UMGC EUROPE GRADUATE

2020–2021 CATALOG

UNIVERSITY
OF MARYLAND
GLOBAL CAMPUS
EUROPE

EUROPE.UMGC.EDU

The University Made for You
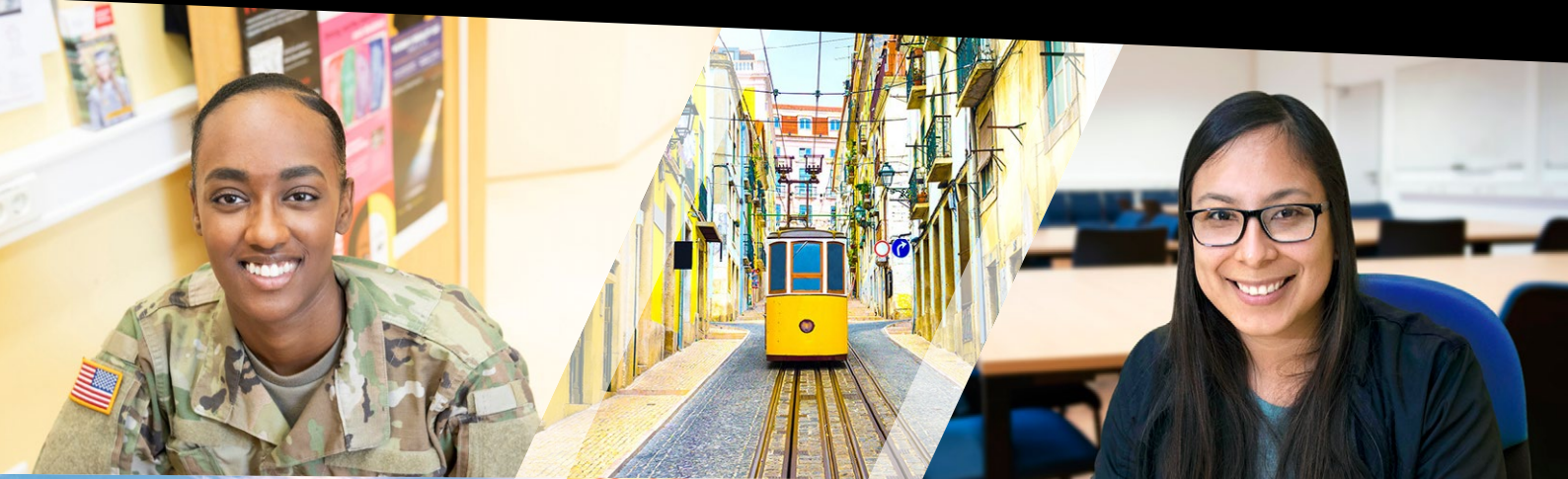
UMGC IN MARYLAND AND AROUND THE WORLD

MISSION

The mission of University of Maryland Global Campus is improving the lives of adult learners. We will accomplish this by operating as Maryland's open university, serving working adults, military servicemen and servicewomen and their families, and veterans who reside in Maryland, across the United States, and around the world.

VISION

UMGC will be a global leader in adult education focusing on career-relevant programs that enable students to realize their professional aspirations.

VALUES

• **Students First**: These are the people who make our work possible.

• **Accountability**: We are each responsible for our overall success.

• **Diversity**: Each individual brings value to our efforts and results.

• **Integrity**: Our principles and standards are never compromised.

• **Excellence**: Quality is the hallmark of our work.

• **Innovation**: We advance so others can benefit from our leadership.

• **Respect**: The rights and feelings of others are always considered.

• **People Always**: Our faculty and staff represent our differentiator and competitive advantage.

CONTACT UMGC EUROPE

We stand ready to assist current and prospective students with their questions and inquiries.

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0631-534-800

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graduateprograms-europe@umgc.edu

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UNIVERSITY OF MARYLAND GLOBAL CAMPUS EUROPE

This catalog provides the degree requirements and recommended curriculum for students who begin continuous study on or after 1 August 2020. Students should keep the catalog available for easy reference throughout their degree program.

Welcome to UMGC Europe

Last year was rather an extraordinary year. We celebrated the 70th anniversary of University of Maryland University College (UMUC) in Europe. We then transitioned to the first year as the University of Maryland Global Campus (UMGC) in Europe. And like everyone else, we responded to the outbreak of the coronavirus, but as we have done throughout our more than 70-year history, we put you—the learner—at the center of everything we do. With staff and faculty in offices and classrooms at over 50 locations in Europe and the Middle East, we made our learning environment and our services as close to the face-to-face experience as possible.

With countries in Europe and around the world continuing to grapple with the coronavirus, we begin the new academic year as we've ended the old: serving students in virtual offices and with our faculty continuing to teach students remotely in virtual classrooms. As we've done since our beginning in post-World War II Germany, we go where you go! Whether in Afghanistan or Iraq, forward deployed to eastern Europe or the Middle East, or now from the relative safety of your homes and offices, our mission has remained the same—to continue to innovate and adapt so that we remain side by side with you and be the epitome of an organization that serves those who serve.

With the safety and health of our students as top priorities, our focus this year is continuous improvement of the student experience regardless of the environment we find ourselves in. Whether in providing academic advising, attentive and effective teaching, or offering flexible class schedules and class formats, we will be responsive to your feedback as we seek to improve the overall student experience.

As you pursue your educational goals, our Schools of Arts and Sciences, Business, and Cybersecurity and Information Technology offer you a range of degree options and certificate programs with a focus on providing you a meaningful and high-quality educational experience. With the option of taking on-site face-to-face and hybrid classes, or online classes through our stateside campus, and with credit earned for what you know and can do, our advisors and faculty can help you chart a path that meets your goals.
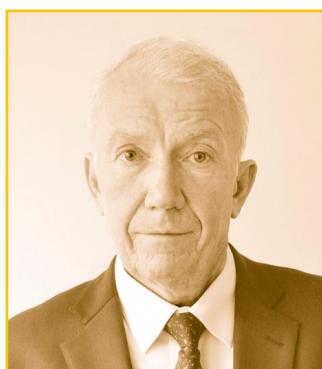
We never forget that we are privileged to be on this journey with you.

Colonel Tony K. Cho
U.S. Army, Ret.
Vice President and Director
UMGC Europe

Dr. Andrew D. Boone
Associate Vice President
and Associate Dean
UMGC Europe

Accreditation

University of Maryland Global Campus is accredited by the Middle States Commission on Higher Education, 3624 Market Street, Philadelphia, PA 19104 (+1-267-284-5000), an institutional accrediting agency recognized by the U.S. Secretary of Education and the Council for Higher Education Accreditation.

UMGC is a constituent institution of the University System of Maryland and is governed by the USM Board of Regents. UMGC is certified to operate by the State Council of Higher Education for Virginia. UMGC at Quantico, Corporate Center, 525 Corporate Drive #101, Stafford, VA 22554.

UNIVERSITY SYSTEM
of **MARYLAND**

See the policy statement and additional policies in the index.

WELCOME TO UMGC

MADE FOR YOU

From its founding in 1947, University of Maryland Global Campus (UMGC) has had a single mission: to meet the educational needs of adult students like you—students who must balance study with the demands of work and family life.

Since then, the university has grown to be the largest public university in the nation, serving students throughout the state, the country, and the world. And although its name has changed more than once over the decades (from the College of Special and Continuation Studies to University College, from UMUC to UMGC), the university's mission (stated on inside front cover) and focus on providing open access to high-quality educational programs and services—eliminating the barriers that can keep you from achieving your educational goals—remains unchanged.

For information on UMGC's mission, history, and values, visit *umgc.edu/mission*.

MILITARY PARTNERSHIPS

For more than 70 years, UMGC has proudly served the U.S. military through its educational partnership in Asia, Europe, and Stateside. More than a million servicemembers have taken UMGC courses.

This long relationship has made UMGC particularly sensitive to the needs of military students and prepared to handle details specific to military life, such as veterans benefits and the transfer of credit earned in military specialty schools. In July 2013, UMGC was awarded a U.S. Department of Defense contract to continue offering programs at its military sites across Europe. In 2015, the U.S. Department of Defense announced that it had extended UMGC's privilege to serve the members of the U.S. military community in Asia.

By proving that traditional standards of academic excellence can be maintained in nontraditional settings, UMGC has won the respect of the military community and established itself as an integral part of military life.

Currently, UMGC provides courses at more than 80 military installations throughout Africa, Asia, Central Asia, Europe, and the Middle East.

KEY ALLIANCES

Through key military alliances, UMGC is committed to helping servicemembers gain the most from their education.

- UMGC is a strong supporter of Community College of the Air Force programs. The GEM program allows Air Force students to quickly complete major requirements for CCAF degrees. Through the AU ABC program, UMGC enables CCAF degree holders to easily transfer credits toward a bachelor's degree.

- GoArmyEd, an online system developed to help Army students move forward academically, is centered on the GoArmyEd portal. UMGC partners with GoArmyEd to make registration and other student services seamless for Army students.

- The Military Spouses Career Advancement Account (MyCAA) is a unique financial aid program for military spouses. UMGC provides advisors to assist students with applying and using MyCAA benefits.

- Starting this year, UMGC Europe offers programs approved for Army credentialing assistance (CA) funding. See p. 60 for more information about graduate-level options, and consult the UMGC Europe Undergraduate Catalog for details on approved undergraduate certificate programs and courses.

CARRYING OUT THE MISSION

Students First

At UMGC, your success as a student is of paramount importance. The university seeks not only to help you fulfill your current education goals but also to create an educational partnership that will last throughout your life.

To that end, the university looks first for ways to ensure that you can easily access programs and services. Admission policies are designed to simplify the process (standardized tests are not generally required), allowing you to apply and register at the same time.

As a global university, UMGC makes it possible for you to take classes any time, any place, by offering a large selection of online programs—in addition to classes at sites throughout Maryland and the Washington, D.C., metropolitan area and at military sites all over the world. You can also access student services online and by phone, as well as on-site at many locations.

Convenience and flexibility are not the only issues, however. UMGC seeks to create a learning environment that is respectful of diverse backgrounds, inclusive, responsive, and relevant.

Recognizing that financial concerns are often the biggest obstacle to higher education, UMGC also strives to keep tuition costs low and provides numerous financial aid opportunities, including scholarships for military and community college students.

Excellence

A regionally accredited university, UMGC is dedicated to providing the highest quality programs and services and ensuring excellence in its online and on-site courses.

In providing these programs, UMGC relies on a renowned faculty of scholar-practitioners—teachers who bring real-world experience as well as advanced academic credentials to your courses—and the use of the latest technologies. UMGC also is able to provide you with a wealth of resources because of its place within the University System of Maryland.

The success of UMGC's efforts is evident. UMGC has garnered awards from such notable organizations as the World Affairs Council, E-C Council, University Professional and Continuing Education Association, Online Learning Consortium, and Maryland Distance Learning Association.

Innovation

UMGC has always looked for new and better ways to serve students. Long before the online revolution, the university was delivering courses to students at distant locations, using any and all available technologies—from interactive television to voice mail. Today, you can access both courses and services online, using the university's learning management system and MyUMGC, its online gateway to services and information. Through its Office of Academic Quality, UMGC leads the search for next-generation learning models and best practices for online learning.

GRADUATE PROGRAMS

UMGC's graduate programs prepare you for effective leadership and citizenship in a global environment characterized by workforce diversity, increasing competition, and technological innovation. Over the years, many of these programs have won awards for excellence.

