantitative, research/consulting or introductory courses.

Our programs, Global Logistics & Maritime Management and International Logistics Management, prepare students for the challenges of managing strategy and operations for the logistics and the maritime-related sectors of global supply chains. They encompass the ability to study, analyze, and evaluate the flow of goods, customer services, finances, and information from the supplier's suppliers to the ultimate consumer and include the reverse logistics of return, recycle, and repair. There is an emphasis on new concepts and theories for global marketing and sourcing, inventory, distribution, and transportation management as well as the supporting economics and finance/accounting. Students study business in the context of the logistics foundation of the supply chain management philosophy in addition to the set of operational processes that can optimize the international supply chain. Graduates of the program are grounded in general management capability and are prepared to contribute strategic and organizational efforts toward effective supply chain management. This will enable them to effectively lead logistics and maritime organizations involved in operations and customer satisfaction.

Maine Maritime Academy Institutional Learning Objectives

Graduate students pursue Maine Maritime Academy institutional learning objectives at a level that requires significant introspection and personal growth. In addition to solidifying their managerial and leadership skills, they will:

- Demonstrate competency in written and spoken English
- Apply the scientific method
- Be technologically proficient

- Develop a global perspective of the humanities and social sciences.
- Gather, analyze, and interpret information.
- Demonstrate competency in their major
- Explore and experience career paths in their program of study
- Demonstrate and inspire ethical behavior
- Develop skills to motivate others to achieve a common goal
- Recognize environmental consequences of individual and professional decisions

Students attaining the objectives above will have the fundamental skills to support continued curiosity and life-long learning.

Learning Outcomes of Loeb-Sullivan School M.S. Degree

All Loeb-Sullivan School degree recipients will:

- Demonstrate professionalism, competence, and confidence in core business-functional areas and related concepts.
- Effectively gather, analyze and communicate complex data and information.
- Develop professionalism, competence and confidence through in-depth knowledge of logistics concepts and processes.
- Conduct themselves in a professional, socially responsible and ethical manner in life and diverse business environments.
- Be able to critically evaluate the challenges of domestic and international business and logistics and apply hands-on solutions that contribute to the future.

Graduate Student Careers

The Loeb-Sullivan School Master of Science degree is designed for students interested in international business/transportation/supply chain management careers. Participants, regardless of their age and experiences, are very goal-oriented and are in pursuit of challenging global opportunities. Many students bring a wealth of professional experience and contribute a great deal to classroom discussions. Faculty members enjoy the lively, two-way communication which makes classes truly stimulating for students and faculty alike. Given the small size and the seminar format of our classes, such interactions are a daily routine. Our graduates are employed around the world in a variety of entrepreneurship endeavors in addition to transportation/logistics/supply chain management positions.

Following are selected examples of the types of companies that have hired our alumni:

- Amazon
- Bath Iron Works
- Bauer
- Boeing
- British Petroleum
- Carnival Cruise Lines
- Caterpillar
- Cianbro Corporation
- C.H. Robinson
- Crowley
- Delhaize Group
- Exxon-Mobil
- FedEx
- General Dynamics (BIW & NASSCO)
- Georgia Pacific
- Hannaford
- IDEXX
- International Paper
- Kiewit
- L.L. Bean
- Poland Spring
- Sappi Fine Papers
- Seadrill
- Shell Oil
- Strategic Maintenance Solutions
- Target
- Wallenius Wilhelmsen
- Wal-Mart, (private fleet, procurement)

The Faculty

The Department of Graduate Studies commits itself to teaching, research, and service to meet the needs of supply chain logistics-related fields. Faculty members (<http://mainemaritime.edu/academics/category/ibl-faculty/>) and visiting consultants are selected for excellence in teaching, as well as for intellectual contributions and scholarship exemplified typically by practitioner-oriented research. Moreover, the faculty has experience working with business, governmental agencies, and regulatory bodies. They are also experienced in providing management development programs in the United States and abroad.

Resident professors provide the nucleus of the graduate faculty. The modular format used during the summer months makes it possible for highly qualified visiting professors from other business schools and expert consultants from industry to participate. Each professor is a dedicated teacher selected for his or her effective classroom techniques. All resident graduate faculty members are available to mentor and advise the graduate students. The mentoring process begins during the application stage and continues until the candidates' successful completion of the program.

Following is a partial listing of current research interests of Loeb-Sullivan School faculty members:

- Business Assessment and Development, Organizational Design
- Cross-Cultural Management, Intercultural Communication
- Efficacy of Hands-On Education in the Logistics Field
- Globalization and the Maritime Nexus
- Integrated Supply Chain Management
- Global Sourcing & Procurement Negotiations
- Liner Shipping Economics and Regulation
- Maritime Economics and Policies
- Maritime Logistics
- Optimization of Intermodal Transportation Options
- Port Cost Recovery Mechanisms
- Port Privatization
- Public Policy in Port Operations and Management
- Supply Chain Security for Small and Medium Enterprises
- Supply Chain Simulation and Modeling

LSS Program Structure and Standards

The Loeb-Sullivan School offers two Masters degree programs:

- On Campus Degree – Global Logistics & Maritime Management
- Online Degree – International Logistics Management
- Master's & Commander – International Logistics Management program / Maritime Management major

LSS On Campus Degree - Global Logistics & Maritime Management

The On Campus Graduate Program is structured so that a full-time candidate can complete all degree requirements in one calendar year. Admission application documents must be completed and received prior to June 1 of the entering year. The On Campus graduate school year begins in mid-August with a Graduate School Orientation Session on the Sunday before classes begin. Beginning on the Monday immediately following Orientation, four credit hours will be earned in two weeks by completing three Orientation Business Courses. The Orientation Business Courses eliminates the need for prerequisites as well as establishing relationships among the students in the cohort. The fall semester continues in traditional fashion, approximately September 1st, coinciding with Maine Maritime Academy's fall semester start date and concludes prior to the Christmas holiday. Spring semester starts during the second week of January and typically lasts until late April. The May-June Summer Module begins immediately thereafter, lasting six weeks in duration. As such, full-time graduate candidates in the on campus program should expect to be in the program from mid-August until the middle of June of the following year. A graduate school application is available [online](#) or from the graduate school office upon request.

Requirements for the Master of Science in Global Logistics & Maritime Management Degree

A total of 36 credit hours of graduate courses are required for the GL&MM-On Campus Master's of Science degree and shall be earned as follows:

- Four (4) credit hours earned in mid-August Business Orientation courses on campus
- Twenty-six (26) credit hours of required core and specialized courses with research approaches and methods in two traditional semesters on campus
- Six (6) credit hours of courses in a May-June six-week program ending Summer module on campus and in the field

Full-time On Campus graduate students must complete all M.S. GL&MM degree requirements by the first Friday in June of the entering Academic year, unless a written exception is approved in advance by the Dean of the Loeb-Sullivan School. Failure to complete any coursework will require that the student repeat the course within one academic year. If not completed in one academic year, the student's record will be closed. If the student wants to complete the GLMM program, the student will need to be readmitted to the program with the then current admission requirements.

On Campus Grading System

The system of evaluating a student's performance is by letter grade, with grade point values as follows:

Grades	Grade Points per 3 credit course	Grades	Grade Points per 3 credit course
A	4.0	C+	2.3
A-	3.7	C	2.0
B+	3.3	C-	1.7
B	3.0	F	0
B-	2.7		

W -- Withdrawal from a course before the third class meeting of the course; the grade "W" does not affect the computation of the cumulative grade point average. There is no assignment of credit hours toward degree requirements. A request for withdrawal from graduate course(s) must be made in writing to the instructor of the course, with a copy to the Dean of the Loeb-Sullivan School.

I -- The grade "I" must be resolved within one calendar year. After one year the grade will convert to F. If unusual circumstances arise such as a call up to military service, call back for seagoing merchant marine officers, or long-term personal or family illness, a student may request that the grade of F be converted to a grade of W. Such a grade change requires the approval of the graduate faculty meeting as a committee of the whole. A student may request the grade of F be converted to a letter grade A to C with the approval of the graduate faculty meeting as a committee of the whole. All work must be submitted and completed to the satisfaction of the original course instructor. The grade change from F to W or letter grade also requires the approval of the Academic Dean or his/her designated representative.

Grade Point Average Calculation – The total grade points obtained for the grade received in a course is found by multiplying the credit hours of the course by the grade points for the grade received in that course. In determining the grade point average (GPA) for academic standing, all grade points are added and the total divided by the number of credit hours attempted, including those for courses receiving failing grades. For purposes of computing the GPA, transfer credits are not considered.

Transfer Credit

Candidates for the Master of Science in GL&MM degree may request that up to 6 credit hours of graduate course work be transferred to be applied toward the GL&MM program requirements. If candidates are intending to transfer credits earned prior to matriculation in the Loeb-Sullivan School, they should seek approval of those credits before enrollment from the Registrar. No additional transfer credits will be accepted after enrollment. Maine Maritime Academy reserves the right to determine what constitutes acceptable transfer credits. A grade of “B” or better is required for transfer credit.

Credit Accumulation Policy

The Loeb-Sullivan School of International Business and Logistics currently requires 36 credits for graduation for the M.S. in GL&MM degree program. The policy of the Loeb-Sullivan School is to allow up to 12 credits of M.S. degree program curriculum courses to be accumulated by non-matriculated students. Credits are not transferable between the On Campus GL&MM graduate program and the Online ILM graduate program.

The part-time student who has earned 12 credits from the M.S. degree program must matriculate or be declared MS Expired. Only those credits earned in the three years immediately preceding matriculation will be accepted. No more than 12 MS GL&MM degree program credits will be accepted at the time of matriculation. A student who has been placed on MS Expired and seeks re-admittance to the GL&MM program shall be considered a new applicant and must re-apply under the newest catalog course requirements.

Part time students with 12 or fewer credits who elect to become full-time students will be required to complete the degree requirements within two years from the date of matriculation. Part-time students with 12 or fewer credits who continue on a part-time basis must matriculate and will then be required to complete the degree requirements within three years from the date of matriculation. Degree requirements for all students who matriculate as a result of earning 12 part-time credits will be under the catalog in effect on the date when the student matriculates.

Academic Standards

A minimum cumulative GPA of 3.0 (a “B” average) on the 4.0 scale must be achieved to qualify for the Master of Science in GL&MM degree. Students whose average falls below 3.0, who receive a grade of “F” or who earn two or more grades of “C” will be reviewed by the Graduate Faculty Student Review Committee to determine the conditions under which they may be permitted to continue as degree candidates. The Graduate Faculty Student Review Committee reserves the right to dismiss any student for non-compliance of meeting academic or any other Maine Maritime Academy standards.

Academic Responsibility Policy

It is the student’s responsibility to fulfill all academic requirements to achieve his or her selected academic major. It is the responsibility of the faculty and staff to advise the student and to facilitate the student’s effort, yet the ultimate responsibility to complete all academic requirements remains with the student.

Course Cancellation Policy

The Department of Graduate Studies reserves the right to cancel any graduate course offering that does not meet the minimum enrollment criterion. In all such cases, the Department will provide two weeks’ notice to all parties affected by such cancellation.