UMGC strives for excellence in the quality of programs offered and innovative delivery formats. The curriculum provides discipline-specific knowledge with emphasis on leadership, communication, technology, globalization, diversity, systems thinking, critical thinking, information literacy, research competency, and ethical practices. UMGC challenges you to continuously demonstrate effective leadership as you apply what you study to your professions and your daily lives.

Currently, nine graduate degree programs are offered in Europe: business administration, cloud computing architecture, cyber operations, cybersecurity management and policy, cybersecurity technology, digital forensics and cyber investigation, information technology, management (criminal justice management and homeland security management), and social work. Thirteen graduate certificates are also offered in Europe. The stateside campus offers additional graduate degree programs, including the Doctor of Business Administration (DBA).

EDUCATIONAL RELATIONSHIPS

UMGC is dedicated to collaboration and cooperation with other educational institutions, both public and private, throughout the nation and the world. The university has established alliance agreements with more than 70 community colleges across the United States, including all 16 Maryland community colleges.

The university also works to develop strong connections with local and national leaders in business and industry, government, and nonprofit organizations and is an important partner in the region's economic development.

UMGC values employers' viewpoints and has developed customized programs for employers and organizations across the country. Consistent with its mission of bringing convenient and relevant learning opportunities to the workforce, UMGC has developed strong relationships with many prominent employers around the country, including Amazon, Booz Allen Hamilton, and GEICO.

Vertical Pathways

Vertical pathways between UMGC undergraduate and graduate programs allow students who completed their undergraduate degree at UMGC with majors in accounting, computer networks and cybersecurity, computer science, criminal justice, English, history, and social science, as well as those who have completed coursework in emergency management and homeland security, to reduce their total coursework for certain related graduate degrees. Details on each of these agreements are provided under the individual program descriptions.

Military Relationships

UMGC has established special relationships with a number of professional military education institutions:
Air War College, Air University, Defense Acquisition University, Defense Information School, Naval War College, National Defense University Information Resources Management College (iCollege), and Marine Corps College of Distance Education and Training. In most of these educational relationships, you may complete coursework at the military institution as part of the Master of Science in Management or the Master of Science in Information Technology. More information on these educational relationships is available online at *umgc.edu/military* or by email at *militaryportals@umgc.edu*.

UMGC EUROPE OVERSEAS

UMGC was founded in 1947 as the College of Special and Continuation Studies, a branch of the University of Maryland's College of Education in response to the needs of adult students who turned to higher education in search of brighter futures, better jobs, and more fulfilling lives.

In 1949, UMGC became the first university to send faculty overseas to educate active-duty military personnel in Europe. What started off as a noble experiment, with seven professors in six cities in Germany, has turned into a globally-recognized, award-winning institution that includes graduates from all 50 U.S. states, the District of Columbia, and over 20 countries and territories worldwide. This deep-rooted tradition of serving the military in war and peace continues today. We are honored to celebrate more than 70 years of providing quality education to extraordinary students overseas.

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Program Choices

Master's Degree Programs

You can earn one of the following cutting-edge master's degrees offered by UMGC and its partner Salisbury University with courses offered on-site at locations throughout Europe and online.

Graduate Certificates

A graduate certificate is a professional credential that represents the successful completion of graduate-level study in a specific area. The certificates are designed specifically for individuals who are updating current knowledge and skills, enhancing existing credentials, or working toward a master's degree. Each certificate can typically be completed in one year. UMGC Europe offers 13 certificate programs:

Preparing for Graduate Study

More is expected at the graduate level than what is normally required at the undergraduate level. In addition, you usually must complete special requirements at the end of your graduate program. UMGC's master's degree programs require you to complete an integrative end-of-program capstone course in which you must demonstrate mastery of content covered throughout the program.

As long as you are continuously enrolled, you should refer to the catalog of the year in which you began graduate study for the specific requirements related to your program of study. More information on continuous enrollment is provided on the introductory pages for master's degrees and certificate programs.

In all UMGC programs, you must maintain a term and cumulative grade point average (GPA) of 3.0 to remain in good academic standing; in some, you must also earn a grade of B or better in each class to progress to the next class. Academic progress is assessed at the end of each term. Other requirements—such as time limits for degree completion and minimum GPA—also apply; details are provided in the introductory pages for master's degrees and certificate programs.

While UMGC's course formats offer you considerable flexibility, graduate study requires a significant time commitment. Most courses involve group projects. Each week, you should expect to devote at least 3 hours of outside study for every credit in which you are enrolled. For example, for a 3-credit course, you would need to devote at least nine hours per week to outside study.

Nonprogram Courses

Because UMGC graduate students often enter graduate study with academic backgrounds in very different fields and return to study after a gap of many years, UMGC offers a number of courses outside the usual required program courses that are designed to help you succeed in your graduate studies. Complete course descriptions are provided on pp. 69-83.

Required Introductory Course

For some master's degree or graduate certificate programs, you must begin your studies with UMGC with UCSP 615 Orientation to Graduate Studies, which is to be taken within the first 6 credits. This noncredit course is designed to help you develop the skills and techniques you need to understand and manage the challenges involved in a graduate program and to familiarize you with research strategies and online library resources—material that is critical for 21st-century professionals.

For master's degrees and graduate certificates that do not require UCSP 615, a 6-credit introductory course tailored toward that academic area is required:

◆ In the Master of Business Administration program, you are required to take PRO 600 Communicating, Problem Solving, and Leading in Professional Fields.

◆ In most cybersecurity programs, you are required to take CBR 600 Communicating, Problem Solving, and Leading in Cybersecurity.

◆ In the Cyber Operations and Cloud Computing Architecture programs, you are required to take DCL 600 Decisive Thinking, Communicating, and Leading.

Preparatory Courses

As a graduate student, you may find one or more graduate noncredit courses helpful to your development of deeper subject knowledge. Preparatory courses (currently designated UCSP or ASC) are available in computer programming, financial accounting, information technology, writing, and research methods and generally last five to eight weeks. If you have been away from university study for a while or lack current experience in the area, these courses may provide a useful refresher. These courses carry no academic risk and are very reasonably priced. Specific recommendations are provided under Preparation Recommended for Success for each individual program.

Although these courses carry no UMGC credit, they are graded on an S/U basis (explained on p. 19) and will appear on your official academic transcript.

You must be admitted or have an application on file before registering for any noncredit courses.

Current information about fees for noncredit courses is available at *europe.umgc.edu/tuition.*

Course Formats

UMGC offers courses online and in a hybrid format that combines on-site and online instruction.

Hybrid classes typically meet on-site at a UMGC location for four to six sessions per term; the remainder of the teaching and learning in the course occurs in the online classroom. The schedule of on-site sessions is provided at the beginning of the term. Hybrid courses are identified in the most current graduate schedule of classes.

Most UMGC Europe locations offer hybrid and web-enhanced on-site courses to various locations in a live stream format via video-teleconference platforms. These live stream courses equate to being on-site, and abide by the UMGC and VA residency policies for on-site courses.

Online courses maintain the same academic standards as on-site courses. Course content, learning materials, requirements, assignments, and class participation are comparable for online and on-site courses; for example, you need to adhere to a course schedule for assignment deadlines.

Another online format is our virtual classes. These classes meet on specific days and times much like on-site courses, only in a secure virtual classroom. Students and faculty interact on a regular schedule and have the opportunity to exchange ideas during discussion. Faculty respond to student inquiries live in person and assignments can be discussed and reviewed. The virtual format has all of the advantages of an on-site class but you can attend from anywhere in Europe that you are located.

Technical Requirements

You must ensure that you have some type of internet access. Barring individual course requirements, this access may be through use of a UMGC computer lab; university or public library; or other readily available, reliable source if you do not have home access. However, such access should be regularly available, and you must have a current email address; you are responsible for your own internet access costs.

Some academic programs may have specific technical requirements*, such as requiring you to download and install specific computer programs. To determine if such requirements apply to your program, you should consult the program and course descriptions.

For more information about technical requirements, refer to *umgc.edu/techreq*.

Expectations

Before registering for an online course, you may want to consider the following:

1. You need to be prepared to write extensively, because nearly all communication is written. You need strong reading and writing skills in English.
2. You need to be competent in the use of computers and commonly used software programs.
3. Because the online classroom is asynchronous and you are expected to be an active participant, you are encouraged to log in frequently to check what has transpired in your online classroom.
4. To be successful, you will need disciplined work habits, effective time management skills, and the ability to work both alone and collaboratively.

* Certain project management courses require the use of a computer with a Microsoft Windows operating system.

Admission

Eligibility

Active and retired members of the U.S. Armed Forces, American employees of the U.S. government, and their family members located in a contract country may enroll in graduate courses through University of Maryland Global Campus Europe if they meet admission requirements. U.S. military policy requires a valid identification privilege card issued by the military services. Card validation is required after completing the online application. All eligibility questions should be directed to the Student Services Office at the UMGC Europe Headquarters.

Orientation and Getting Started

UMGC program coordinators and academic advisors stand ready in military communities to provide on-site and virtual assistance with admissions, registration, financial aid, advising appointments, and more. Contact information for the UMGC location nearest you is available at *europe.umgc.edu/locations.*

Before the beginning of each session, UMGC holds special online and on-site orientations for new and prospective students. At on-site and online open house events, you have the opportunity to learn about UMGC and its programs, student services, academic and career options, and meet faculty members and fellow students. When you participate in these special events, you may have your application fee waived. More information is found at *europe.umgc.edu/events*.

Admission

UMGC's admission requirements reflect our mission as Maryland's open university.

Admission Requirements

To be considered for admission, you must have graduated from a regionally accredited degree-granting university or college with a bachelor's degree (or higher). Graduates from other accredited institutions may be considered on a case-by-case basis. Applicants who are not seeking a degree or certificate must meet the same criteria and are limited to taking a maximum of 12 credits.

In addition to the academic criteria listed above, you must meet UMGC's English proficiency requirement, as noted in UMGC Policy 170.10 Graduate Admission (available online at *umgc.edu /policies*). Standardized test scores, such as the Graduate Record Examination (GRE) or Graduate Management Admission Test (GMAT), are not required for most programs.

Some graduate programs recommend or require specific preparation; more details are provided under individual program descriptions in this catalog and online at *europe.umgc.edu/graduate*.

You must be admitted to the university before you can register for classes.

Special Situations

Applicants Educated Abroad

If you were educated abroad, you must submit the following to be considered for admission:

◇ **Official documents indicating successful completion of the equivalent of a regionally accredited U.S. bachelor's degree.**

If you were educated outside the United States, you must have your official transcripts evaluated by an independent evaluation service. The evaluating organization will send a copy of the evaluation both to you and to The Graduate School. UMGC accepts credit evaluations from any National Association of Credential Evaluation Services (NACES)–approved organization, including World Education Services (WES) and the International Education Research Foundation (IERF). A list of NACES-approved agencies is available at *naces.org/members.htm*.

◇ **Evidence of English language proficiency.**

If you did not earn a bachelor's or master's degree from an accredited university in the United States or another English-speaking country (listed online at *europe.umgc.edu/admissions*), you must demonstrate English-language proficiency to be eligible for admission.

The following are accepted as proof of English proficiency:

● A minimum TOEFL (Test of English as a Foreign Language) score of 79 on the internet version

● A minimum score of 550 on the paper-based version and a minimum Test of Written English (TWE) score of 4 (**Note:** The TOEFL score recovery code for UMGC is 5804.)

● A minimum overall score of 6.5 on the International English Language Testing System (IELTS), including the academic writing and academic reading modules

● A minimum grade of Pre-1 on the Eiken Test in Practical English Proficiency

● A transcript indicating completion of at least 12 credits of graduate coursework at a regionally accredited U.S. degree-granting institution. Graduate coursework from other accredited institutions may be considered on a case-by-case basis. You must have earned the credits in the past two years with a grade of B or higher. All credit is subject to review before being accepted as evidence of English proficiency.