4+1 Alumni Advantage Program

The 4+1 Alumni Advantage Program is available to any MMA graduate with a BS who intends to pursue either MS degree program at Loeb-Sullivan School. Whether you are just graduating as an underclassman or are coming back after years in the workforce, you can attend the MMA graduate degree program at the prevailing undergraduate tuition level. Please contact the graduate school at 207-326-2212 for more information.

LSS Online Degree - International Logistics Management

The Online Graduate Program is structured to accommodate working professionals achieve academic goals. As such, candidates in the online graduate program must complete all degree requirements in less than four years. The Online graduate school admits students in each of three academic trimesters: Fall, Spring and Summer, coinciding with the Maine Maritime Academy annual academic calendar. Admission application documents must be completed and received prior to August 1 for the Fall trimester, December 1 for the Spring trimester and April 1 for the Summer trimester. To assist the working professional achieve one’s academic goals, students in the Online graduate program will not be allowed to register for more than two graduate courses (8 credit hours) in any semester. Credits are not transferable between the

Online ILM and the On Campus GL&MM graduate program. A graduate school application is available [online](#) or from the graduate school office upon request.

Requirements for the Master of Science in International Logistics Management Degree

A total of nine (9) four (4) credit hour courses for a total of 36 credit hours of graduate courses must be successfully completed in not more than 48 months from the time of admission. Failure to complete any coursework will require that the student repeat the course. If all coursework is not completed in four years, the student's record will be closed. To complete the ILM graduate program, the student will need to be readmitted to the program with the then current admission requirements.

Grading System

The system of evaluating a student's performance is by letter grade, with grade point values as follows:

Grades	Grade Points per 4 credit course	Grades	Grade Points per 4 credit course
A	4.0	C+	2.3
A-	3.7	C	2.0
B+	3.3	C-	1.7
B	3.0	F	0
B-	2.7		

W -- Withdrawal from a course before the third class meeting of the course; the grade "W" does not affect the computation of the cumulative grade point average. There is no assignment of credit hours toward degree requirements. A request for withdrawal from graduate course(s) must be made in writing to the instructor of the course, with a copy to the Dean of the Loeb-Sullivan School.

I -- The grade "I" must be resolved within one calendar year. After one year the grade will convert to F. If unusual circumstances arise such as a call up to military service, call back for seagoing merchant marine officers, or long-term personal or family illness, a student may request that the grade of F be converted to a grade of W. Such a grade change requires the approval of the graduate faculty meeting as a committee of the whole. A student may request the grade of F be converted to a letter grade A to C with the approval of the graduate faculty meeting as a

committee of the whole. All work must be completed to the satisfaction of the original course instructor. The grade change from F to W or letter grade also requires the approval of the Academic Dean or his/her designated representative.

Grade Point Average Calculation – The total grade points obtained for the grade received in a course is found by multiplying the credit hours of the course by the grade points for the grade received in that course. In determining the grade point average (GPA) for academic standing, all grade points are added and the total divided by the number of credit hours attempted, including those for courses receiving failing grades. For purposes of computing the GPA, transfer credits are not considered.

Transfer Credit

Candidates for the Master of Science degree in International Logistics Management may request that up to 8 credit hours of graduate course work be transferred to be applied toward the ILM program requirements. If candidates are intending to transfer credits earned prior to matriculation in the Loeb-Sullivan School, they should seek approval of those credits before enrollment from the Registrar. Once enrolled in the Loeb-Sullivan School, candidates should consult and receive the approval of the Dean of the Loeb-Sullivan School prior to enrolling in any external graduate course for transferring credits. Maine Maritime Academy reserves the right to determine what constitutes acceptable transfer credits. A grade of “B” or better is required for transfer credit.

Academic Standards

A minimum cumulative GPA of 3.0 (a “B” average) on the 4.0 scale must be achieved to qualify for the Master of Science degree. Students whose average falls below 3.0, who receive a grade of “F” or who earn two or more grades of “C” will be reviewed by the Graduate Faculty Student Review Committee to determine the conditions under which they may be permitted to continue as degree candidates. The Graduate Faculty Student Review Committee’s reserves the right to dismiss any student for non-compliance of meeting academic or any other Maine Maritime Academy standards.

Academic Responsibility Policy

It is the student’s responsibility to fulfill all academic requirements to achieve his or her selected academic major. It is the responsibility of the faculty and staff to advise the student and to facilitate the student’s effort, yet the ultimate responsibility to complete all academic requirements remains with the student.

Course Cancellation Policy

The Department of Graduate Studies reserves the right to cancel any graduate course offering that does not meet the minimum enrollment criterion. In all such cases, the Department will provide two weeks' notice to all students affected by such cancellation.

4+1 Alumni Advantage Program

The 4+1 Alumni Advantage Program is available to any MMA graduate with a BS who intends to pursue the MS Online degree at Loeb-Sullivan School. Whether you are just graduating as an underclassman or are coming back after years in the workforce, you can attend the MMA ILM graduate degree program at preferential tuition rates. Please contact the graduate school at 207 326 2212 for more information.

Online Course Exemption Policy

Applicants who have completed the MMA undergraduate International Business & Logistics program and who are admitted to the online ILM program will be provided an exemption from two graduate online courses: BA646, Fundamentals of International Logistics, and BA648 Integrated International Logistics providing the qualifications below are met. *This exemption is only permissible for students in the Online graduate ILM program.*

Qualifications:

Students must have graduated with a Bachelor of Science Degree in International Business & Logistics from Maine Maritime Academy, and;

Students must have earned a minimum grade point average of 3.2 in all "LO" prefix courses.

Additional Statements & Procedures - On Campus & Online Programs

Graduate Student Enrollment Status – All Semesters

	On Campus	Online
Full-Time	12 credit hours	8 credit hours
Half-Time	6 credit hours	4 credit hours

Add, Drop and Withdrawal Process

The add/drop period is the week prior to the beginning of classes and the first week of both the fall and spring semesters and the first two days of summer classes. This no-penalty period is an opportunity for students to add or drop courses. Courses dropped after the add/drop period of

any semester are subject to withdrawal procedures. Financial refunds are not provided for course withdrawals.

Students should add, drop and/or withdraw from courses only after consultation with their instructor and academic advisor. Students should practice caution and be aware that any of these changes may have an effect on their progress toward graduation, eligibility for financial aid, and/or eligibility for athletics.

Class Attendance

Maintaining a satisfactory record of class attendance for On Campus or Online courses is a prerequisite to successful academic progress. Individual instructors have the option of setting attendance requirements in relationship to grading for the course which may be provided in the respective syllabus. However, it is the student's responsibility to achieve the required standards set by the instructor in each class whether On Campus or Online. Excessive absence from class may result in a lower grade for the course. Students enrolled in all programs are required to attend and actively participate regularly.

Note: Failure to attend classes or to log-in to Online courses will NOT result in students being automatically dropped or withdrawn from courses. Students are ultimately responsible for adhering to and following the drop and withdrawal procedures in the MMA Graduate Academic Catalog above.

Courses delivered Online through Canvas software

Maine Maritime Academy uses Canvas software to deliver our online classes. A major difference between an online course and a traditional course is that Canvas students can participate in courses at times that are convenient for them. As with any class, students will read texts, participate in class discussions, submit various kinds of course work and take exams through the MMA online program.

Adding a course(s)

If space is available in the class, students will be permitted to add a course(s) with the approval of their advisor and within the deadline(s) provided on the MMA Academic Calendar. On Campus and Online courses must be added within the first week of the course in accordance with the MMA Academic Policy. Online students may not take more than two courses per trimester.

Dropping a course(s)

After proper consultation with their advisor, students may drop a course providing the request is within the deadline. To drop a course, whether On Campus or Online, a written request must be submitted to the Registrar's Office by using the Add/Drop form. Upon receipt of a written

request (within the deadline), students will be dropped from the class roster and will not receive a grade for the course. On Campus and Online courses must be dropped within the first week of class in accordance with the MMA Academic Policy.

Withdrawing from a course(s)

Students are allowed to withdraw from a course after the drop period is expired until the withdrawal deadline. *Students withdrawing from a course will receive a —WI on their transcript and remain liable for full tuition and fees.* No computation in grade point averages will be recorded in the student's permanent record for courses with a WI designation. The withdrawal period begins in week 2 through week five (5).

Withdrawal Due to Extenuating Circumstances

Students may not withdraw from a class after the withdrawal deadline has passed unless there are very serious circumstances over which the student has no control. Students who feel they have sufficient reason to request withdrawal after the deadline must make an appointment with the Dean of Graduate Studies and the Registrar to explain the circumstances and present written documentation for the request. The decision to allow the withdrawal at that point will be made in consultation with the appropriate academic advisor and the instructor. Students will receive a —WI on their transcript and remain liable for full tuition and fees. No computation in grade point averages will be recorded in the student's permanent record for courses with a —WI.

Students who fail to abide by established procedures will be considered as still enrolled in their course(s) and shall receive a grade based upon the course requirements and remain liable for full tuition and fees.

Graduate Academic Integrity Statement from Syllabus

Students are expected to maintain the highest level of honesty and integrity in all their academic pursuits and are encouraged to review the MMA website regarding our policy. You can find the Student Honor Code of Conduct and Responsibilities [here](#).

Ethical conduct is the obligation of every student in this class and breaches of academic integrity constitute serious offenses. Since a lack of integrity hinders the student's academic development, it cannot be tolerated under any circumstances. To be clear; all graduate students, whether Online or On Campus, must submit their own work in all instances. All work that is not original must be properly cited. Students found to be in violation of this standard will face the Graduate Academic Review Board, and potentially, dismissal from the program.

Course Evaluation Policy

The faculty and management of LSS consider student opinions regarding course delivery and content to be extremely important. We review their evaluations closely and use their opinions to drive constant improvement in our programs.

All students must complete the course evaluation form on-line. Students will not be able to view their grades until they have submitted their evaluation. The form is anonymous. No faculty member will see any course comments until after the final grade is submitted to the Registrar. Responses are compiled and summarized with no student names attached.

Distance Ed Photo ID Process

An MMA photo ID card is required to access many MMA services. Certain tests/exams/quizzes through the MMA Learning Management System will require the ID card. There is no fee or monetary charge for this card. Loeb-Sullivan School and MMA seek to ensure that the student who registers in a distance education course or program is the same student who participates in and completes the course or program and receives the academic credit. This process is intended to ensure student authenticity and protect student privacy.

To receive your MMA photo ID, please email the following to patrick.haugen@mma.edu.

- Your name and mailing address (where you would like your ID mailed).
- A quality digital color scan of your Driver's/State ID License
- A recent digital photograph of you, scanned or taken with a digital camera. Please stand in front of a solid colored wall. You should be photographed from your waist to just above your head. The image should be emailed in .JPG format and be clear. Do not wear a hat, a hood or sunglasses.

We will mail your MMA photo ID to the address you request.

The procedure for using the card will be included in the particular course homepage. All students are required to have a usable digital photograph submitted to Patrick Haugen no later than September 15th of the entering academic year. Should you have any questions or concerns, please contact Patrick at patrick.haugen@mma.edu.

Instructional and Research Support

The Nutting Memorial Library

Located in Platz Hall, the Nutting Memorial Library has nearly 100,000 books, maps, charts, DVDs, and journals for you to borrow. The collections are particularly strong in the areas of maritime studies, marine technology, nautical history and business. We welcome you to visit the Library and take advantage of our three floors of study spaces, seminar room, and video recording room. We have a 24/7 study lounge, too!

The library's [website](#) serves as a gateway to 24/7 access to hundreds of thousands of resources including journal articles, e-books, and audiobooks. Materials not found in the library or online may be obtained from other institutions for free by using interlibrary loan. Group study areas are available within the library, as well as tables and individual study carrels in quiet areas on all three floors.

We look forward to your visit! Please contact us at library@mma.edu with any questions you have.

Laptop Requirements and FAQ

All Maine Maritime Academy students are required to have a Windows compatible laptop computer and printer.

MMA Laptop Purchasing Program

MMA has a laptop purchasing program through [GovConnection](#).

This year's laptop packages are:

This year's laptop packages are from Dell. Neither of these laptops have an Optical (CD/DVD) drive, so if you feel you need one you will have to purchase an external drive separately. To purchase one of these computers, please click the GovConnection link above.

Dell Latitude E5570 (\$1,396.08)

Weights 4.5 lbs

Intel 6th Gen Core i5-6440HQ (2.6 Ghz quad core)

8 GB DDR4 RAM

500 GB 7200 RPM HDD

AMD Radeon R7 M370 discrete graphics
15.6" FHD Anti-glare screen with camera and mic
4 Cell 62 W/Hr battery
4 year On Site warranty with Accidental Damage Service

Dell Latitude E7470 (\$1,572.24)

Weighs 3.5 lbs
Intel 6th Gen Core i5-6300U (2.4 Ghz dual core)
8 GB DDR4 RAM
256 GB Solid State Drive
Intel HD Graphics 520
14" FHD Anti-Glare screen with camera and mic
4 Year On Site warranty with Accidental Damage Service
4 Cell 55 W/Hr battery

What these packages don't include: These laptop packages do not come with MMA's Office/Project/Visio bundle pre-installed or Firstclass. Students will be informed at Orientation as to how they can install Microsoft office. Firstclass may be installed from [here](#), or they can use the Firstclass web interface at <https://fcweb.mma.edu/>.

For any other questions about the MMA Laptop Program please contact the MMA Help Desk, at 207-326-2240.

Laptop guidelines and requirements:

OPERATING SYSTEM

- Windows 7, Windows 8, Windows 8.1, or Windows 10

HARD DRIVE

- At least a 128 Gigabyte (GB) hard drive.

RAM

- A minimum of 4 Gigabyte (GB) of RAM, but more is always better.

DVD-RW DRIVE

- A DVD Drive is optional equipment but can be used to back up important data.

JUMP/THUMB/FLASH USB DRIVE

- Some type of removable storage media is strongly recommended. These drives are available at virtually every computer box store as well as office supply store and are used for saving and transferring data from school computers to the student's laptop and back. These drives cost between \$15 and \$90, depending on the amount of storage purchased.

PRINTER

- Inexpensive inkjet printers can be purchased for as little as \$50. Consider the cost of consumables (ink cartridges, toner) when choosing a printer. Limited printing is available in the Library and in the Curtis Hall Computer Lounge.

WARRANTY SERVICES

- We strongly recommend the purchase of warranty service (up to four years if available) from the laptop manufacturer.

LAPTOP FAQ's:

Do I need to buy Microsoft Office?

No, MMA provides you with a copy of Microsoft Office. PC Users also get a copy of MS Visio and MS Project.

I'm an incoming Freshman, can I come in early to get Microsoft Office installed on my machine?

Our license for Microsoft Office only allows us to install the software once you are here on campus for orientation and onward.

My financial aid paperwork said that I have an expense for a computer. Does this mean one will be waiting for me when I arrive at MMA?

No, students are required to purchase their own equipment before arriving at the Academy. Per

the Financial Aid office, the notice is only there to advise you on the potential total cost of your education.

I want to buy a Mac, is that ok?

It is not recommended that a student purchase a Mac unless they bring it to the Academy with some form of Windows (Windows 7 or Windows 8/8.1) already on it. There are many degree programs here that require the students to run applications that are PC only (for example: Visio and Project are two programs that are PC only, and both are used in the Engineering majors and IBL, respectively). Failing to do so can result in the student falling behind in class. I have also been told that there are enough differences between the Windows version of Office and Mac Office to cause difficulties.

Students can dual boot Mac OSX and Windows using a program call Bootcamp (free from Apple, requires a reboot to switch between operating systems). Another option is VMWare Fusion (~ \$60), which will allow you to start Windows whenever you need it from within Mac OSX. Parallels is another option that allows you to run Windows inside of OSX (~ \$80). The student will be required to purchase their own copy of Microsoft Windows for any of these options (~ \$100 for a Home Premium version).

Can you guys dual boot my Mac?

That is not a service that we provide. Many of our student technicians have very limited skills working with Apple computers and thus we may not be able to handle the request in a timely manner. It is better if the machine is brought to campus with Windows already installed.

Do I really need to buy a warranty with my computer?

While they can be expensive initially, a warranty can save you from incurring costs from damaged equipment should the worst happen. Dropping a computer can sometimes cause hundreds of dollars in damage, far more than the cost of the warranty.

Do I need an Antivirus? If so, which one should I get?

You will need an antivirus in order to use Maine Maritime Academy's networks. Which antivirus should you choose? We recommend AVG Free. The price is right (0\$) and it will keep you safe (as long as you do your part). There is also a paid version which has some extra features (and costs ~\$40).

Remember that most paid antivirus programs work on a yearly subscription platform, so if you buy it this year you'll have to buy it again next year and the year after that.

Also remember that the antivirus that came on your computer might be a 30 or 60 day Trial, so check that out before coming to school. If it is a trial, you'll need to decide if you want to buy it and keep using it or replace it with something else.

I'm an incoming Freshman and my computer is acting weird, can you fix it for me?

Once the school year begins, all student may bring their computers to the Help Desk, located in the basement of Leavitt Hall, for service.

[Some application] is acting weird/not doing what it's supposed to, can you fix it?

We can try. Maine Maritime Academy employs a number of student workers to assist students with software issues, including reinstalling Windows.

My computer was damaged and needs new parts, what do I do?

Maine Maritime Academy is a Lenovo Certified Depot Center (and soon to be Dell certified), and is authorized to service Lenovo Thinkpad series computer hardware (provided they have a valid Lenovo depot warranty or better). The student will need to bring the damaged Lenovo to the IT Shop in the basement of Leavitt Hall for diagnosis and repair.

MMA's technical services for other student computers is limited to student technicians who are trained to troubleshoot basic hardware problems and assist students in setting up service calls for hardware repair. Some vendors require that laptops be shipped back to the factory, while others require that laptops be taken to the nearest authorized service center.

Choose your vendor and service level carefully for the best experience in case of trouble.

Many vendors offer on-site service for their products – here is how it works.

1. Student calls vendor with a description of their problem, if required – vendor arranges for on-site service. Vendor ships needed parts to their contracted service personnel.
2. Contracted service personnel receive parts and contact the student to make arrangements to service computer at MMA.

If your warranty is expired, you may work with the student technicians regarding where to purchase replacement parts and when they (the student technicians) can install them for you.

I want to back my data up somewhere, what should I do?

Protecting your data is important. The purchase of a CD/DVD-RW drive or Flash/Jump/Thumb USB drive can make backing up your data much easier. Cloud services such as Dropbox or Skydrive are also useful alternatives.

CURRICULA

- On Campus – Global Logistics & Maritime Management
- Online – International Logistics Management

Requirements for the Master of Science Degree:

A Bachelors Degree from an accredited institution. Please go to the [Admissions Requirements & Procedures page](#) for additional Policy information.

GL&MM-On Campus Masters of Science degree – A total of 36 credit hours of graduate courses are required and shall be earned as follows:

- Four (4) credit hours earned in mid-August Business Orientation courses on campus
- Twenty-six (26) credit hours of required core and specialized courses with research approaches and methods in two traditional semesters on campus
- Six (6) credit hours of courses in a May-June six-week program ending Integrating Experience module on campus and in the field

ILM-Online Masters of Science degree – A total of 36 credit hours of graduate courses is required and shall be earned as follows:

- Nine (9) courses of four (4) credit hours each for a total of 36 credits earned Online.

Credits are not transferable between majors.

LSS On Campus M.S. Degree – GL&MM

Masters Orientation Courses – 4 credit hours

August

OR503 Introduction to Research and Resources (1 Cr. hour)

OR504 Introduction to Business and Management Functions (1 Cr. hour)

OR505 Statistics for Business and Logistics (2 Cr. hours)

Fall

BA542 Accounting and Finance for International Logistics (3 Cr. hours)

- BA545 International Organizational Development and Change for Supply Chain Providers (3 Cr. hours)
- BA546 Fundamentals of International Logistics (3 Cr. hours)
- BA544 Economics for Global Maritime, Transportation and Logistics (3 Cr. hours)
- RC540 Applied Research for Business & Consulting I (1 Cr. hour)

Spring

- BA552 Production & Operations Management for Manufacturing & Heavy Industry (3 Cr. hours)
- BA547 Global Strategic Marketing Management for Supply Chain Advantage (3 Cr. hours)
- BA548 Applied Logistics for International Supply Chain Success (3 Cr. hours)
- BA551 Port and Transport Terminal Operations in Global Logistics (3 Cr. hours)

May/June

- BA560 Global Logistics & Maritime Management Strategy (4 Cr. hours)
- BA561 Special Topics in Global Logistics & Maritime Management (3 Cr. hours)

LSS Online M.S. Degree -ILM

At least one course will be available each trimester. No more than two courses may be taken per trimester.

- BA642 Accounting & Finance for Logistics Professionals (4 Cr. hours)
- BA644 Economics of Transportation & Logistics (4 Cr. hours)
- BA645 Managing Organization Development & Change in the Supply Chain (4 Cr. hours)
- BA646 Fundamentals of International Logistics (4 Cr. hours)
- BA647 Strategic Marketing for Global Supply Chain Managers (4 Cr. hours)
- BA648 Integrated International Logistics (4 Cr. hours)
- BA651 Port & Transport Terminal Operations in Global Logistics (4 Cr. hours)
- BA652 Production & Operations Management for Manufacturing & Heavy Industry (4 Cr. hours)
- BA660 Strategic Supply Chain management (4 Cr. hours)
- BA661 Special Topics in ILM – if needed (4 Cr. Hours)

Course Exemption Policy

Applicants who have completed the MMA undergraduate IBL program and who are admitted to the online program will be provided an exemption from two graduate courses: BA646, Fundamentals of International Logistics and BA648, Integrated International Logistics, providing

the qualifications below are met. This exemption is only permissible for students in the Online program.