Test scores must be less than two years old. If you are providing test scores, you must arrange to have official score reports sent directly from the testing agency to UMGC and marked Incoming Transcripts.

Admission Procedures

If you are applying for admission to a graduate certificate or master's degree program, you must submit a completed application for admission and a nonrefundable application fee.

GoArmyEd students:
All eligible active duty, National Guard, and Army Reserve students must complete the Common Application online in the GoArmyEd portal.

To be admitted to most graduate programs or to take graduate courses without pursuing a degree, you must submit official transcripts demonstrating completion of a bachelor's degree from a regionally accredited degree-granting university or college or other accredited institution (approved by UMGC on a case-by-case basis) by the last day of your first term of enrollment at UMGC. Until the university receives your official transcript and verifies your completion of a bachelor's degree, you are limited to enrolling in no more than 6 credits of graduate coursework. Failure to submit official transcripts by the last day of your first term of enrollment at UMGC will result in your being prevented from enrolling in additional graduate courses at UMGC until such transcripts are submitted and verified by UMGC.

Internationally educated applicants are subject to the admissions requirements for applicants education abroad.

You may apply to all UMGC Europe graduate programs online at *europe.umgc.edu/apply*.

Military-Affiliated Students

Most military servicemembers may apply to all UMGC programs online via MyUMGC at *umgc.edu/apply*. However, if you are serving on active duty in the U.S. Army or are a member of the Army National Guard or Army Selected Reserves and intend to use military tuition assistance (TA) benefits, you must use the Common Admissions Application through the GoArmyEd portal (*goarmyed.com*) to apply for admission to UMGC.

Note: If you intend to use military TA benefits, you must contact your education services officer or counselor within your branch of service for details on eligibility and your military branch's process for submitting TA forms before you submit an application for admission to UMGC.

Relocating Between UMGC Divisions

It is important that you notify UMGC when you are relocating to a new duty station, so that residency classification and tuition rate may be accurately determined.

If you plan to relocate from one UMGC division (stateside, Europe, or Asia) to another and you have attended classes with UMGC within the last two years, you must complete and submit a relocation form before the start date of the term in which you intend to begin study at the new division. This form is accessible under Helpful Links in the MyUMGC portal. There is no fee for relocations. If you have not attended UMGC within the last two years, you will need to complete the regular UMGC admission application and indicate the division that you wish to attend by answering the questions presented.

If you are using Army tuition assistance and enrolling through the GoArmyEd portal, you do not need to submit a relocation form. Instead, you must contact your education center to speak with a counselor and change your home institution in the GoArmyEd portal to the UMGC division where you intend to study.

Students Seeking Readmission

If you have not enrolled in classes at UMGC for a period of two years (six or eight terms, depending on the program) or more, you must reapply for admission before you will be allowed to resume enrollment. However, you need not pay another application fee.

Refer to the requirements section of the degree or certificate you plan to pursue for information on continuous enrollment and the requirements you must follow.

If you have been academically dismissed, you may not register for classes. For more information on reinstatement after academic dismissal, see p. 21. Reinstatement is not guaranteed.

Military Servicemembers Seeking Readmission

If you discontinued your studies with UMGC because of your military service obligations and would like to return as a UMGC student, contact *studentservices-europe@umgc.edu* within three years after completion of military service to seek readmission. The cumulative length of all absences for military service time may not exceed five years. If the program in which you were enrolled no longer exists, UMGC will enroll you in the most similar program, unless you request or agree to a different program.

Unless precluded by military necessity, you should provide oral or written notice of a service obligation to *registrar-europe@umgc.edu* as far in advance as possible. Refer to UMGC Policy 210.12 Readmission for Military Servicemembers at *umgc.edu/policies* for more information.

Students Changing Programs

If you are considering a change from one degree program, specialization, or certificate to another, you must first consult an advisor. The advisor can determine whether another application is required and whether any previous credit is likely to apply, as well as when you may begin to take classes in the new program. Generally, the requirements for completing your new program are those in place when you start study in the new program.

Your request to change programs must be made in writing while with your advisor or by emailing Graduate Programs Student Services at *graduateprograms-europe@umgc.edu*. Your request should include your name, student ID number, current program, and requested program.

If you are a servicemember in the Army, using tuition assistance and the GoArmyEd portal, you will need to contact your Army education counselor to change your program. If you are using veterans education benefits or transferred benefits, you are required to submit certain forms to the Veterans Administration.

Cross-Enrollment Between Programs

You may be admitted either as a graduate student or as an undergraduate student, but you may not hold both classifications simultaneously.

However, if UMGC has developed a vertical pathway between undergraduate and graduate programs, specific courses may apply to both of the degree programs. In such cases, you are eligible to cross-enroll and will be charged the undergraduate rate for undergraduate courses and the graduate rate for graduate courses.

As a graduate student, you may be enrolled in only one master's degree program at a time, and you may not enroll in courses outside of your degree program. If you change graduate degree programs, you may not enroll in courses in the new degree program until the current term is completed.

Enrollment Information

Ways to Register

Registration begins each session as soon as the course schedule becomes available on the web and continues until the deadline listed. Check the current graduate schedule of classes and the online academic calendar for registration information. UMGC offers a number of ways to register for most courses, including online (via MyUMGC) and on-site registration. Detailed information and instructions are available online.

Schedule Adjustments

The university reserves the right to make changes to class sections to ensure that such sections are adequately sized to create an appropriate learning environment. Such class section changes include changing faculty members and moving students between course sections to balance enrollments.

Waiting List

If an on-site or hybrid class is already full at the time of registration, you can place your name on a waiting list for that class.

Regardless of how you register, the following policies apply:

✧ You may put your name on the waiting list for up to six on-site or hybrid courses or sections.

✧ You may not attend a class for which you are on the waiting list.

✧ Faculty members and academic advisors are not authorized to add you to closed classes.

✧ If a space becomes available and you are the next person on the waiting list, you will automatically be registered for that class, and the charge will appear on your account. You will be notified of the enrollment by email. If you are ineligible for enrollment (because you have not met prerequisites or are enrolled in another class that conflicts in time), the space will go to the next person on the waiting list.

✧ If you no longer want a class, you should remove your name from the waiting list to prevent the possibility of being automatically enrolled and charged for the class.

The waiting list option is not available for online classes.

Academic Course Load

If you are enrolled in a program that operates on a three-term calendar for the academic year, you are considered a full-time graduate student if you are registered for at least 9 credits of graduate coursework per term and half-time if you are enrolled for 6 credits per term.

If you are enrolled in a program that operates on a four-term calendar for the academic year, you are considered a full-time graduate student if you are registered for 6 credits per term.

Given the time commitment required for graduate study, the normal academic load is 6 credits per term. UMGC strongly recommends that you limit your academic load to conform with the demands of your employment and the time you have to prepare for class.

Taking more than 6 credits per term is not allowed in any program that operates on a four term calendar but may be allowed in programs that operate on a three-term calendar, if certain conditions are met.

If you have a compelling need to take more than 6 credits per term (and are enrolled in a program that allows course overloads), you may submit to your advisor a written request to take 3 additional credits of coursework (i.e., one additional course). You must have fulfilled the prerequisites for the additional course you wish to take. In the request, you must indicate your acceptance of the academic risk entailed in adopting the course overload. To be considered for a course overload, you must

✧ Be a degree- or certificate-seeking student

✧ Have a 3.0 GPA

Dropping or Withdrawing from Classes

Procedures

To cancel your enrollment in a class without any mark on your transcript (dropping a class), you must access MyUMGC (*my.umgc.edu*) and follow the steps for dropping a class before the end of the drop period. The dates for the drop period are available on the UMGC website at *europe.umgc.edu/refunds*.

When you drop a class, all tuition charges for that course are removed from your student account and no mark or record of the course will appear on your transcript.

If you wish to cancel enrollment in a class after the drop period ends (i.e., withdraw from a class), you must access MyUMGC and follow the steps for withdrawing from a class before the end of the withdrawal period. (GoArmyEd students must withdraw through the GoArmyEd portal.) The dates for the withdrawal period are also available at *europe.umgc.edu/withdrawal*.

Withdrawing from a class will result in a mark of W (described in a later section) on your academic transcript. You may be refunded a portion of your tuition based on the withdraw date and the refund schedule posted at *europe.umgc.edu/refunds*. You will be responsible for any remaining tuition due.

You should be careful to note deadlines according to your class format (online or hybrid).

 ✧ For hybrid classes, you must officially withdraw no later than nine days before the class end date.
 ✧ For online classes, you must officially withdraw before 65 percent of the total days in a session has expired.

Failure to drop or withdraw from a class in the appropriate manner or by the posted deadlines may result in your receiving a failing grade and forfeiting any refund. The following actions do not constitute dropping or withdrawing from a course:

 ✧ Stopping payment on checks
 ✧ Non-payment of tuition charges
 ✧ Never attending or participating in a class
 ✧ Ceasing to attend or participate in a class

Effect on Student Aid

If you are using financial aid and/or veterans benefits, you are strongly encouraged to contact the Financial Aid Office or Veterans Affairs Office before you drop or withdraw from a class to fully understand the impact of such an action on your current and future financial aid awards and/or veterans benefits.

If you are using military tuition assistance benefits, you must contact your military education counselor or education services officer before you drop or withdraw from a class for guidance on withdrawals related to emergencies or official duty requirements to fully understand the impact of such an action on your current and future military tuition assistance benefits. See p. 12 for more information.

Enrollment Across Programs

In general, you are not allowed to enroll in coursework that does not fulfill prerequisites or requirements for your specified program. If you wish to change your degree program or specialization, you should first contact an academic advisor, and you must wait until the next standard term before enrolling in classes. In no case may you take coursework for different programs in the same session or term or in overlapping sessions or terms (e.g., when the winter term overlaps the standard spring term).

UMGC excels in combining access with academic quality. It opens doors to learning by bringing education to you wherever you may be.

Because UMGC understands the importance of lifelong learning, it has established academic policies that encourage the appropriate use of transfer credit from other institutions as well as credit from less traditional sources. Recognizing that adult students bring to the university not only a willingness to learn but also an educational history informed by experiential learning, UMGC incorporates the assessment of nontraditional learning (i.e., learning gained outside the classroom) into the evaluation of student competencies and academic credit.
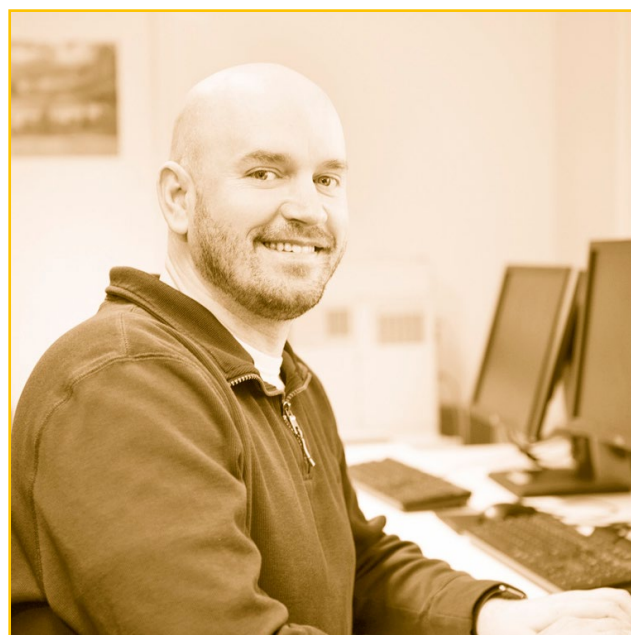
Ways of Earning Credit

Graduate Transfer Credit

For Most Graduate Programs

Up to 6 credits of graduate coursework may be considered for transfer to graduate degree programs at UMGC that do not require DCL 600, PRO 600, or CBR 600, if the credits were earned at an approved institution and if they are applicable to your program of study. Up to 3 graduate credits may be accepted in transfer for a graduate certificate program.