Qualifications:

- Students must have graduated with a Bachelor of Science Degree in International Business & Logistics from Maine Maritime Academy and;
- Students must have earned a minimum average of 3.2 in all “LO” prefix courses

COURSE DESCRIPTIONS

- On Campus – Global Logistics & Maritime Management
- Online – International Logistics Management
- Master's & Commander

On Campus Graduate Courses

Total Credit Hours – On Campus – Global Logistics & Maritime Management

- 36 Graduate courses shall be earned as follows:
- 15 credit hours of specific global logistics or maritime management courses
- 5 credit hours of Quantitative, Introductory and Research courses
- 16 credit hours of Core Business courses with a Global Logistics focus

The Curriculum

- Two-week orientation summer session in August
- Two traditional full semesters – Fall and Spring
- Six-week program wrap-up courses in May/June

August Orientation Courses – 4 credits

OR503 Introduction to Research and Resources: This course will establish the basic vocabulary of business research and basic research concepts; introduce the electronic and print resources that will be used at MMA. Credit Hours-1

OR504 Introduction to Business and Management Functions: This course will introduce the fundamentals of business and corporate organization functions and relationships focusing on logistics and maritime management in global supply chains for both planning as well as execution/implementation processes. Graduate Credit Hours-1

OR505 Statistics for Business and Logistics: This course will introduce and review fundamental statistics used in business and logistics focusing on applied statistics; case studies will complement the classroom material. Graduate Credit Hours-2

Fall Semester – 13 credits

BA542 Accounting and Finance for International Logistics: This course will focus on the understanding and use of accounting and finance by non-financial managers. Students will gain an understanding of the basic principles of accounting and finance. Students will learn how to apply that knowledge as a management tool in international logistics management. Financial statement analysis, internal control, inventory control and metrics, currency valuations, internal cost allocations, methods of controlling geographically and organizationally diverse business units, financial ratios, working capital management, debt and equity financing, and other accounting and finance concepts will be addressed. The course will include both lectures and case studies. Graduate Credit Hours-3

BA545 International Organizational Development & Change for Supply Chain Providers: This course targets supply chain professionals who aim to develop organizational assessment and design skills that are vital in an era of mergers, acquisitions, and consolidations. Students consider the relationship of organizational design to organizational effectiveness, the challenges of strategy formulation, cross-cultural and national influences on organizational behavior and culture, the implications of change to organizational and workforce development, and the role of leadership in the 21st century. Business partnerships and casework examples that include logistics, maritime management, and operations examples will be featured. Graduate Credit Hours-3

BA546 Fundamentals of International Logistics: This course will introduce the fundamentals of logistics as seen in inventory and freight transportation. Inventory topics include inventory's role in logistics, materials handling and packaging, warehousing function and management, and purchasing. Freight transportation will explore the freight modes or types of transportation, their characteristics and operations, and the growing role of containerized intermodal as well as the multimodal movement of product between modes. Graduate Credit Hours-3

BA544 Economics for Global Maritime, Transportation & Logistics: This course will address the nature of the demand and supply for transportation and logistics services including costs and market structure for international transportation and logistics firms. The course will also explore tariff and non-tariff barriers to trade between nations. Various topics of risk management including working capital financing decisions, insurance, hedging and other risk management techniques for the purchase or sale of fuel, currency, and other products. Graduate Credit Hours-3

RC540 Applied Research for Business & Consulting: This course focuses on professional development, professional ethics, and self-development in the context of serving as an internal

(or external) management consultant, including types, roles, and activities of consulting. The course will develop the consultancy/research process, brief, and plan; data collection methods; and the collection of internal and external secondary data. Graduate Credit Hours-1

Spring Semester – 13 credits

BA552 Production Operations Management for Manufacturing and Heavy Industry: This course introduces production and operations management used in manufacturing and heavy industry with an emphasis on heavy industry, shipbuilding and general manufacturing. The focus of the course is on operations in a manufacturing environment. Topics covered will include integrated design, program management, process selection and analysis, lean operations, quality systems, total quality management, facilities management, capacity planning and project planning and scheduling. Graduate Credit Hours-3

BA547 Global Strategic Marketing Management for Supply Chain Advantage: This course illustrates how application of strategic marketing management principles in a global logistics and maritime context optimizes supply chain competitive advantage for manufacturers, retailers, and logistics service providers. Students consider the relationship of marketing to organizational strategy formulation, brand management, business-to-business relationships, business-to-consumer opportunities, and contemporary logistics challenges. In addition the course introduces qualitative research methodology, product/service development, customer relationship management (CRM), channel management, pricing, and integrated marketing communications. Case study, industry collaborations, and project work emphasize the importance of relationship marketing, systems thinking, and alignment throughout logistics and maritime management in the global supply chain. Graduate Credit Hours-3

BA548 Applied Logistics for International Supply Chain Success: This course is the applied portion of concepts learned in BA546, Fundamentals of International Logistics. The course will utilize a variety of teaching methods such as case studies to ingrain logistics concepts in a more applied manner. Topics will include managing trade-offs of logistics, alternative logistics strategies (FTZ's), as well as preparing for and managing through disruptions in the supply chain. Graduate Credit Hours-3

BA551 Port and Transport Terminal Operations in Global Logistics: This course will examine the roles of ports in international logistics; an in-depth study of transport terminals and their operations including terminals for ocean container; bulk; break-bulk; rail intermodal; rail carload; package; and inland water. Graduate Credit Hours-3

May-June Classes – 6 credits (required of all Graduate Students)

BA560 Global Logistics & Maritime Management Strategy: This course will require students to analyze a significant case study or multiple case studies that incorporate most or all of the elements introduced in the Global Logistics and Maritime Management Program. Research and extensive writing will be expected. May be team taught. Graduate Credit Hours-4

BA561 Special Topics in Global Logistics & Maritime Management: This course is designed to introduce the students to a world-class port or series of ports through study and evaluation culminating in a week at a port and its related facilities and operations. May be team taught. Graduate Credit Hours-3

Independent Study – if needed

RC698 Special Topics in Research: A course allowing students to pursue advanced topics of international business and logistics not offered in the curriculum. Topics of study will depend on the interests of the student and supervising faculty member(s). Approval by department chair is required. Graduate Credit Hours – 1-3

Online Graduate Courses

Online – ILM

Total Credit Hours – Online – International Logistics Management

- 36 Graduate hours shall be earned as follows:
- A total of 36 credit hours of graduate courses are required for the ILM-Online Masters of Science degree and shall be earned as follows:
- Nine (9) courses of four (4) credit hours each for a total of 36 credits earned Online.

The Curriculum:

Each course is asynchronous. There will be at least one course per trimester. Students may not take more than two courses per trimester.

BA642 Accounting & Finance for Logistics Professionals: This course will address Accounting and Finance and their use in business situations by operational managers. Students will gain an understanding of the basic principles of accounting and finance. Students will apply their knowledge to real world logistics case studies. Financial statement analysis, internal control, inventory control and metrics, currency valuations, organizational and capital budgeting, internal cost allocations, methods of controlling geographically and organizationally diverse business units, financial ratios, working capital management, debt and equity financing, and

other accounting and finance concepts will be addressed. The course will include lectures, case studies, and financial analysis projects. Graduate Credit Hours-4

BA644 Economics of Transportation and Logistics: An applied course in economics that deals with the allocation of scarce resources within the entire supply chain process, with an emphasis on the transportation industry. Topics include: the theory of the firm, forecasting demand, market structure, and government regulations. Additional topics include role of transportation and logistics in the growth of world trade, tariffs, quotas, international payments, exchange rate determination, and hedging foreign exchange risk. Graduate Credit Hours-4

BA645 Managing Organization Development and Change in the Supply Chain: This course targets supply chain professionals who aim to develop organizational assessment, intervention, and design skills that are vital in an era of mergers, acquisitions, and consolidations. Students consider the relationship of organizational design to organizational effectiveness, the challenges of strategy formulation, cross-cultural and national influences on organizational behavior and culture, implications of change to organizational and workforce development, and the role of leadership in the 21st century through business partnerships and casework that includes logistics, maritime management, and operations examples. Graduate Credit Hours-4

BA646 Fundamentals of Logistics: This course addresses the fundamental logistics concepts and applications of moving commodities, parts, and products (inventory) as well as reverse logistics. Within the framework of supply chain management the fundamentals course focuses on the physical movement of inventory within and through warehouses as well as the in transit inventory in freight transportation modes and processes, freight transportation being the largest spend in logistics. Also covered are the information, financial transaction, administration/documentation, and basic inventory analysis tools associated with the physical movement of inventory. Graduate Credit Hours-4

BA647 Strategic Marketing for Global Supply Chain Managers: This course will focus on the application of strategic marketing management principles in international business organizations. Specific attention will be given to the importance of supply chain optimization to overall marketing strategy. Students will study the relationship of marketing to organizational strategy formulation, brand management, business-to-business relationships, business-to-consumer opportunities, and contemporary logistics challenges. Course will include lectures, case studies and group projects. Graduate Credit Hours-4

BA648 Integrated International Logistics: This course will examine how integrated international logistics applications and decisions are made which will have an impact on functional areas of an organization trying to achieve efficiency and effectiveness throughout the supply chain.

Discussions revolving around export-import strategy, multinational logistics strategy, FTZ's, classification of products, Incoterms, international payment processes, review of transportation modes, and resiliency will be reviewed. The effects of government trade and public policies on global logistics operations will also be analyzed. This course will utilize a variety of teaching methods such as case studies to ingrain logistics concepts in a more applied manner. Graduate Credit Hours-4

BA651 Port & Transport Terminal Operations in Global Logistics: This course will examine the roles of ports in international logistics; an in-depth study of transport terminals and their operations including terminals for ocean container; bulk; break-bulk; rail intermodal; rail carload; package; and inland water. Graduate Credit Hours-4

BA652 Production & Operations Management for Manufacturing & Heavy Industry: This course introduces production/operations management used in manufacturing and heavy industry with emphasis on the heavy, shipbuilding and general manufacturing industry. The focus of the course is on operations in manufacturing and some topics it will cover are integrated design, program management, process selection and analysis, lean operations, quality systems, total quality management, facilities management, capacity planning and project planning and scheduling. Graduate Credit Hours-4

BA660 Strategic Supply Chain Management: This course is designed as a capstone course in which students learn and apply various models and tools to formulate a business strategy. The students will learn and apply the process of situational analysis including the macro-environment, industry environment, and internal situation of the firm. This analysis will be used to create alternative strategies and determine the optimal strategy to be implemented. The course also examines the processes and issues to implement the selected strategy. Essentially, this course will take many of the concepts learned in previous graduate courses and apply them here. This course will go beyond the traditional pedagogy and explore actual strategic decision making and business development planning. Graduate Credit Hours-4

*BA661 Special Topics in ILM – as needed – not required. Graduate Credit Hours- 1- 4

Master's & Commander Graduate Program

The Master's & Commander Curriculum

Pre-Requisites:

A BACHELOR'S DEGREE (B.A. or B.S) from an accredited institution is required. Please see the ["Admissions Requirements & Procedures"](#) link for additional policy information.

A total of 78 credit hours over two years of graduate and undergraduate courses are required to complete the Master's and Commander Program. Master's and Commander students will be eligible to complete the USCG exam for a 200 Gross Ton Mate Near Coastal license.

The Masters of Science degree (Maritime Management) and the opportunity to sit for the 200-ton United States Coast Guard exam credits shall be earned as follows:

36 Graduate credits from the fully accredited Online program as described below. The Online program is a trimester program. New Trimesters begin in September, January and May. Students may take one or two courses per trimester. The sequence of courses may not follow any particular order.

The Graduate Master's & Commander curriculum

Master's & Commander Online Program		
Course Numbers	Course Titles – LSS Online	Course Credits
	Loeb-Sullivan School of International Business & Logistics	
BA642	Accounting & Finance for Logistics Professionals	4
BA644	Economics of Transportation and Logistics	4
BA645	Managing Organization Development and Change in the Supply Chain	4
BA646	Fundamentals of Logistics	4
BA647	Strategic Marketing for Global Supply Chain Managers	4
BA648	Integrated International Logistics	4
BA651	Port & Transport Terminal Operations in Global Logistics	4
BA652	Production & Operations Management for Manufacturing & Heavy Industry	4
BA660	Strategic Supply Chain Management	4
	9 courses are required. ONLINE M.S. Program Total Credits	36
BA661 *	Special Topics in ILM-as needed, not required	4

The Online program is a trimester program. New Trimesters begin in September, January and May. Students may take one or two courses per trimester.

Plus:

42 Undergraduate credits earned from the SVO program over two years on campus as described below:

			Grad Credits Online
Fall Semester Year 1	Undergraduate SVO courses On Campus		
NS101	Introduction To Nautical Science & Lab	2	
NS103	Intro To Vessel Operation & Lab	2	
NS135	Small Craft Construction & Lab	3	
NS132	Small Craft Technology & Lab	3	
PE100	Basic Sailing	0.5	
PE114	Ocean Survival	0.5	
USCG 1	Firefighting	0	
Total Credits		11	1X4= 4
Spring Semester Year 1			Grad Credits
OC101	Intro To Ocean Science & Lab	3	
NS221	Meteorology	3	
NS241	Seamanship & Lab	2	
USCG2	Fire Fighting	0	
Total Credits		8	2X4=8
Summer Year 1			Grad Credits
CO223	SVO Coop I	3	2X4=8

Fall Semester Year 2			Grad Credits
NS122	Cargo I	3	
NS232	Marine Systems & Lab	3	
NS271	Terrestrial Navigation I	3	
NS272	Terrestrial Navigation I Lab	1	
Total Credits		10	2X4 = 8

Spring Semester Year 2			Grad Credits
NS262	Navigation Rules	3	
NS292	Electronic Navigation I	3	
NS293	Electronic Navigation Lab	1	
NS298	Topics In Small Vessel Operations	2	
NS299	200 Ton License Seminar	1	
Total Credits		10	2X4 = 8

		Undergrad Credits	Grad Credits
Master's & Commander	Undergraduate courses		
Total Credits	78	42	36

Costs & Aid

Financial Information August 2016-May 2017

Master of Science Degree Programs – On Campus & Online

Tuitions, fees and fiscal policies are established by the Academy Board of Trustees and may be adjusted by the Board without prior notice

Application Fee (waived if application submitted online) \$50

Graduate Tuition Rate per credit hour: (On Campus)	\$570 Maine In-state rate \$855 Regional rate \$1,110 Out of State
--	--

Online Graduate Tuition Rate per credit hour	\$900
--	-------

Online Technology Fee	\$130 per course
-----------------------	------------------

Online Administrative Fee	\$40 per semester/term
---------------------------	------------------------

Lodging is available on campus on a first-come, first-serve basis at the following rates:

Occupancy (per suite)	\$5,000 each semester (fall & spring semesters) \$285 per week (August & May terms)
-----------------------	--

Suite damage deposit (refundable)	\$200
-----------------------------------	-------

Full Board Plan	\$2,975 per semester
-----------------	----------------------

Commuter Board Plan	\$1,000 per semester
---------------------	----------------------

Other Fees: (On Campus)

Student Technology Fee	\$568 per semester / \$100 per term (August & May)
------------------------	--

Energy Fee	\$300 per semester / \$50 per term (August & May)
------------	---

Student Life Fee	\$230 per academic year / \$25 per term (August & May)
------------------	--

Administrative Fee	\$361 per semester / \$40 per term (August & May)
--------------------	---

BA561 Course/Travel Fee	\$1,895
-------------------------	---------

4+1 Alumni Advantage: Students who earned their Undergraduate degree at MMA are entitled to the 4+1 Tuition Rates. These students will pay the current full time tuition rate established for Undergraduate students up to 13 credit hours per term and/or the per credit hour rate for less than 9 credits or more than 13.	Tuition Rate: up to 13 credit hours per term \$4,880 Maine In-state \$7,320 Regional \$11,172 Out of State Per credit hour: < 9 or > 13 credit hours per term \$334 Maine In-state rate \$501 Regional rate \$742 Out of State
4+1 Alumni Advantage Online: Online graduate students in the 4+1 program will pay a flat discounted rate regardless of residency.	\$750 Alumni Advantage Online per credit hour

Books are additional and vary by course.

Payments for student's accounts, declining balances, or parking permits can be made electronically by signing onto the portal. All payments are in US\$.

Master of Science Degree Programs

An application fee of US\$50.00 is required unless the application is made electronically, in which case the fee is waived. Upon notification of acceptance for admission, participants will be required to deposit US\$200.00 non-refundable fee, which will be credited toward tuition for the first semester attended. Tuition and other costs are subject to change without notice. Credit cards can be accepted. Funds must be drawn on a United States banking institution.

Financial Statement

An audited Financial Statement is produced following the end of each fiscal year. For a copy, please request one by writing to the Maine Maritime Academy, Office of Administration, Finance, and Governmental Relations.

Refund Policy

Policy for MS GL&MM students who withdraw from courses

There are two tuition billing cycles for the GL&MM program. One payment is calculated for the August Orientation session plus the fall semester, and the second tuition payment is for the spring semester plus the May/June session. There are no opportunities to make up the courses until the following academic year.

Students who request the opportunity to withdraw from a course at any time during the first week of the two-week August “Orientation” session which precedes the fall semester will be granted a 50% refund for the Orientation session and a 100% refund for the fall semester. No refunds will be granted during the second week for the Orientation session, but the student will receive 100% of the fall portion of the tuition payment upon completion of the withdrawal paperwork. The student will be granted a leave of absence from the program upon completion of the withdraw submittal requested during the Orientation session but will not need to re-apply if they desire to continue in the program in the next academic year. Students who complete the Orientation session and then wish to withdraw from a course thereafter will have refunds for the fall and spring semesters calculated in accordance with the following schedule. A student who seeks to Withdraw during the May/June session must have a personal conference with the Graduate School Dean prior to submitting the Withdrawal Request to the Registrar. No refund will be made for the May/June session, however the student may return to the following May/June session without a tuition penalty. All other fees/costs will be required for a student returning to the May/June session after Withdrawal.

- Prior to the third week 75 percent
- Prior to the fifth week 50 percent
- Prior to the seventh week 25 percent
- After start of seventh week 0 percent

A student who withdraws must file a Withdrawal Notice in writing with the Registrar’s Office. Notification should also be sent to the Graduate Office via email. This notification does not replace the “Withdraw” notice to the Registrar. Refund credit will be computed from the time that official notice is received in the Registrar’s Office. Non-attendance of class does not constitute an official withdrawal.

Fees, if any, are refunded on a prorated basis for unused weeks. Application fees, acceptance deposits, and initial registration fees are non-refundable.

Policy for MS ILM students who withdraw from courses

Students register for their courses prior to each trimester and receive tuition notices based on their registration. Students may register for one or two classes per trimester.

Refunds for withdrawals are in accordance with the following schedule.

- Prior to the third week 75 percent
- Prior to the fifth week 50 percent
- Prior to the seventh week 25 percent

- After start of seventh week 0 percent

A student who withdraws must file a Withdrawal Notice in writing with the Registrar's Office. Notification should also be sent to the Graduate Office via email. This notification does not replace the "Withdraw" notice to the Registrar. Refund credit will be computed from the time that official notice is received in the Registrar's Office. Non-attendance does not constitute an official withdrawal.

Fees, if any, are refunded on a prorated basis for unused weeks. Application fees, acceptance deposits, and initial registration fees are non-refundable.

Finance Office/Payments

The following policy applies to graduate students in both the On-Campus GL&MM and Online ILM (pending NEASC approval) programs offered by the Loeb-Sullivan School.

- Maine Maritime Academy Tuition Payments/Invoices are due and payable no later than the last business day of the first week of class (es).
- Students relying on Financial Aid to pay balances must have all signed award letters, Master Promissory Notes, and Entrance Counseling requirements completed no later than the last business day of the first week of class (es).
- Students who are not in satisfactory financial standing as determined by the MMA Finance Department are subject to being placed on the "STOP" list; which will prevent them from seeing their grades and may affect their access to the Learning Management System .

The MMA Academic Year is July 1st– June 30th of the following calendar year. All students are required to sign onto the MMA portal to complete the online insurance information once per academic year; no later than the last business day of the first week of class(es). The link to the student insurance information can be found by logging in to the student portal and looking for the Insurance Link on the About Me tab in the upper right corner of the page. Go to "Update Insurance Information."

Financial Aid

Graduate students who are United States citizens may receive [financial aid](#) from several sources. Graduate students may be eligible for \$20,500 in a Direct Unsubsidized Stafford Loan. Students may also seek employment in the area or on-campus and may, in certain circumstances, qualify for federal work study funds. Depending upon an international student's immigration status, s/he may be eligible for on-campus employment. Occasionally, grants and scholarships from

nonprofit organizations, professional organizations, and transportation-related companies become available. Students are encouraged to check with their local libraries or the web site for scholarship possibilities. When applying for financial aid, prospective and returning students must complete the Free Application for Federal Student Aid (FAFSA); and, in some cases, a verification worksheet may be required and will be requested by Maine Maritime Academy. Please contact Kathy Heath, MMA Director of Financial Aid, kathy.heath@mma.edu, Phone: 207-326-2339, Fax: 207-326-2515, Toll Free: 800-464-6565

Veteran's Tuition Benefits at MMA

Veterans

MMA programs are approved for the enrollment of military personnel, veterans, and their eligible dependents under the various educational assistance programs (GI Bills). Programs are approved by the State Approving Agency, Division of Military and Veterans Education, or State Department of Education. Students who plan to receive veterans' education benefits must contact the Registrar's Office, Laura Nason-Moulton, VA Certifying Official, Phone: 207-326-2384/ 207-326-0104, Fax: 207-326-2508/207-326-2510, laura.nason@mma.edu.

Contact the Financial Aid Office, Maine Maritime Academy, Castine, ME 04420, 207/326-2339 Office; 207/326-2515 Fax. For further information and/or financial aid materials contact kathy.heath@mma.edu.

Maine Maritime Academy will charge in-state tuition rates to all current and former members of the US Armed Forces who were honorably discharged, regardless of whether or not they are receiving benefits and without regard to their date of discharge.

Veterans' Dependents

Effective July 1, 2015, an individual with Chapter 33 benefits who is a "covered individual" as defined in 38 U.S.C. § 3679(c)* will be assessed in-state tuition rates at Maine Maritime Academy. Further, once the in-state tuition rate is applied to the eligible individual, it shall remain in effect until the individual completes their academic program, even after GI Bill benefits have been exhausted, transferred, or are otherwise expired.

A "covered individual" is defined in the Choice Act as:

- A veteran who lives in the state in which the institution of higher learning is located (regardless of his/her formal state of residence) and enrolls in the school within three years of discharge from a period of active duty service of 90 days or more.