UMGC may accept more than the usual maximum of 6 credits toward a degree program (or 3 credits for a certificate program) based on agreements with third parties. Decisions regarding your eligibility to enter a graduate program and receive transfer credit based on agreements with third parties are made at the time of admission and may not be made retroactive after enrollment.

Graduate credits offered for transfer credit must meet the following criteria:

✧ The credits must have been earned as graduate credit.

✧ The credits must have been awarded within the time limit for the degree or certificate.

✧ You must have earned a grade of B (3.0) or higher in the courses considered for transfer. (However, these grades are not included in the calculation of your grade point average.)

✧ The department advisor and the program chair must have determined that the transfer courses are relevant to your program of study.

✧ The credits must have been earned at an approved institution and be equivalent to graduate-level coursework or recommended for graduate-level credit by the American Council on Education (ACE) or other nationally recognized bodies or as part of an approved articulation agreement.

For Programs that Require CBR 600, DCL 600, or PRO 600

Up to 6 credits of graduate coursework may be considered for transfer as replacement for CBR 600, DCL 600, or PRO 600, if earned at an approved institution.

If you have previously earned a master's degree from an approved institution, you are eligible to receive transfer credit for CBR 600, DCL 600, or PRO 600 in recognition of the fundamental competencies essential for successful completion of a graduate degree program. If you have earned graduate credit but have not earned a master's degree, you may request a review of transfer credit for CBR 600, DCL 600, or PRO 600.

All graduate credits offered for transfer credit in replacement of CBR 600, DCL 600, or PRO 600 must meet the following criteria and are reviewed for approval:

✧ Credits must have been earned as graduate credit.

✧ A grade of B or higher must have been earned in the courses considered for transfer. These grades, however, will not be included in the calculation of the grade point average at UMGC.

✧ Credits must have been earned at an approved institution and be equivalent to graduate-level coursework or recommended for graduate-level credit by ACE.

Approved Institutions

Approved institutions include those accredited by the following regional associations:

✧ Higher Learning Commission

✧ Middle States Commission on Higher Education

✧ New England Commission of Higher Education

✧ Northwest Commission on Colleges and Universities

✧ Southern Association of Colleges and Schools Commission on Colleges

✧ Western Association of Schools and Colleges Senior Colleges and Universities Commission

Credits from other accredited institutions may be approved on a case-by-case basis.

More information is available in UMGC Policy 210.17 Graduate Transfer Credit Evaluation and Appeal Process at *umgc.edu/policies*.

Academic Advisement Report

Upon application, your academic background is evaluated by the admissions team to determine eligibility for enrollment in a graduate program.

Upon official admission, you will be able to view your academic advisement report through MyUMGC which lists all course requirements for graduation including:

✧ UMGC courses required for degree completion.

✧ Approved transfer courses, if applicable.

You must successfully complete all coursework stipulated on the academic advisement report to be eligible for graduation.

Credit Options to Accelerate Degree Programs

Vertical Pathways Between UMGC Undergraduate and Graduate Degree Programs

If you completed your undergraduate degree at UMGC in accounting, computer networks and cybersecurity, computer science, criminal justice, English, history, or social science or completed coursework in emergency management and homeland security, vertical pathways between UMGC's undergraduate and graduate programs in these areas allow you to reduce your total coursework for certain related graduate degrees. Details on each of these agreements are provided below.

Eligible credits for most pathways must have been completed no earlier than two years before the beginning of graduate studies at UMGC; stricter requirements may be listed under individual pathways.

Graduate admission requirements and time limits for degree completion apply to all applicants.

Criminal Justice

If you completed your undergraduate degree at UMGC with coursework in criminal justice, a vertical pathway between UMGC undergraduate and graduate programs in criminal justice allows you to reduce your total coursework for the related graduate degree by up to 6 credits (two courses).

The following undergraduate courses will be accepted as credit toward the courses listed below in the Master of Science in Management with a specialization in criminal justice management for a maximum of 6 credits:

◈ CCJS 495 Issues in Criminal Justice instead of CJMS 600 Critical Analysis of the Criminal Justice System

◈ CCJS 497 Correctional Administration instead of CJMS 620 Issues in Correctional Administration

The substitutions listed above are the only ones possible. Note that a minimum grade of B must be earned in each undergraduate course for the credits to be accepted at the graduate level.

Cybersecurity

If you completed your undergraduate degree at UMGC with a major in computer networks and cybersecurity, a vertical pathway between UMGC undergraduate and graduate programs in cybersecurity allows you to earn 6 credits toward the Master of Science in Cloud Computing Architecture, Cyber Operations, Cybersecurity Management and Policy, Cybersecurity Technology, or Digital Forensics and Cyber Investigation or a certificate in Cloud Computing and Networking, Cyber Operations, Cybersecurity Management and Policy, Cybersecurity Technology, or Digital Forensics and Cyber Investigation.

To be eligible for the pathway, you must have completed CMIT 495 Current Trends and Projects in Computer Networks and Cybersecurity no earlier than spring 2019. If eligible, you may be awarded credit for CBR 600 Communicating, Problem Solving, and Leading in Cybersecurity or DCL 600 Decisive Thinking, Communicating, and Leading. Either CBR 600 or DCL 600 is the only course for which credit may be granted through the vertical pathway.

Homeland Security

If you completed your undergraduate degree at UMGC with coursework in homeland security, a vertical pathway between UMGC undergraduate and graduate programs in homeland security allows you to reduce your total coursework for a related graduate degree by up to 6 credits (two courses).

The following undergraduate courses will be accepted as credit toward the courses listed below in the specialization in homeland security within the Master of Science in either Information Technology or Management for a maximum of 6 credits:

◈ HMLS 302 Introduction to Homeland Security instead of HSMN 610 Concepts in Homeland Security

◈ HMLS 408 Infrastructure Security Issues instead of HSMN 625 Critical Infrastructures

The substitutions listed above are the only ones possible. Note that a minimum grade of B must be earned in each undergraduate course for the credits to be accepted at the graduate level.

Payment of Tuition and Fees

Current Tuition and Fees

Application for Graduate Admission $50

UMGC Europe charges a nonrefundable fee for establishing your permanent record, the official university document from which transcripts are issued. Payment should be made through MyUMGC at the time you complete the online application with UMGC Europe.

GoArmyEd Students:

When you complete a Common Application in the GoArmyEd portal, you must pay the $50 application fee through MyUMGC before your course begins.

Tuition

The current tuition rates are found at *europe.umgc.edu/tuition.*

Payment Deadlines

UMGC requires that you pay your tuition and fees on time. Your payment due dates depend on how early you register for courses. Due dates are provided at the time of registration and are visible in the Account Balance panel in your Student Account Center in MyUMGC. Payment may be made by credit card (American Express, Discover, MasterCard, or Visa) or e-check directly through MyUMGC; cash payments may not be made. Additionally, check or money order payments may be mailed directly to the UMGC Europe Business Office. You should make checks and money orders payable to University of Maryland Global Campus Europe. Your student ID should be indicated on the payment.

All tuition and applicable fees must be paid by the deadline, unless you

- Applied for financial aid to cover tuition and fees for the session
- Confirmed your status as active-duty military or submitted your military tuition assistance documents
- Requested certification for your veterans education benefits
- Enrolled in UMGC's interest-free monthly payment plan (details are provided at *europe.umgc.edu/paymentplan*)
- Provided confirmation that you will receive employer provided tuition assistance

You will receive invoices for charges incurred to your student account. Once a charge is considered delinquent, you will begin receiving dunning (collection) notices. Timely payments should be made to avoid your debt being sent to collections.

Payments may be made online via MyUMGC by credit card, e-check, or by setting up an automatic withdrawal plan from a personal checking or savings account. If you are interested in the monthly payment plan, you can view the options available to you through MyUMGC. Additional information can be found on the UMGC websites.

To discuss payment plans for previous terms, you must contact the UMGC Stateside Collections Office at *collections@umgc.edu.*

Dishonored Checks $30

For each paper or electronic check returned unpaid by the payer's bank (whether because of insufficient funds, stopped payment, postdating, or drawing against uncollected items), UMGC assesses a service charge of $30 (over and above any service charges levied by the financial institution).

If you stop payment on a check for tuition, you will neither be disenrolled or relieved of responsibility for paying tuition and fees. Anyone whose checks for tuition or fees remain dishonored may be barred from classes.

Official Transcript $10

The fee for ordering each academic transcript issued by UMGC is $10, except those sent to an alliance school.

Rush Official Transcript

A special handling fee is charged for transcripts processed and mailed or faxed within 24 business hours.

Certificate/Graduation $50

For each certificate and graduation application filed, you are assessed an application fee.

Note: This fee is due on the same day as the charges are incurred.

Cap and Gown

When you attend commencement as a graduate, you are responsible for purchasing your own cap and gown.

Fees and Activity from Other UMGC Campuses

Charges incurred from UMGC Stateside and UMGC Asia will be reflected on your financial account along with any UMGC Europe charges. You may direct all financial account inquiries to your local UMGC office.

Course Materials Fees

You can complete most graduate degrees without purchasing textbooks, thanks to electronic resources that are no cost, up-to-date, and available through your online classroom. Depending on the course, these open educational resources may include electronic textbooks, lectures, websites, and selected documents and media.

Some courses do require the use of specific software or content that cannot be accessed for free. When you register for a course, check the required course materials listed in the interactive graduate schedule of classes to determine whether you will need to purchase any course materials. These materials are not included on your student account or added with your tuition and fees and must be paid for out of pocket.

For those few courses that still require additional resources, you may order textbooks and software from the webText online store. More information about course materials is found at *europe.umgc.edu/materials.*

Refunds for Dropping or Withdrawing from a Course

Registering for a course obligates you to pay for it; however, if for any reason you are unable to take a course, you must officially drop or withdraw from the course. procedures on how to drop or withdrawal from a course.

The refund policy applies to tuition only. Other fees are not refundable.

If you drop a course during the drop period, you will qualify for a full refund of tuition. The admission application fee is not refundable.

If you withdraw during the withdrawal period, you may be refunded a portion of the tuition, as determined by the date of withdrawal and the refund schedule posted online at *europe.umgc.edu/refunds*.

All refunds are computed from the date the drop or withdrawal is formally initiated, not from the date of the last class you attended or the last participation date.

If your tuition was paid directly through employer tuition assistance, the refund is returned to the employer. If the tuition assistance was only a partial payment, it is returned to the employer, and excess payment is refunded to you.

All withdrawals will be initiated through MyUMGC. You may visit your local UMGC Europe office for assistance.

More information about drop/withdrawal deadlines and refunds can be found at *europe.umgc.edu/refunds*. for information on federal return of funds for financial aid students.

If you are using tuition assistance (TA), you need to contact a military education counselor or education services officer (ESO) for guidance on withdrawals related to emergencies or official duty.

GoArmyEd students:
You must initiate withdrawals through the GoArmyEd portal. The last date to withdraw and receive a full refund is listed in the GoArmyEd portal on the class details page of the course schedule for each class.

Indebtedness to the University

If you incur debts to UMGC, you must clear them to be permitted to register. Requests for transcripts and diplomas may be denied until all debts have been paid. Outstanding debts are collected against refunds due to you. After a reasonable period, uncollected debts are forwarded to the Central Collection Unit of the State Attorney General's Office.

The Board of Regents has authorized UMGC to charge students' delinquent accounts for all collection costs incurred by UMGC. The normal collection fee is 17 percent plus attorney and/or court costs. Delinquent accounts are reported to a credit bureau. Review the webpage at *umgc.edu/studentaccounts* for more information.

You can contact SCCU at +1-800-705-3493 or +1-410-767-1220, or *dbm.maryland.gov/ccu*.

Ways to Finance Your Education

Monthly Tuition Payment Plan

UMGC offers a cost-effective alternative for students who are budgeting for college tuition: an interest-free, monthly tuition payment plan. This plan allows you to spread all or part of your tuition bills into monthly installments on an academic session basis. All UMGC students are eligible to participate in the payment plan, regardless of financial need. If you are interested in the monthly payment plan, visit *europe.umgc.edu/paymentplan*.

Military Tuition Assistance (TA)

If you are serving in the Navy, Marine Corps, or Coast Guard, you must contact your education center to request a tuition assistance form. A tuition assistance form signed by the education coordinator must be submitted at the time of registration using one of the methods listed at *umgc.edu/milta*.

If you are serving on active duty in the U.S. Army or are a member of the Army National Guard or Army Selected Reserves and intend to use military tuition assistance benefits, the funds will be transferred directly to the university upon your registering for classes through the GoArmyEd portal (*goarmyed.com*).

If you are serving in the Air Force, you may submit your tuition assistance forms via the Air Force Virtual Education Center (AFVEC) portal.

If you are a spouse of a servicemember eligible to utilize MyCAA (My Career Advancement Account) benefits, you may also submit your tuition assistance via the AFVEC portal.

Return of Unearned Military Tuition Assistance Funds

Military tuition assistance funds are awarded under the presumption that you will attend and participate in classes over the entire period for which the funds have been awarded. If you receive military tuition assistance funds and do not attend or participate for the entire period for which funds were provided, the university is required by the Department of Defense to perform a Return of Unearned Military Tuition Assistance funds calculation.

The requirement to perform such a calculation is triggered by any of the following actions occurring on or before the 60 percent point of your enrollment period:

- Course cancellation
- Never participating in a class
- Ceasing to participate in a class
- Dropping a course
- Withdrawing from a course

A return of funds calculation is based on the last documented date of attendance or participation in the class or the date the drop, withdrawal, or cancellation is initiated. When a return of funds calculation occurs, unearned funds are returned to the Department of Defense. This can result in you owing a balance, which is your responsibility to repay to UMGC.

To learn more about course withdrawal and return of military tuition assistance, see UMGC Policy 170.72 Course Withdrawal at *umgc.edu/policies*.

Any requests for exceptions to UMGC Policy 170.72, including requests related to dropping or withdrawing from a class because of military service obligations, must be submitted within 90 days of the last day of the term during which you dropped or withdrew from the class. For more information, contact Student Resolution and Judicial Affairs at *exception.request@umgc.edu*.

If you are using military tuition assistance, you should contact your military education counselor or education services officer for guidance on withdrawals related to emergencies or official duty requirements before dropping or withdrawing from a class to fully understand the impact of such an action on your current and future military tuition assistance benefits.

For more information about the return of military tuition assistance funds, visit *umgc.edu/return-milta*.

Army Credentialing Assistance (CA)

UMGC Europe has several options approved for Army credentialing assistance (CA) funding. Academic advisors can provide information about graduate-level options, detailed on p. 60. Consult the UMGC Europe Undergraduate Catalog for details on additional options.

Financial Aid

Forms of Financial Aid

UMGC's Financial Aid Office administers a variety of financial assistance programs—including grants, scholarships, and loans—to help you meet the costs of your educational goals. Aid is available based on financial need, academic merit, or both.

Regardless of income level, you are encouraged to apply for assistance; many financial alternatives are available.

Federal loan programs are available to graduate students: William D. Ford Federal Direct Unsubsidized Stafford Loans, and Graduate Plus Loans. These loans may be used concurrently with VA educational benefits, military tuition assistance, and other types of financial assistance. Under current federal regulations, federal grants are not available to graduate students. As of 1 July 2012, federal subsidized loans are no longer available to graduate students.

General Eligibility Requirements

To be eligible for federal student aid and most UMGC need-based assistance, you must

- Be admitted to UMGC as a degree-seeking or eligible certificate-seeking student.
- Be a U.S. citizen or an eligible noncitizen.
- Be enrolled half-time for most federal programs. Federal loan programs require enrollment of at least half time
  Note: Audited courses, some repeated courses, credit by examination, and Portfolio Assessment credits cannot be counted toward enrollment status.
- Demonstrate satisfactory academic progress toward a degree or certificate according to UMGC policy.
- Have a high school diploma or GED.
- Possess a valid Social Security number.
- Register with Selective Service, if required to do so.
- Not be in default on any federal student loans, have borrowed in excess of loan limits, nor owe a refund on any grant under Title IV federal student aid programs.
- Not be convicted for the possession or sale of illegal drugs during the time you were receiving any type of federal financial aid.

Financial Aid Programs

Scholarships

UMGC scholarship programs, which include the UMGC President's Scholarship, offer a number of institutional scholarships as well as scholarships from corporate donors and foundations. Requirements vary according to the individual scholarship program, but typical awards for most programs range from $200 to $2,000 per semester.

To be considered for most UMGC scholarships, you must first complete the FAFSA and be pre-screened for scholarship eligibility. If you meet UMGC's established scholarship criteria, you will be notified of your eligibility via your To Do list through MyUMGC (*my.umgc.edu*).

Scholarships are awarded for the academic year on a first-come, first-served basis, so it is essential for you to submit a scholarship application as early as possible. More information is available online at *europe.umgc.edu/scholarships.*

Employees of UMGC and their dependents, as well as persons who receive remission of fees from other institutions, are not eligible to receive UMGC scholarships or grants.

Grants

The **UMGC President's Grant** offers up to $1,400 per year to select students with demonstrated need who are enrolled in at least 3 credits of coursework per semester.

Federal Direct Student Loan Programs

The **William D. Ford Direct Unsubsidized Stafford Loan** program enables students to borrow directly from the Department of Education. Following federal guidelines, the Financial Aid Office determines eligibility for the William D. Ford Federal Direct Stafford Loan program. Eligible graduate students may borrow up to $20,500 per academic year of graduate study. After requesting the Federal Direct Student Loan, you will be offered the maximum eligibility for your loan period. You can accept all or part of the loan award.

The student borrower assumes responsibility for payment of the accrued interest while in school and during the loan period. You must remain enrolled on at least a half-time basis (6 credits) during the loan period.

The **Federal Graduate PLUS Loan** program is available to graduate and professional students who have already applied for their maximum loan eligibility under the Federal Unsubsidized Stafford Loan Program. Graduate and professional students are eligible to borrow up to the cost of attendance minus other estimated financial assistance.

If you are interested in a Graduate PLUS loan, you should first complete a FAFSA then apply for a PLUS loan directly at *studentloans.gov.*

Additional information regarding PLUS loans is available at *umgc.edu/students/aid/loans/grad_plus.cfm.* If you are offered and accept the Graduate PLUS loan as part of your financial aid award package, you will have your information submitted to the Department of Education for the federally required credit approval.

Repayment of the Graduate PLUS Loan begins on the date of the last disbursement of the loan. There is also an origination fee that is subject to reduction by the Department of Education. Fees are subject to change each fall.

Applying for Financial Aid

You may complete the *Free Application for Federal Student Aid* (FAFSA) form and submit it electronically at *fafsa.gov.*

It may take several weeks to process an application for any type of financial aid, so you should take note of the priority processing deadlines and other important dates listed.

Financial aid is awarded annually. You must reapply each year before the 30 June deadline. Financial aid may be used concurrently with scholarships, military tuition assistance, and military spouse tuition assistance. It is your responsibility to inform the Financial Aid Office when outside resources such as these will be used.

The results of the *Free Application for Federal Student Aid* (FAFSA) are contained in the *Student Aid Report* (SAR) or *Institutional Student Information Report* (ISIR), which will be secured electronically from the federal processors in Illinois by the Financial Aid Office for all students who submit a FAFSA application with the UMGC school code of 011644.*

The Financial Aid Office must review and approve the completed file before you enroll as a financial aid recipient. You must be fully admitted to UMGC and be degree seeking in order to receive financial aid. An initial financial aid award will be made based on anticipated half-time (6 credit hours) enrollment in classes offered during the semester.

Priority Deadlines for Financial Aid

You may apply for financial aid at any time and the application will be processed on a first-come, first-served basis. If the entire financial aid file is complete by the priority deadline, your application should be processed in time for funds to be available for registration. If you miss the deadline, you may still be eligible to receive financial aid, but you may have to pay for tuition and fees yourself. Once financial aid is approved, you may be reimbursed.

Semester	Priority Deadline
Fall Semester	1 June
Winter and Spring Semesters	1 November
Summer Semester	1 April

Non-UMGC Enrollment

Financial aid awards are determined based on enrollment with UMGC. If you wish to take a course with another school, you must contact the Financial Aid Office prior to enrolling with the other school. Enrollment in courses offered by UMGC Asia, UMGC Europe, and UMGC Stateside may be used in calculating financial aid eligibility with UMGC.

Disbursement of Funds

The UMGC Financial Aid Office disburses (applies) funds to your account based on federal and UMGC guidelines. Financial aid may be released to your account up to 10 days prior to the course start date. If you are enrolled in courses with multiple start dates, the disbursement is released when you are actively enrolled in 6 credits.

Awards applied to your account in excess of tuition and fee charges are refunded to you within UMGC and federally mandated time frames. The Business Office prepares refund checks and mails them directly to you.

In general, this refund process requires seven to 14 days from the date the credit balance is created on your account at UMGC. To receive funds in a more timely manner, you may also choose the direct deposit option by enrolling through MyUMGC.

UMGC Financial Aid Standards for Satisfactory Academic Progress

If you receive financial aid, federal regulations require you to maintain satisfactory academic progress toward your degree or certificate. If you fail to meet the minimum requirements, you are not eligible to receive financial aid. Review the complete Satisfactory Academic Progress policy for financial aid students, including details of the appeal process, at *umgc.edu/sap*.

Federal Return of Funds Policy

Federal (Title IV) financial aid is offered under the assumption that you will attend and participate in classes for the entire period for which the aid has been offered. If you receive Title IV funds and do not attend or participate for the entire period for which you have been awarded aid, the university is required by federal regulation 34 CFR 668.22 to perform a Return of Title IV Funds calculation. The requirement to perform such a calculation is triggered by any of the following actions occurring on or before the 60 percent point of your enrollment period:

◇ Course cancellation
◇ Disenrollment
◇ Never participating in a class
◇ Ceasing to participate in a class
◇ Dropping a course
◇ Withdrawing from a course

If you certify your intent to return later within the same term in which you dropped or withdrew from class, then the Financial Aid Office will not perform a return of funds calculation—unless you do not return as scheduled.

When the Financial Aid Office performs a return of funds calculation, unearned funds are returned to the Department of Education. This can result in a balance owed to UMGC. You are then responsible for repaying the outstanding debt, or it will be transferred to the State Central Collections Unit.

If you are using federal financial aid, you are strongly encouraged to contact the Financial Aid Office before dropping or withdrawing to fully understand the impact on your current and future financial aid awards.

Visit *umgc.edu/enrollmentchange*s for further information.