- A spouse or child using transferred benefits who lives in the state in which the institution of higher learning is located (regardless of his/her formal state of residence) and enrolls in the school within 3 years of the transferor's discharge from a period of active duty service of 90 days or more.
- A spouse or child using benefits under the Marine Gunnery Sergeant John David Fry Scholarship who lives in the state in which the institution of higher learning is located (regardless of his/her formal state of residence) and enrolls in the school within three years of the service member's death in the line of duty following a period of active duty service of 90 days or more.

Please contact the Registrar's Office at 207-326-2441 or laura.nason@mma.edu for information regarding necessary documentation to confirm your status as a "covered individual", a Veteran, or an active duty service member, to apply for Yellow Ribbon Program benefits, or if there are additional questions.

Yellow Ribbon Program Participation

MMA has 5 scholarships for non-Maine resident students who have had 100% of benefits transferred to them from a spouse or parent Veteran that has been discharged for more than 3 years prior to the first date of the Dependent's enrollment at MMA. These are offered on a first come, first served basis and provide an additional scholarship equivalent to the difference between the In State tuition rate and the spouse's or dependent's Out of State or Regional Tuition rate after the Yellow Ribbon Program payment has been received by MMA for that student. http://www.benefits.va.gov/gibill/yellow_ribbon.asp

Tuition Waivers

Veteran's Dependent Waiver

Per Maine law, tuition, mandatory fees and lab fees will be waived for eligible orphans, widows & widowers of veterans as well as spouses and children of veterans who are disabled, missing in action, (most often referred to as Chapter 35 benefits eligibility). Initial eligibility is determined by the Veterans Affairs Office of the State of Maine. Students must be enrolled in an associate's, bachelor's or master's degree program. The tuition waiver may be reduced by an amount necessary to ensure that the value of this waiver, combined with all other grants and benefits received by the student, does not exceed the total cost of education. See MRSA, Title 37-B, Section 505, as amended 2008, P.L. c.521 for details.

Contact the Financial Aid Office, Maine Maritime Academy, Castine, ME 04420, 207/326-2339 Office; 207/326-2515 Fax. For further information and/or financial aid materials contact kathy.heath@mma.edu.

Finance Office/Payments

Students who are not in satisfactory financial standing as determined by the MMA Finance Department are subject to being placed on the “STOP” list; which will prevent them from seeing their grades and may affect their access to the Learning Management System.

The MMA Academic Year is July 1st– June 30th of the following calendar year. All students are required to sign onto the MMA portal to complete the online insurance information once per academic year; no later than the last business day of the first week of class. The link to the student insurance information can be found by logging in to the student portal. The following policy applies to graduate students in both the On-Campus GLMM and Online ILM programs offered by the Loeb-Sullivan School.

Maine Maritime Academy Tuition Payments/Invoices are due and payable no later than the last business day of the first week of class.

Students relying on Financial Aid to pay balances must have all signed award letters, Master Promissory Notes, and Entrance Counseling requirements completed no later than the last business day of the first week of class.

The link to the student insurance information can be found by logging in to the student portal and looking for the Insurance Link on the About Me tab in the upper right corner of the page. Go to “Update Insurance Information.”

Who is eligible for financial aid?

Graduate students who are United States citizens may apply to receive financial aid from MMA. To apply for financial aid you must complete a Free Application for Federal Student Aid (FAFSA) at www.fafsa.gov.

What aid is available?

Aid you may be eligible for, based on your FAFSA results, are:

- Federal Perkins Loans \$8,000 annual limits (funds are limited)
- Federal Work Study Program – award amount varies
- Federal Direct Unsubsidized Stafford loan – \$20,500
- Federal Graduate PLUS Loan – may borrow up to your cost of attendance minus financial aid
- Private Alternative Education Loan – may borrow up to your cost of attendance minus financial aid

Students accepting the Direct Unsubsidized Stafford loan must also complete

- an Entrance Counseling Form
- a Master Promissory Note for the Federal Direct Stafford Loan

at www.studentloans.gov before any funds are disbursed.

Students approved for a Graduate PLUS loan must also complete

- an Entrance Counseling Form
- a Master Promissory Note for the Federal Direct Graduate PLUS Loan

at www.studentloans.gov before any funds are disbursed.

When do you file a FAFSA?

Enrolling in our on-campus program, August – May, you may file your FAFSA as early as January 1 for the current year you will be enrolling.

Enrolling in our online program, you may have to file a FAFSA multiple times depending on your start date. For example, we start online courses in September, January and May. So if you begin in September and you continue straight through the program you will only have to file a FAFSA once. If you begin in January or May and continue straight through you will have to file a FAFSA twice, because you are overlapping academic years.

For additional information regarding students bills please contact:

- Diana Snapp, diana.snapp@mma.edu, 207-326-0143
- Diane Harmon, diane.harmon@mma.edu, 207-326-2243

Their offices are located on the 2nd floor of Leavitt Hall in rooms 225 and 229 respectively.

For information regarding Financial Aid, please contact:

- Kathy Heath, kathy.heath@mma.edu, 207-326-2339
- Lindsey Johndro, lindsey.johndro@mma.edu, 207-326-2205

Admissions Requirements and Procedures

Loeb-Sullivan School invites applications from all individuals interested in pursuing challenging new opportunities in international business/maritime management/supply chain management. For the benefit of participants and the program, the Graduate Admissions Committee seeks a group of students with comparable managerial aspirations, but with diverse skills and experiences. Applications are accepted until June 1 of the entering year.

Applicants must possess an accredited baccalaureate degree or equivalent. A baccalaureate degree in business is not a pre-requisite. Applicant selection is based on evidence of academic capability demonstrated by college grade-point average, scores on either the Graduate Record Examination (GRE) or the Graduate Management Admission Test (GMAT) (one or the other is **required**), and evidence of motivation for completing the program as demonstrated by the candidate's personal statement of intent and letters of recommendation. Essay responses are critically important for this writing intensive program. Applicants whose language of education is not English **must submit** results of the Test of English as a Foreign Language (TOEFL) or the International English Language Testing System (IELTS). Please see the "International Student Admission Policy" below.

The Graduate Admissions Committee will consider the following primary criteria in determining admission to the graduate program:

- Ability to produce high-quality work
- Potential contribution to the class and the program
- Potential as a manager
- Level of maturity and motivation for completing the program
- Relevant professional experience

All application materials are available on-line at the Loeb-Sullivan School website:

- <http://mainemaritime.edu/academics/graduate-programs/>
- <http://mainemaritime.edu/admissions/graduate-admissions/>

Applicants are encouraged to make use of this option for faster service.

Alternatively, mail application materials to:

Coordinator
Loeb-Sullivan School
Maine Maritime Academy
Castine, ME 04420 USA

Admissions Checklist

Each of the following items is required to process the application. Applications for the On Campus MS degree program are accepted until June 1 of the entering year. Applications for the trimester Online MS degree program are due August 1 for fall, December 1 for spring and April 1 for summer. The first item to submit is an application. An Admissions Committee Review folder is not started until the application is received. <http://mainemaritime.edu/admissions/graduate-admissions/>

☐ Application for Admission: Complete and return the application with the \$50 application fee, payable to Maine Maritime Academy. Applications are accepted until June 1 of the entering year. **Fee is waived if application is submitted electronically.**

☐ Transcripts: Ask each post-secondary institution you have attended to mail a copy of your transcript directly to Maine Maritime Academy, or submit all other evidence of education and training. **No email submissions or scanned copies will be accepted.**

•• **Recommendation Form / Two:** Our new application automatically sends forms to two people that you identify in the form.

• **Current Resume** • **Personal Statement of Interest** (Cover Letter) – Our new application form allows you to attach/upload up to five documents. Please include the **Resume** and **Personal Statement of Interest** with the application. The Personal Statement of Interest should answer the following questions: “How will your admission to the Loeb-Sullivan School help you achieve your professional goals. Additionally, please explain why you wish to study logistics?”

☐ GMAT or GRE

☐ TOEFL or IELTS

Your Graduate Management Admission Test or Graduate Record Exam, and Test of English as a Foreign Language or International English Language Testing System must be sent **directly** to

Maine Maritime Academy, Loeb-Sullivan School Department of Graduate Studies by the testing agency. Our ID# is 3505. No scans or copies will be accepted.

□ Those students wishing to apply with other than United States credentials must have all non-U.S. diplomas, certificates, licenses, and transcripts **evaluated by an approved clearinghouse**. Clearinghouses verify international transcripts for: authenticity, grade and course equivalency, and transfer credits awarded. The Loeb-Sullivan School of International Business & Logistics recognizes the following two evaluation service providers:

□ World Education Service www.wes.org

□ Globe Language Services, Inc. <http://www.globelanguage.com>

International Student Admission Policy

To ensure the applicability of credentials and expedite the processing of Loeb-Sullivan School applications, the policy of the Loeb-Sullivan School of International Business & Logistics is that all non-U.S. diplomas, certificates, licenses, and transcripts must be evaluated by an approved clearinghouse. Clearinghouses verify international transcripts for: authenticity, grade and course equivalency, and transfer credits awarded.

The Loeb-Sullivan School of International Business & Logistics recognizes the following two evaluation service providers:

World Education Services

www.wes.org

Bowling Green Station

P.O. Box 5087

New York, NY 10274-5087

(212) 966-6311

(212) 739-6100 – fax

Globe Language Services, Inc.

<http://www.globelanguage.com/>

Evaluation Service

305 Broadway Suite 401

New York, NY 10007

(212) 227-1994 – phone

(212) 693-1489 – fax

An application for evaluation is available through their respective on-line service. This service does require a fee directly to the provider. The fee varies depending on which service you choose and what type of evaluation you request. Maine Maritime Academy requests that prospective international students do an undergraduate course-by-course breakdown of credits, a calculation of credit hours, and a verification of authenticity.

Information about the GRE, GMAT, and TOEFL & IELTS exams:

MMA's reporting code for GMAT, GRE, and TOEFL & IELTS is 3505.

GRE-Graduate Record Examinations

Educational Testing Service

660 Rosedale Road

Princeton, NJ 08541-6000 USA

Tel. 1-609-921-9000

Fax 1-609-734-5410

Web site: <http://www.ets.org/>

GMAT-Graduate Management Admission Test

Educational Testing Service

P.O. Box 6101

Princeton, NJ 08541-6101 USA

E-mail: <https://www.mba.com/service/contact-us.aspx>

Web site: <https://www.mba.com>

TOEFL Services

Educational Testing Services

P.O. Box 6151

Princeton, NJ 08541-6115 USA

Tel. 1-877-863-3546 United States

Tel. 1-609-771-7100 All other locations

E-Mail: http://www.ets.org/toefl/contact/contact_form

Web Site: <http://www.ets.org/toefl>

IELTS Services

http://www.ielts.org/contact_us.aspx

MMA's reporting code for GMAT, GRE, and TOEFL & IELTS is 3505.

Website: <http://mainemaritime.edu/academics/graduate-programs/>

Loeb-Sullivan School
Pleasant St. – Pilot House
Maine Maritime Academy
Castine, ME 04420 USA
Telephone: 207-326-2212
FAX: 207-326-2411
Email: info.ls@mma.edu

Maine Maritime Academy
207-326-2276 Career Services
207-326-2339 Financial Aid
207-326-2426 Registrar
207-326-2280 Student Services (Housing)

Campus Information and Student Services

Visit MMA

Our 35-acre campus is located on a hillside overlooking majestic Penobscot Bay. The picturesque town of [Castine](#), the home of Maine Maritime Academy, is rich in history, culture, natural beauty, and maritime tradition.