Other Sources of Financial Aid

Military Spouse Career Advancement Account Scholarship – MyCAA

MyCAA provides a maximum education benefit of up to $4,000 to assist eligible military spouses who need professional credentials to meet their portable career goals. More information is available at *mycaa.militaryonesource.mil*.

For Further Information

All financial aid information and forms are available at *umgc.edu/financialaid* on the UMGC website. For assistance, visit the Help Center at *umgc.edu/help* to email, chat, or review an extensive list of frequently asked questions. You may also contact the Financial Aid Office in Adelphi, Maryland, by phone at +1-800-888-UMGC or at the UMGC Europe Headquarters.

CONTACT THE UMGC EUROPE FINANCIAL AID OFFICE

For details concerning financial aid, refer to the UMGC Europe website or contact:

University of Maryland Global Campus Europe
Attn: Financial Aid Office
Unit 29216
APO AE 09004

University of Maryland Global Campus Europe
Attn: Financial Aid Office
Hertelsbrunnenring 10
67657 Kaiserslautern, Germany

CIV: +49-(0)631-534-80266
Fax: +49-(0)631-534-80399
Email: *financialaid-europe@umgc.edu*
Web: *europe.umgc.edu/financialaid*

Veterans Education Benefits

University of Maryland Global Campus acts as a certifying agent for the U.S. Department of Veterans Affairs (VA) and certifies graduate students' enrollments to the Regional Office on a term-by-term basis.

Graduate students applying for VA education benefits should seek assistance and VA counseling available at education centers. The counselors can assist in determining which VA application form you should complete to start your education benefits in the graduate program. The VA application form and any required substantiating documents can be found on the VA website at *va.gov.*

Military-Affiliated Student Benefits and Resources

UMGC takes great pride in its 70-plus year history of serving military and veteran students and their family members and provides significant support to all military-affiliated students. Learn more about the comprehensive support UMGC provides to military-affiliated students at *umgc.edu/military*.

Veterans Benefits Programs

You may apply for the following educational assistance programs administered by the VA:

- The Montgomery Bill®*–Active Duty Educational Assistance Program (MGIB, Chapter 30)
- Vocational Rehabilitation (Chapter 31)
- The Post–Vietnam Era Educational Assistance Program (Chapter 32)
- The Post-9/11 GI Bill (Chapter 33)
  - Transfer of Post-9/11 GI Bill Benefits to Dependents
  - Marine Gunnery Sergeant John David Fry Scholarship
- The Survivors' and Dependents' Educational Assistance Program (Chapter 35)
- Montgomery GI Bill–Selected Reserve Educational Assistance Program (Chapter 1606)
- Montgomery GI Bill–Reserve Educational Assistance Program (Chapter 1607)

Detailed information on all assistance programs is available online at *umgc.edu/vabenefits* and *gibill.va.gov*.

Application Procedures

If you are eligible for educational benefits from the VA, you should review the online information and application procedures at *europe.umgc.edu/vabenefits*.

Every educational assistance program requires different paperwork and documentation to process a claim. Initial applications for benefits should be submitted online directly to the VA at *va.gov*. If you have already used VA benefits at another university, you must update your current education benefits online at *va.gov*.

You must also complete a UMGC request for certification form each session you wish to receive benefits. The VA processes claims and issues payment six to eight weeks after receiving completed paperwork, which may be submitted no earlier than two weeks before class starts.

GI Bill ® is a registered trademark of the U.S. Department of Veterans Affairs (VA). More information about education benefits offered by VA is available at the official U.S. government website at *benefits.va.gov/gibill.*

Requesting Certification of Enrollment

When requesting VA benefits, you **must** submit your request for certification each period of enrollment through MyUMGC (*my.umgc.edu*).

MyUMGC > Finances > Veteran Certification

◇ **Applying for VA Benefits**
  The first time you request benefits each term (fall, winter, spring, summer) the "Request for Certification" form must be completed through MyUMGC.

◇ **Adjusting VA Benefits**
  If you enroll in additional courses within the same term, you will need to adjust your veterans benefits through MyUMGC.

◇ **Viewing the Certification Status**
  You may view the status of your certification requests through MyUMGC.

The status may be: a) **pending**: the UMGC Veterans Certification Office has not yet reviewed your request; b) **received**: the UMGC Veterans Certification Office is reviewing your request; c) **submitted**: your certification was submitted to the VA Regional Office on the date indicated; or d) **denied**: the course has been denied and will not be submitted for certification.

CERTIFICATION PROCESS

Notification that you wish to use VA benefits is your responsibility and **must** be submitted through MyUMGC (*my.umgc.edu*) each period of enrollment you are requesting benefits. UMGC acts as a certifying agent for the DVA.

The UMGC VA Office confirms that the requested course(s) are part of your degree program and submits your certification of enrollment to the DVA Regional Office. You may view the status of the processing of your certification through MyUMGC by selecting "Veteran Certification." The primary responsibility of the university is to verify active enrollment of VA students; it is not to make decisions on individual claims.

Please note: UMGC Europe students are not eligible for the VA Advanced Payment program or the Yellow Ribbon program.

VA Students from Other Institutions

If you are not pursuing a UMGC degree but wish to receive VA benefits for UMGC courses, you must request written permission (a parent school letter) for each course from your degree-granting school before enrolling. The parent school letter must be submitted to the UMGC Veterans Certification Office by email to *pslva@umgc.edu*. You must also complete the certification process through MyUMGC.

Amounts and Methods of Payment

The amount of money you may receive from the VA depends on the educational assistance program for which you are eligible, the number of credits for which you are registered, the length of the session, and (for certain programs) the number of dependents you have. The current monthly payment for each educational assistance program is available online at *gibill.va.gov*.

Benefit Provisions Related to Pending Payments

In accordance with Title 38 US Code 3679 subsection (e), UMGC adopts the following additional provisions for any students using VA Post-9/11 GI Bill (Ch. 33) or Vocational Rehabilitation and Employment (Ch. 31) benefits while payment to the university is pending from the VA. UMGC will not

◇ Prevent your enrollment

◇ Assess a late penalty fee

◇ Require you to secure alternative or additional funding

◇ Deny you access to any resources (access to classes, libraries, or other institutional facilities) available to other students who have satisfied their tuition and fee bills to the institution

However, to qualify for this provision, you may be required to

◇ Produce the VA Certificate of Eligibility by the first day of class

◇ Provide a written request to be certified

◇ Provide additional information needed to properly certify the enrollment as described in other institutional policies

Evaluation of Prior Training

When you file a claim for educational benefits, the VA requires prior training to be evaluated for transfer credit. If you have earned graduate credit from a regionally accredited institution, you must have an evaluation completed during the first session of enrollment. (Equivalent credit from other accredited institutions may be considered on a case-by-case basis. If you were educated abroad, see *europe.umgc.edu/internationalcredit* for additional requirements.) Not complying with this evaluation may delay future benefits. For information on evaluation procedures, visit *europe.umgc.edu/vabenefits*.

Student Responsibilities

If you are receiving benefits, you are expected to follow all regulations and procedures of the VA while attending UMGC.

At UMGC, all regulations of the VA are enforced. You should be aware of the following requirements and consequences:

- You are expected to make satisfactory progress toward a degree or certificate; you must comply with the academic standards of UMGC.
- You must report all changes in enrollment—including drops, adds, withdrawals, changes to audit, and changes in degree objective.
- Registering for a course and then not attending, or ceasing to attend without officially withdrawing, is a misuse of federal funds that is punishable by law.
- Payment of benefits will be disallowed for any course in which a nonpunitive grade (i.e., a grade of I, W, or AU) is assigned.
- Payment of benefits will be disallowed for repeating a course for which transfer credit has been granted or for which a passing grade was assigned.
- Payment of benefits will be disallowed for any course in which a grade of FN is assigned.
- Payment of benefits will be disallowed for repeating a course for which transfer credit has been granted or for which a passing grade was assigned.
- Payment of benefits will be disallowed for any course that is not a requirement of your degree or certificate program.
- Payment of benefits will be disallowed for noncredit graduate courses.
- Payment of tuition and fees is required at time of registration, unless you are applying for Chapter 31 Vocational Rehabilitation or Chapter 33 Post-9/11 benefits.

- You are responsible for debts caused by overpayment of benefits resulting from reductions of your course load.
- You are responsible for paying the balance of any tuition fees remaining after payment of Post-9/11 benefits.
- If you are in a program that involves any internship, practicum, or work study, you are required to provide documentation to the Veterans Certification Office verifying the physical location and zip code where the work takes place.

Tutorial Assistance

Veterans, active-duty military personnel, and reservists receiving funding assistance from the VA may qualify for tutorial assistance. If you are enrolled at least half-time, you may qualify. Payments are allowed when you demonstrate deficiency in courses that are required for your degree program.

Veterans Resources

UMGC offers a range of resources targeted specifically for veterans. These include VetSuccess on Campus, and the Vessey Veterans Resource Center, a one-stop shop designed to give you the support you need to succeed in school and in your career. Learn more at *umgc.edu/vetresources*.

Points of Contact

You may refer to the directory for contact information for the UMGC Europe Headquarters Offices.

VA Regional Office

VARO
P.O. Box 4616
Buffalo, NY 14240-4616
CIV: +1-918-781-5678

Because regulations are constantly changing, we recommend that you visit our website for the most current information concerning your VA benefits at *europe.umgc.edu/vabenefits.*

Academic Standards

UMGC standards for academic rigor assess the degree to which you demonstrate content mastery, application of critical thinking skills, and adherence to UMGC's code of academic integrity.

Resident Credit

Study with the graduate programs available through UMGC Europe establishes resident credit with University of Maryland Global Campus. Since both faculty members and courses overseas meet academic standards set by the university, courses offered overseas carry resident credit identical to that earned in the stateside programs of UMGC. Thus you may earn a UMGC graduate degree or certificate entirely through study overseas or in combination with study in Maryland, the Washington, D.C., metropolitan area, and other stateside locations. In addition to on-site classroom courses, UMGC offers an extensive array of courses through its acclaimed online program, all of which carry UMGC resident credit.

Grading Methods

UMGC graduate programs have three grading methods: standard, satisfactory/unsatisfactory, and audit. The most commonly used is the standard method. The satisfactory/ unsatisfactory method is available only for noncredit courses. Any course may be audited. Regulations for each grading method are provided in the following paragraphs.

Standard

Unless you choose the audit option at the time of registration, you will be graded according to the standard method. Under the standard grading method, you earn a grade of A, B, C (for courses in which the grade of C is available), F, or FN on the basis of your performance in meeting the requirements of each course. All grades received under the standard grading method are included in calculating the grade point average (GPA).

Satisfactory/Unsatisfactory

Graduate noncredit courses, currently designated UCSP or ASC, are graded on a satisfactory/unsatisfactory basis. You may not choose to take other graduate courses on a satisfactory/ unsatisfactory basis. This grading method does not include an option for requesting a mark of Incomplete.

Audit

If you do not wish to receive credit, you may register for courses as an auditor once you are admitted. You may choose the audit method when you register or request a change from credit to audit status any time before the end of the first week of classes. As an auditing student, you do not have to complete course assignments, but you may choose to do so to receive faculty feedback on your work. Audited courses are listed on the permanent record, with the notation AU. No letter grade is given for audited courses, nor are credits earned.

Grades and Marks

The Grade of F: Failure

The grade of F means you failed to satisfy the minimum requirements of a course. Although it carries no credit, it is included in calculating the GPA. If you earn a grade of F, you must register again for the course, pay the applicable tuition and fees, repeat the course, and earn a passing grade to receive credit for that course.

The Grade of FN: Failure for Nonattendance

The grade of FN is assigned if you register for a course and never attend or participate or if you cease to attend or participate within the first 60 percent of the course and do not officially drop or withdraw from the course. An FN grade results in zero quality points and no credit earned. It is included in calculating your GPA and may affect your academic standing. If you receive a grade of FN, you must register again for the course, pay the applicable fees, repeat the course, and earn a passing grade to receive credit for that course.

The Mark of G: Grade Pending

The mark of G is an exceptional and temporary administrative mark given only when the final grade in the course is under review. It is not the same as a mark of Incomplete.

The Mark of I: Incomplete

The mark of I (Incomplete) is an exceptional mark, given only if your completed coursework has been qualitatively satisfactory, but you have been unable to complete all course requirements because of extenuating academic or personal circumstances beyond your control.

To be eligible for an I, you must have completed 60 percent or more of the course requirements with a grade of B or better.

You must request an I from your faculty member before the class ends. Faculty, however, are not required to approve the request. If your request for a mark of I is approved, you must arrange fulfillment of course responsibilities with your faculty member by the assigned deadline to receive credit.

The mark of I is not available for noncredit courses. Master's degree programs requiring DCL 600, PRO 600, or CBR 600 have additional parameters for the mark of I. Consult your course syllabus for detailed information.

The mark of I cannot be removed by means of credit by examination, nor can it be replaced by a mark of W (defined later in this section). If you elect to repeat an incomplete course, you must register again for the course, pay all applicable tuition and fees, and repeat the course. For purposes of academic progress, the course grade is counted as an F. The mark of I is not used in determining grade point averages.

You should be aware that a mark of I in your final semester may delay graduation.

Refer to UMGC policy 170.71 Policy on Grade of Incomplete at *umgc.edu/incomplete* and your course syllabus for more information, particularly on deadlines.

Grade/Mark	Interpretation	Quality Points
A	Exceeds Standards *Performance excels far above established standards and demonstrates high proficiency in the course subject matter.*	4
B	Proficient *Performance consistently meets standards and demonstrates proficiency in the course subject matter.*	3
C	Below standards *Performance is insufficient to meet established standards.*	2
F	Failure *Performance does not meet minimum standards.*	0
FN	Failure for nonattendance	0
G	Grade pending	0
S	Satisfactory	0
I	Incomplete	0
AU	Audit	0
U	Unsatisfactory	0
W	Withdrawal	0

The Grade of S: Satisfactory

The grade of S is awarded only for select courses. Although the grade of S confers credit and appears on the permanent record, courses graded S are not used in calculating the GPA.

At the graduate level, the grade of S is equivalent to a grade of B or higher and is used to denote performance that meets standards in noncredit courses.

The Grade of U: Unsatisfactory

The grade of U indicates that work for the course was not completed at a satisfactory level. Although it appears on the permanent record, it carries no credit and is not included in calculating the GPA.

The Mark of W: Withdrawal

The mark of W is assigned when you officially withdraw from a course. This mark will appear on your transcript but will not be included in calculating your GPA. For purposes of financial aid, the mark of W is counted as attempted hours. The mark of W can be posted only when you officially withdraw from the course through MyUMGC by the deadline for withdrawal according to the withdrawal process described on p. 6.

The Grade Point Average

Your cumulative grade point average (GPA) is computed at the end of every term (fall, winter, spring, or summer), based on all your graded coursework at UMGC, using the quality points assigned to each grade or mark. First, the quality-point value of each grade or mark is multiplied by the number of credits; then the sum of these quality points is divided by the total number of credits attempted for which a grade of A, B, C (for courses in which the grade of C is available), F, or FN was received.

Only courses applied toward a master's degree are computed in the GPA for that degree, even if you earned an undergraduate degree at UMGC.

Changes in Grade

Faculty members may revise a grade previously assigned only if your grade was miscalculated or a mark of I was submitted and must be changed. Any revision must be made no later than four months after the original grade was awarded.

Repeated Courses

Grading Repeated Courses

If you failed or withdrew from a course, you must repeat the course to establish credit in it. In such a case, you must register, pay the full tuition and fees, and repeat the entire course successfully.

When you repeat a course, only the higher grade earned is included in the calculation of your GPA. For purposes of financial aid and satisfactory academic progress, both attempts are counted toward your completion rate. Both grades are entered on the permanent record, with a notation indicating that the course was repeated. You cannot increase the total hours earned toward a degree by repeating a course for which you already earned a passing grade.

If you are enrolled in a second master's degree program, you may not repeat coursework from your first program, even if your second program requires one or more of the courses required in your first program. See p. 32 for more information on earning a second master's degree.

Limits on Repeating Courses

If you are a graduate student and your term or cumulative GPA drops below 3.0, you will be placed on academic probation, and you must successfully (i.e., with a grade of B or better) repeat the course that caused the GPA to fall below 3.0 and earn no further grades of C, F, or FN during the probation period. For more information, see Graduate Academic Standing in the next section.

Academic Standing for Master's Degree and Certificate Programs

UMGC assesses your academic standing at the end of every term. Your GPA is computed for all UMGC graduate-level graded coursework to make a determination of academic standing as described below. For details, see UMGC policy 158.01 Academic Standing Status for Graduate Students at *umgc.edu/policies*.

At the graduate level, there are three levels of academic standing: good academic standing, academic probation, and academic dismissal.

As a graduate student, you must maintain a cumulative and term GPA of 3.0 or higher at all times to remain in good academic standing.

Good Academic Standing

If you have a term and cumulative GPA of 3.0 or higher, you are in good academic standing. Good academic standing is one of the criteria you must meet to be considered for graduation.

Academic Probation

If you have a term or cumulative GPA below 3.0, you will be placed on academic probation in your next term of enrollment. Academic probation is a temporary status. If you are placed on academic probation, you have up to two terms of enrollment in which to restore your GPA to 3.0.

During that time, you must enroll only in the course(s) for which you received a grade that caused your cumulative or term GPA to drop below 3.0; you may not attempt any other coursework until you earn a grade of B or better in the repeated course(s).

Failing to restore your GPA to 3.0 or higher or earning any grade below B while on probation will result in academic dismissal. If you restore your GPA to 3.0 or higher, you will be returned to good academic standing. You should seek guidance and advice from an academic advisor if you are placed on academic probation.

Dismissal

If you are on academic probation and you fail to raise your GPA to 3.0 or higher or if you earn a grade below B during the probationary period, you will be dismissed. Once dismissed, you are ineligible to enroll in UMGC graduate courses and may be readmitted to UMGC only under the conditions for reinstatement or restart described in the following paragraphs.

Reinstatement After Dismissal from a Graduate Program

If you were academically dismissed from UMGC, you can submit one request for reinstatement. Contact the Reinstatement Review Committee at *graduateprograms-europe@umgc.edu* and request a Reinstatement Request Form, then submit the completed form and documentation to the committee for consideration. You will be required to show that you have improved your academic skills and made changes in your academic strategies that increase your likelihood for success in graduate studies, should you be approved for reinstatement.

If you are approved for reinstatement, you will be admitted for one term and placed on academic probation. You may also have to meet additional conditions, such as working with a coach or tutor or enrolling in specific courses. By the conclusion of this term, you must be in good academic standing to remain enrolled.

If you are reinstated to the same program in which you were last enrolled, you must immediately repeat the course(s) for which you received the grades that caused your cumulative GPA to drop below 3.0. If you are reinstated to a different program, your previous coursework and credits will not apply.

If you fail to attain a cumulative GPA of 3.0 or higher or if you earn a term GPA below 3.0, you will be academically dismissed, and you will not be eligible to apply for reinstatement or a restart again.

If you have questions about the reinstatement process, speak with an academic advisor.

Restart After Dismissal From or Academic Probation in a Graduate Program

If you were academically dismissed from a graduate program, have not been approved for reinstatement (as described in the preceding section), and have not attended graduate classes for a period of at least five consecutive years, you may request a one-time restart. You may also request a one-time restart if you were on academic probation when you last attended and have not attended graduate classes for a period of at least five consecutive years. Grades and credits previously earned will not apply toward any program you pursue upon your return, and you must fulfill the program requirements in effect at the time you restart.

Program Completion Requirements

You are responsible for applying for graduation (for degrees and/or certificates) by completing the online diploma application by the published deadlines. (See Graduation and Clearance Services on p. 28 for details.) The award of degrees and certificates is conditional upon satisfactory completion of all program requirements, compliance with all UMGC policies, and good academic standing (described on the previous page). Graduation clearance will not be granted if you are not in good academic standing, have outstanding debt to UMGC, or have any outstanding misconduct charges or unsatisfied sanction restrictions. Individual programs may have additional requirements that must be met before graduation clearance can be granted.

Scholastic Recognition

Academic Honor Societies

Phi Kappa Phi

The Honor Society of Phi Kappa Phi promotes the pursuit of excellence in all fields of higher education and recognizes outstanding achievement by students, faculty, and others through election to membership and through various awards for distinguished achievement. As a graduate student, you must be in the final term of your graduate program and in the upper 10 percent of your graduating class.

SALUTE

SALUTE (which stands for Service, Academics, Leadership, Unity, Tribute, Excellence) is the first national honor society established for student veterans and military servicemembers in two-year and four-year institutions of higher education. Members include retirees, disabled veterans, active-duty military, National Guard members, and reservists who are returning to higher education, starting second careers, or helping fund their college careers with military service. To be eligible for SALUTE, you must be currently enrolled at UMGC, currently serving in or honorable discharged from the military, have completed at least 12 credit hours with UMGC, have served as a mentor in the One2One mentoring program for at least one term or be an active Vessey Veterans Resource Center (VRC) communicator (posting feedback on articles or to the social wall at least twice per month), display the highest ethical standards, and maintain a GPA of at least 3.5 as a graduate student. You are eligible to apply for higher tiers based on your cumulative GPA. To learn more, visit *umgc.edu/salute*.

Upsilon Pi Epsilon

The Kappa Chapter of Upsilon Pi Epsilon, the international honor society for the computing and information disciplines, is open to graduate students. As a graduate student, you may be considered for membership if you are pursuing one of the following degrees: MS in Cloud Computing Architecture, Cyber Operations, Cybersecurity Management and Policy, Cybersecurity Technology, Data Analytics, Digital Forensics and Cyber Investigation, Information Technology (with a specialization in database systems technology, informatics, information assurance, software engineering, or systems engineering), or Management (with a specialization in information systems and services). To qualify for graduate-level membership, you must have completed at least 18 credits at UMGC toward your degree, with a cumulative GPA of 3.5 or higher.

Presidential Management Fellows Program

If you are seeking a graduate degree at UMGC, you may apply to the Presidential Management Fellows Program, a prestigious leadership development program that is a pathway to a senior-level career with an agency of the federal government. This highly selective program operates under the auspices of the U.S. Office of Personnel Management. To learn about the application process, visit *pmf.gov*.

Responsibilities of the Student

Academic Integrity

Integrity in teaching and learning is a fundamental principle of a university. As a member of the International Center for Academic Integrity (*academicintegrity.org*), UMGC subscribes to the center's definition of academic integrity as "a commitment, even in the face of adversity, to six fundamental values: honesty, trust, fairness, respect, responsibility, and courage." UMGC believes that all members of the university community share the responsibility for academic integrity.