Our [map and directions](#) will help you plot your trip down the winding road to Castine. The village's main street has a bakery, bank, bookstore, general store, art galleries and two inns to welcome travelers. The summer season is busy with fairs and festivals, dining and shopping at the waterfront, golf, sailing, kayaking, and other pursuits.

The campus is 40 miles from Bangor, Maine's third largest city, and close to [Acadia National Park](#), [Baxter State Park](#), the [Appalachian Trail](#), and other attractions. Please see the [Castine Area](#) page for resources to plan your visit.

Prospective students: if you're planning a visit to Maine Maritime Academy, you have several options for when and how you spend your time on campus. Learn more by visiting our [admissions department](#).

For groups interested in hosting events on campus, please visit the [Conferences](#) section of this website for information on facilities and dining options.

Tobacco-Free Notice: For the health and wellbeing of our community, the Maine Maritime Academy campus and vessels (ashore and afloat) are smoke- and tobacco-free.

- [Smoke and Tobacco Free Campus Policy](#) (effective August 1, 2016)

On-Campus Living

Maine Maritime Academy prides itself as a residential campus, with residential facilities serving both our undergraduate and graduate student populations. All students are required to live on-campus, unless the [off-campus housing](#) requirements can be met.

Curtis Hall

The largest residential facility in the state of Maine, Curtis Hall houses up to 614 undergraduate students in any given year. Most residents live in double rooms and share either semi-private or community bathrooms. A number of administrative offices and student services can also be

found in this building, including Health Services, the Dean of Student Services, the Commandant's Staff, and the Department of Residential Life & Student Activities. Curtis Hall is also the home to the Campus Bookstore, Barbershop, Student Government & Wedge offices, the Bilge (Recreation Room and snack bar), Gaming Lounge, and the Clubs and Organizations space and Computer Lounge.

The Residential Life Coordinator and Resident Director for Curtis Hall lives within the Curtis Hall and supervises the 13 Resident Assistants (RAs) that live throughout the building. RAs are responsible for building community through programming that enhances the academic experience at the Academy. RAs also provide supervision of Curtis Hall and the Commons, monitor access to the building, provide incident management, monitor conduct, address safety concerns, assist students as needed and submit maintenance work orders when necessary.

The Commons

Consisting of one bedroom apartments furnished for double occupancy, The Commons houses up to 40 Undergraduate and Graduate students 21 years of age or older.

The Student Activities Coordinator and Resident Director for The Commons and the Senior Resident Assistant lives within the facility and is available to help residents with administrative needs as well as providing programming, incident management and submitting maintenance work orders when necessary.

Off-Campus Living

Every year that a student lives off-campus, an [Off Campus Housing Application](#) must be filed online in the Housing Gateway. All potential off-campus students must also attend an Off-Campus Living Information Meeting. Meetings are held throughout the spring semester. Students only need to attend one meeting.

Students who meet one of the below criteria may reside off-campus:

- 21 years of age by August 31st to live off campus during the Fall semester
- 21 years of age by December 31st to live off campus during the Spring semester
- Systems major in the program's fifth year
- Graduate Student
- 6 or more semesters of on campus living (not necessarily at MMA)
- *Non-Traditional student (24 years of age, married, or veteran with at least 2 years of military service and an honorable discharge)

*Regimental Freshmen must live on campus unless they meet the Regimental Non-Traditional Requirements. Living off-campus does not exempt a Midshipman from any regimental duties or

requirements. It is the responsibility of off-campus Midshipmen to keep themselves informed of any information promulgated within the regimental system such as the Plan of the Day. All training ship residency requirements for ship familiarization and cruise preparations must be satisfied. Off-campus Midshipmen who are on the watch bill, including those Midshipmen assigned as stand-bys, are in a duty status and will remain at their residence when not on watch or attending class. Otherwise they must keep the MCDO informed of their location in the event their recall is required. Off-campus Midshipmen are required to have a working telephone and their telephone number and address on file with the Commandant's Office.

If you do not meet any of the above criteria, but feel you have a significant reason to reside off-campus, you may appeal to the Residential Housing Appeals Board, which meets once a semester. For information regarding the Housing Appeals Board, please contact Kathy Heath, Housing Appeals Board Chair and Director of Financial Aid at kathy.heath@mma.edu.

Please Note: Students who choose to live in Curtis Hall during Housing Selection – and then – decide to move off campus must notify Residential Life by the appropriate deadline in order to avoid any administrative fees:

\$200 Administrative Fee Deadlines:

Fall Semester: July 1st for Returning Students – or – 2nd week of classes for New Students

Spring Semester: Last Day of Fall Classes for Returning Students – or – 2nd week of classes for New Students

\$400 Administrative Fee Deadlines:

Fall Semester: August 1st for Returning Students

Spring Semester: January 1st for Returning Students

Off-Campus Living Resources

- [Potential Off-Campus Housing Opportunities](#) A list maintained by Maine Maritime's Department of Residential Life provided as an informational service. The Academy does not find off-campus housing for students.
- [MaineHousingSearch.org](#): Maine's FREE rental listing service from the Maine State Housing Authority
- [The Rights of Tenants in Maine](#): Pine Tree Legal Assistance's Handbook gives you a quick look at Maine's landlord-tenant laws as of December 2007
- [Housing Gateway](#): Online gateway where students submit housing application, students of concern, complete housing inventories and register guests.

Health & Counseling Services

Student Health and Counseling Services enhance the educational process by:

- Modifying or removing health related barriers to learning
- Promoting optimal wellness
- Enabling individuals to make informed decisions about health related concerns
- Empowering students to be self-directed and well informed consumers of health care.

Health & Counseling Services include:

- Acute care
- Referrals
- Women's health clinic
- Preventive care
- Education
- Smoke & tobacco cessation
- Immunization clinics
- [Personal counseling](#)
- Drug testing
- Limited pharmacy
- USCG license physical exams

Health and counseling services are located on the main level of Curtis Hall, the student residence hall.

Hours of Operation

Health Services

Monday – Friday, 7:00 AM – 3:00 PM during the academic year.

No appointments are necessary.

All questions regarding Maine Maritime Academy's Health Services should be directed to [Susan McDonald](#), RN, BSN, Director of Health Services, (207) 326-2295.

Counseling Services

Monday- Friday, 8 AM to 4 PM

Walk-in time is available daily at the Counseling Services office.

Make an appointment by phone, email or stop by the office.

All questions regarding [Counseling Services](#) should be directed to [Paul Ferreira](#), MSW, LCSW, Counselor and Prevention Education Coordinator, (207) 326-2419.

Complete confidentiality is maintained.

General Information

- There is no fee for students to see the doctor, nurse, or counselor. There may be a fee charged to the student account for some supplies and medications that are provided to the students.
- It is MMA policy to assist students with transportation for emergencies or medical and urgent care appointments if they are unable to arrange transportation themselves.
- After hours and on weekends, emergency care can be initiated by calling 911 or calling MMA Security Office (207)326-2479 or ext. 2479.
- Local ambulance service is available and healthcare providers are located in hospitals in Blue Hill (20 mi.), Ellsworth (30 mi.), and Bangor (40 mi.).
- The college counselor provides professional personal counseling for students and serves as the Substance Abuse Prevention Education Coordinator. Services are free.
- During the annual training cruise aboard the T.S. State of Maine, a physician and nurse are aboard.
- [Required Medical Forms](#)

Personnel

- [Susan McDonald](#), RN, BSN, Director of Health Services, (207) 326-2295 or ext. 2295.
- Dr. John Tyler, MD, Academy Physician is available Mon- Fri from 8:00 am -12:00 pm, during the academic year. Appointments are recommended.
- [Paul Ferreira](#), MSW, LCSW, Counselor and Prevention Education Coordinator, provides personal, crisis and substance abuse counseling and education. (207) 326-2419 or ext. 2419

Immunizations

The Maine State Legislature has enacted a law which requires all degree and full-time non-degree students born after December 31, 1956 to provide proof of immunization or immunity to the following diseases:

- A tetanus/diphtheria vaccine must have been given within 10 years of enrollment to MMA. You must be re-immunized if your tetanus is out of date.
- Measles (rubeola), mumps, and rubella must have been given after the student's first birthday with a live vaccine. If the vaccine was given prior to 1968, you must present laboratory results of your titer tests. A letter from your doctor is not acceptable. If immunization cannot be determined, re-immunization is required.

- Re-immunization is highly recommended if the MMR (measles, mumps, rubella) vaccine was given before 1980.

Due to the potential for MMA students having to travel outside the United States for cruises/co-ops, and on the recommendations from the American College Health Association and the Center for Disease Control, Maine Maritime Academy also requires evidence of the following immunizations:

- 2nd dose measles administered between the ages of 2-4 years or later,
- Varicella (chickenpox) or history of having had the disease,
- Hepatitis B vaccine (series of 3 doses given at appropriate intervals),
- Hepatitis A vaccine (series of 2 doses given at appropriate intervals),
- Meningococcal vaccine
- Mantoux test for tuberculosis

To demonstrate adequate immunization against each disease, you must present a certificate of immunization from the physician, nurse, public health official, or school provider who administered the immunization. The proof must specify the immunizing agent and the date it was administered. School health records are usually accepted to meet these requirements.

Students may be exempt from the immunization requirement for one of the following reasons:

- A physician's statement declaring that vaccination is medically inadvisable, or
- opposition to immunization based on sincerely held religious, moral, philosophical, and/or personal beliefs. A detailed written request must be submitted to the Director of Health Services. If the student is under 18 years of age, the documentation must be from a parent or guardian.

Any student exempt from compliance will be required to leave MMA if there is one or more incubation periods/outbreaks of any disease on campus. Also, be aware that a student may be denied to cruise/co-op if, in view of the attending medical professional, the student does not meet the immunization requirements or recommendations.

NOTE: Be advised that some companies providing cadet shipping/co-ops billets may require additional immunizations and/or benzene tests.

Questions concerning immunizations should be directed to MMA's Director of Health Services at (207)326-2295.

Drug Testing

All students at Maine Maritime Academy, regardless of major, are required to participate in a

random urinalysis program during their enrollment. All students who act as part of the crew of any MMA vessel, transport students in MMA vehicles, and/or pursue MMA co-ops or cadet shipping must participate in the random and pre-employment drug testing program.

Maine Maritime Academy complies with [Title 46 Code of Federal Regulations 16.230](#) mandating periodic, random, pre-employment, post-incident, and reasonable cause drug testing for all students and employees whose positions require this testing. All students and employees who act as part of the crew of any Academy vessel, both documented and undocumented, and in addition, when transporting students in Academy vehicles shall be subject to this policy. Federal law requires periodic or random drug testing of students prior to training cruises, cadet shipping, or taking of a U.S. Coast Guard physical examination. All students who are enrolled in a curriculum leading to a U.S. Coast Guard license are automatically subject to random drug testing without notice. Additionally, since drug testing and “zero-tolerance” drug policies have become standard in the industries in which most of our students will be working, as co-op students and as employees, it is the Academy’s policy that any student pursuing an Academy Cooperative Education Experience (co-op) must participate in the random and pre-employment drug testing program.

Additionally, any students who are in a disciplinary status for any violation of our drug or drug testing policies may be subject to increased random drug testing.

- Marine Engineering Operations
- Marine Engineering Technology
- Marine Systems Engineering – Design/License program
- Marine Transportation Operations
- Small Vessel Operations

Accessibility Services

Information for Students and Prospective Students Seeking Accommodation for a Disability

Accessibility Services assists students in securing need-based accommodations consistent with their disabilities. In accord with all federal and state regulations, Maine Maritime Academy is committed to providing students with the support and access needed to achieve one’s academic potential. Common accommodations for qualified students include, but are not limited to, extra time on tests, use of MMA’s testing center, copies of student notes, assistive technology, and alternative-format textbooks. Our office also coordinates dietary accommodations for students with Maine Maritime Academy’s Sodexo Dining Services. Accessibility Services also coordinates

academic support services for all students, such as peer- and faculty-led tutoring and writing help.

Requesting Accommodations

Students may request accommodations for disabilities at any time. They then must meet with the Accessibility Services director, complete an [Accommodation Request Form](#), and document their disabilities. Items such as a recent 504 plan, individualized education program, summary of performance, neuropsychological report, or letter from a medical professional usually provide adequate documentation. Once Accessibility Services approves a request, the student receives an accommodation letter. Students renew their letters each semester.

Students with special dietary needs should complete a [Dietary Accommodation Request Form](#) and read the general information on the front of the form. Maine Maritime Academy's [Sodexo Dining Services](#) routinely assists with many dietary needs, such as gluten-free, vegan, vegetarian, and nut-free diets, such that a formal dietary accommodation plan may not be necessary.

A student enrolled in an online course or program may be entitled to accommodations for a disability. Please refer to the [Academy's Accommodation Policy](#) for eligibility. The policy applies to all Maine Maritime Academy students, both on campus and online. The Accessibility Services director will waive the in-person meeting for students taking online courses or programs and for whom travel would be difficult. In these cases, the student will need to meet electronically (telephone, email, or video conference) in addition to submitting all required documentation.

Using Accommodations in College

All Maine Maritime Academy students must meet the same academic standards. Accommodations make reasonable adjustments to the instructional process, but they cannot alter the essential content of a college course or program. Students notify their instructors of approved accommodations. Though an instructor must provide an accommodation once asked, accommodations do not apply retroactively. Visit this link for more information on [using accommodations](#) successfully.

Student Records

Upon written request, students, alumni, and former students are authorized access to records of their attendance, performance, and scholastic achievement. This policy is in accordance with the Family Educational Rights and Privacy Act of 1974 as amended. The regulations are available to interested persons upon request and, as an official part of the Academy's rules and regulations, are disseminated to all students. Any individual, who believes his /her rights under this act have been infringed upon, may appeal to the Vice President for Academic Affairs or the President of Maine Maritime Academy, or directly to the Secretary of Education, Washington, D.C.

Student transcripts are issued by the Registrar upon written request. A nominal fee is charged for this service. The Registrar can be reached by phone at (207) 326-2441. Persons with outstanding financial obligations may not be furnished with official copies of Academy records until these obligations are met. Unless specifically requested in writing not to do so, the Academy reserves the right to publish directory information as defined by the Family Educational Rights and Privacy Act of 1974. Such information, relating to student activities at Maine Maritime, includes a student's name, address, date and place of birth, participation in athletics and other student activities, degrees, awards, and other similar information.

Career Services

As a career-oriented college, Maine Maritime Academy enjoys a long-standing tradition of providing graduates who are competent and ready to work in the industries we serve. The Office of Career Services contributes to this tradition by providing opportunities for undergraduates to apply their skills in workplace settings and to learn alongside professionals in their fields. Students begin preparing for jobs through [cadet shipping](#) and [cooperative education](#) experiences. We work directly with faculty and students to coordinate these field experiences that support the undergraduate curriculum, contribute to personal growth and professional competency, and serve our partners in industry.

We encourage all students to begin career planning and pre-employment exploration soon after matriculation, and to continue refining the process throughout their time at Maine Maritime Academy. We extend an open invitation to all students and alumni to visit our offices in Captain Quick Hall.

In anticipation of graduation, we are pleased to assist students by offering important resources and information throughout the employment search process. We provide career counseling and job vacancy leads, interviewing tips and resume critique to create opportunities for employers and students to interact. We continue to offer employment search information and support to alumni throughout their careers.

Annual Career Fair

Mark your calendars! Our fall Career Fair is on the third Thursday in October.

Maine Maritime Academy's Annual Informational Career Fair is one of the most important events of the year, attracting companies and alumni from across the country eager to meet our students and discuss employment and cooperative educational opportunities.

With a placement rate of 95% within six months of graduation, MMA consistently produces students who are committed to their industry, know the value of hard work, and understand what it means to be professional. MMA's unique academic programs combined with extensive practical, hands-on training in the fields of engineering, marine transportation, business, logistics and science enable our students to get to work on their first day. We invite you to join us at our Career Fair, speak with our students, and learn what they can do for you.

Resources:

- [Registration and additional information](#) – Employers and Job Seekers
- [2015 Company Participants with brief descriptions](#)
- [FAQ](#)

Campus Recruiting Visits

Throughout the academic year, we are fortunate to host many companies of diverse interests for campus recruiting visits. Typically, our guest company will offer an afternoon presentation about the company which is open to all interested students, faculty and staff. If there is an opportunity for interviews, these usually take place the following day (with sign-up at the presentation).

Resources for more information, including the schedule:

- [MMA Mobile App](#) for Android and IOS – in the Career Services section
- [Web app](#)

Get your resume and interview skills ready!

Honor Policies

Student Honor Code of Conduct and Responsibilities

The Academy's [Student Honor Code of Conduct and Responsibilities](#) is the standard to which students, faculty and staff are held as members of the MMA community.

The Graduate School Drug & Alcohol Hearings Board

1. Composition: The Graduate School Drug & Alcohol Hearings Board shall consist of the following members: the IBL Associate Dean and at least one IBL faculty or staff appointee, and the possible appointment of a graduate student representative at the discretion of the IBL Associate Dean. The pool of potential members to be appointed shall be limited to those full-time faculty and staff currently employed by MMA and full-time graduate students who are currently enrolled. The appointments will be for one hearing.

The Graduate School Honor Board

1. Composition: The Graduate School Honor Board shall consist of the following members: the IBL Associate Dean and at least one IBL faculty or staff appointee, and the possible appointment of a graduate student representative at the discretion of the IBL Associate Dean. The pool of potential members to be appointed shall be limited to those full-time faculty and staff currently employed by MMA and full-time graduate students who are currently enrolled. The appointments will be for one hearing.

Title IX

Please [click here](#) for our most current Title IX document.

MMA Academic Honesty Policy

Please [click here](#) for our Academic Honesty Policy.

Board of Trustees

The Board of Trustees of Maine Maritime Academy consists of 16 members, all of whom are appointed by the Governor. Members are appointed for a five-year term and may be re-appointed at the discretion of the Governor. The Board has full legal responsibility and authority for the governance of Maine Maritime Academy. It appoints the President of the Academy, approves the establishment of academic programs, confers degrees on students who have completed all requirements for graduation, sets tuition rates, operating budgets, and more.

The Board is required by statute to meet at least four times a year. Meeting dates for 2016 are:

February 26, 2016
May 6, 2016
August 12, 2016
November 11, 2016

Meeting dates for 2017 are:

February 17, 2017
May 5, 2017
August 11, 2017
November 10, 2017

All meetings are open to the public and notices are published in advance.

Board Members

- [Robert D. Somerville, Chairman](#)
- [Earle A. Cianchette, Vice Chairman](#)
- [John F. “Dugan” Shipway, Treasurer](#)
- [Morten Arntzen](#)
- [Carolyn Brodsky](#)
- [Matthew Fendl, Student Trustee](#)
- [Gregory S. Fryer](#)
- [Katherine Greenleaf](#)
- [Wendy Morrison](#)
- [Jason Oney](#)
- [Robert J. Peacock, II](#)
- [Anne Marie Samway](#)

- [The Hon. W. Tom Sawyer, Jr.](#)
- [Miles Theeman](#)
- [Arthur “Kitt” Watson](#)
- [J. Douglas Wellington](#)

Minutes of the Meetings

- [May 2016](#)
- [February 2016](#)
- [November 2015](#)
- [August 2015](#)
- [May 2015](#)
- [February 2015](#)

Industry Advisory Board Members

Janine Bisaillon-Cary – Maine International Trade Center
President & State Director

Rebecca Moore Daly – Cianbro
Business Development – 2007 BS (IBL)

Jonathan Daniels – Port of Oswego Authority
Executive Director

John Henshaw – Maine Port Authority
Executive Director

John Patriquin – DG (Hannaford Bros. Co.)
US Director Supply Chain – 2009 MS (IBL) Graduate – BS (MMA) Engr

Rick Small – Good Shepherd Food Bank
President (retired)

Carl Spang – Falcon Performance Footwear
President

Nicole St. Pierre – Wal-Mart Stores, Inc.
Strategy Manager – Private Fleet Strategy – 2008 BS (IBL) Graduate

Peter M. Tirschwell – UBM Global Trade – JOC
Sr VP Strategy

Joseph Valliere – General Dynamics-Bath Iron Works
Manager – 1999 BS (IBL) Graduate

LOCATION KEY

Main Campus

1. Dismukes Hall: Classrooms, Labs, Faculty Offices
2. DeJano Auditorium
3. Leavitt Hall: Robert S. Walker Admissions & Financial Aid Center, Administrative Offices, Guest Rooms
4. Wymann House: Alumni & Advancement Offices
5. Abbott House: President's Residence
6. Captain Quick Alumni Hall: Career Services & Continuing Education
7. Platz Hall: Nutting Memorial Library
8. The Harold Alford Student Center: Dining, Conference Rooms, Staff Offices, Classrooms
9. Pilot House: Loeb-Sullivan School of International Business & Logistics
10. The Commons: Residential Complex
11. Perkins House: Faculty Offices
12. Windlass House: Campus Safety & Faculty Offices
13. ABS Center for Engineering, Science, and Research: Classrooms, Labs, Faculty Offices
14. Buoy House: Center for Student Success
15. Curtis Residence Hall: Residential Complex
16. Campus Bookstore
17. Public Works & Central Receiving
18. Oakley Logan Alexander Physical Education Center
19. Margaret Chase Smith Building
20. Bath Iron Works Center for Advanced Technology: Classrooms, Labs, Faculty Offices
21. U.S. Navy ROTC
22. Ritchie Field

Waterfront Campus

23. Payson Hall: Classrooms, Labs, Faculty Offices
24. Rodgers Hall: Classrooms, Labs, Faculty Offices
25. Dirigo House: Faculty Offices
26. Andrews Hall: Classrooms, Labs, Faculty Offices
27. Training Ship State of Maine
28. Schooner Bowdoin
29. Tug Pentagoet

MAINE MARITIME ACADEMY

Main Campus



Waterfront Campus