As a UMGC student, you are expected to conduct yourself in a manner that will contribute to the maintenance of academic integrity in accordance with the university's philosophy of academic integrity (*umgc.edu/integrityphil*). All forms of academic misconduct, defined as actions that create an unfair academic advantage, are a violation of the principles of academic integrity and will not be permitted. Attempts to engage in academic misconduct or to assist others in doing so are prohibited. Resources to help you uphold the highest standards of academic integrity are available at *umgc.edu/academicintegrity*. UMGC's complete Academic Integrity policy is available at *umgc.edu/academicintegrity*.

Appealing a Grade

College and university students inevitably encounter faculty members who vary widely in teaching philosophy and demeanor and who use different teaching styles. Not only is teaching influenced by course content, there are also many ways of conveying the same material. It is only natural that you will like the style and personality of some faculty members more than others. Disagreement with a faculty member over demeanor and teaching style, however, is not grounds for a grade appeal. You have the opportunity to express your opinions on these matters through the course evaluation forms you complete for every UMGC course.

Regardless of teaching style, it may happen that you believe a faculty member's determination of your final course grade has been arbitrary and capricious. The phrase "arbitrary and capricious grading" is defined in UMGC Policy 130.80 as

◇ A final course grade assigned on some basis other than performance in the course; or

◇ A final course grade assigned by resorting to unreasonable standards different from those that were applied to other students in that course; or

◇ A final course grade assigned by a substantial, unreasonable, or unannounced departure from the faculty member's previously articulated grading standards.

The established performance standards for a course grade are communicated in the syllabus and other course materials. If you believe your final grade has not been based on such standards, you may pursue the appeal process. You should first confer promptly with the faculty member of the course. There is a time limit on appealing a grade; if you want to appeal a grade, you must initiate the process within 30 calendar days of the posting of the grade.

If you have not been able to contact the faculty member after a reasonable effort, or if you and the faculty member cannot, after consultation, reach a satisfactory resolution, you must contact *integrity@umgc.edu* with an explanation of how you believe that your grade fits the definition of arbitrary and capricious grading as provided in the policy.

Procedures for appealing a grade are detailed in UMGC Policy 130.80 Procedures for Review of Alleged Arbitrary and Capricious Grading, found at *umgc.edu/policies*.

Attendance and Participation

You are responsible for attending all on-site and online classes and any related activities regularly and punctually. Faculty members may base part of the final grade on class participation.

According to the university's definition of a unit of credit (described in Policy 160.00), you should expect to spend 42 to 45 hours on coursework (online or on-site class discussions and activities, additional study, readings, and preparation of assignments) for each credit you earn. As a rule of thumb, you should expect to devote at least three hours of outside study each week for every credit in which you are enrolled. For example, you would need to devote at least nine hours per week to outside study for a 3-credit course.

You are expected to achieve the same intended learning outcomes and do the same amount of work in an online course as you would in an on-site course. Active participation is required in all courses, whether they are online or on-site with an online component, and you should expect to log in to your courses several times a week.

Absence from class does not excuse you from missed coursework. You are responsible for completing any missed coursework, as indicated in the course syllabus, and obtaining detailed information about missed class sessions, including content, activities covered, and any announcements or assignments. Failure to complete any required coursework may adversely affect your grade. Faculty members are not expected to repeat material that you missed because of your absence from class.

You may not give permission to another person to accompany you to an on-site class, to attend an on-site class in your place, or to access or attend an online class, except as accommodations arranged through Accessibility Services.

Change of Address or Name

If you move during the session, you should not only leave a forwarding address with the postal authorities, but should also notify UMGC by updating your personal information through MyUMGC. If you are leaving Europe, you must also submit a relocation form through MyUMGC.

Your request for a name change on official records of UMGC must be accompanied by one of the following documents:

- ✧ Valid passport
- ✧ Social Security card
- ✧ Valid driver's license or state ID card
- ✧ Marriage certificate
- ✧ Valid permanent resident card
- ✧ Birth certificate
- ✧ Divorce degree
- ✧ Court-approved petition for name change
- ✧ Valid alien registration card

Your request can be made through MyUMGC, but must be followed by mailing in the requested documents.
To ensure accurate and complete student records, you must continue to register under your former name until the request and documentation have been forwarded and processed.

The Demographic Information Update Form may also be used to update/change your name, telephone number, permanent address, email address, date of birth, social security number, and/or emergency contact information. The form is found at *europe.umgc.edu/services/forms* or through MyUMGC.

Code of Civility

To encourage the development and growth of a supportive and respectful academic environment for all students, faculty, and staff, UMGC has created the Code of Civility.

Respect

Treat all students, faculty, and staff with respect and in a professional and courteous manner at all times and in all communications, whether in person or in written communication (including email).

Kindness

Refrain from using profanity, insults, or other disparaging remarks.

Truth

Endeavor to cite only the truth and not knowingly misrepresent, mischaracterize, or misquote information received from others.

Responsibility

Take responsibility for one's own actions instead of blaming others.

Cooperation

Work together with other students, faculty, and staff in a spirit of cooperation toward the common goals of seeking and providing quality education.

Privacy

Strive to uphold the right to privacy and not talk about others.

Nondiscrimination

Respect the differences in people and their ideas and opinions and reject bigotry.

Code of Student Conduct

UMGC Policy 151.00 Code of Student Conduct outlines prohibited conduct and the procedures by which such conduct is addressed. The university reserves the right to take appropriate action to protect the safety and well-being of the UMGC community.

You may be accountable to both civil authorities and to UMGC for acts that constitute violations of law and of this code. Disciplinary action at UMGC normally will go forward pending criminal proceedings and will not be subject to challenge on the grounds that criminal charges involving the same incident have been dismissed or reduced.

In every case of alleged Code of Conduct violation, the burden of proof rests with the complainant, who must establish the responsibility of the person accused by a preponderance of evidence. In cases where the complainant wishes to remain anonymous, the burden of proof rests with the administrator.

See *umgc.edu/policies* for additional information about the UMGC Code of Student Conduct.

Connectivity and Technical Fluency

UMGC is committed to ensuring that you have access to up-to-date resources and acquire the level of fluency in information technology you need to participate actively in contemporary society.

As a UMGC student, you must own or have access to a personal computer, have access to the internet, and have a current email address. You must be prepared to participate in asynchronous, computer-based class discussions, study groups, online database searches, course evaluations, and other online activities whether your course is held online or in a classroom.

In addition, you are expected to have a working knowledge of, and access to, a basic word processing program, such as Microsoft Word; a spreadsheet program, such as Microsoft Excel; internet email services; Microsoft Windows; and the World Wide Web.

If you require further training in the use of internet services and basic software packages, you may wish to consult the UMGC undergraduate schedule of classes or speak with an academic advisor regarding appropriate classes.

The most current technical requirements are available online at *umgc.edu/techreq*.

Course Evaluations

UMGC uses your feedback to make decisions about future courses. Your responses are kept confidential.

Grievance/Appeal Procedures

To file a formal complaint concerning the actions of members of the UMGC faculty or administrative staff, you must follow procedures detailed in UMGC Policy 130.70 Student Grievance Procedures, which is available at *umgc.edu/policies.* If you wish to seek redress for the acts or omissions of a faculty or staff member, you must first request a conference with that person and attempt to resolve the complaint informally within 14 days of the alleged act or omission. If you have attempted resolution within the academic program without a satisfactory outcome, email *integrity@umgc.edu* and include information required by the grievance policy.

If you are not satisfied with the outcome of your student grievance, you may submit your complaint to an external entity. Contact information for external entities is available at *umgc.edu/externalcomplaint*.

If you wish to file a complaint about discrimination or harassment, you must follow the procedures detailed in UMGC Policy Affirmative Action and Equal Opportunity, available at *umgc.edu/eeo*. You can file a complaint regarding discrimination or harassment at *fairpractices@umgc.edu*. You may file a complaint regarding sexual misconduct at *titleixinvestigator-overseas@umgc.edu*.

Intellectual Property

The primary mission of universities is to create, preserve, and disseminate knowledge. When that knowledge takes the form of intellectual property, a university must establish a clear and explicit policy that will protect the interests of the creators and the university while ensuring that society benefits from the fair and full dissemination of that knowledge. UMGC's policy on intellectual property is available online at *umgc.edu/intellectual-property*.

Relocating Between UMGC Divisions

It is important that you notify UMGC when you are relocating to a new duty station, so that residency classification and tuition rate may be accurately determined.

If you plan to relocate from one UMGC division (stateside, Europe, or Asia) to another and you have attended classes with UMGC within the last two years, you must complete and submit a Relocation Form before the start date of the term in which you intend to begin study at the new division. This form may be accessed via the MyUMGC student portal under Helpful Links. There is no fee for relocations. If you have not attended UMGC within the last two years, you will need to complete the regular UMGC admission application and indicate the division that you wish to attend by answering the questions presented.

GoArmyEd Students:
You do not need to complete the Relocation Form but you must change your home school through the GoArmyEd Portal.

Transfer of Credits from UMGC

To have credits earned through UMGC transferred, you must obtain authoritative guidance from the destination institution to which you intend to transfer — even if it is another institution in the University System of Maryland. The transferability of credits earned is always at the discretion of the receiving institution. Only that institution can answer specific questions about whether it will accept transfer credit, as well as whether any credits may satisfy its admission, residency, and degree requirements or apply to its curricula.

Services and Resources

Availability of Services

UMGC provides numerous services and resources to help you complete your educational program from anywhere in the world—through systems and resources available online, by email and telephone communication, and in person at your local education center, as well as throughout the Maryland area and many military sites worldwide (listed at *umgc.edu/locations*). A number of offices are responsible for the delivery of these services, including Admissions, Academic Advising, Career Services, Student Financial Services, Student Services, Information Technology, the UMGC Library, and the Office of the Registrar.

Among these, the Offices of Academic Advising, Student Services, the Registrar, and the partnership programs staff respond to most of your academic needs throughout your graduate education, providing general information; admission assistance; academic advising; registration, graduation, and transcript services; and veterans benefits assistance.

Contact information for our on-site and virtual UMGC offices is available at *europe.umgc.edu/locations*.

Academic Advising

Academic advisors will help guide you through all the steps that lead to a graduate-level degree. They also will recommend ways for you to complete academic requirements quickly and efficiently.

You are encouraged to keep track of your program requirements and seek advising when assistance is needed. You should retain and refer to the catalog of the year you entered your program, as it contains all the degree requirements for which you will be held accountable as long as you maintain continuous enrollment. Archived catalogs are also available online at *europe.umgc.edu/catalogs*.

If you have not attended UMGC for a year or more, you should also contact an advisor for assistance in getting back on track. If it has been more than two years since your last enrollment, you must first reapply for admission. Once readmitted, you must fulfill the degree requirements detailed in the catalog of the year in which you resume study.

Whenever possible, you should get advising information in writing to help with future degree planning. You must meet all degree requirements to be cleared for graduation. You may schedule an appointment with your advisor by using the contact information found at *europe.umgc.edu/advising*.

Accessibility Services

Reasonable accommodations are available to help you if you have a documented disability and are enrolled in any program offered at UMGC.

You can request disability related accommodations by submitting a request to Accessibility Services.

You should make your request for accommodations as early as possible to allow sufficient time for the processing of your request and development of your accommodation plan.

Once the request is received, Accessibility Services will notify you of the status of your request and schedule an intake appointment, which may be held by phone, via email, or in person. During the appointment, your accommodation request, academic needs, and Accessibility Services' procedures are discussed.

Decisions regarding accommodations are made on an individualized assessment of program requirements and the need for accommodations. Once an accommodation plan is finalized, Accessibility Services will provide the plan to your teachers upon your written request.

For more information, visit *europe.umgc.edu/accessibility* or contact Accessibility Services by phone at +1-800-888-8682, ext. 2-2287 or +1-240-684-2277 (TTY) or by email at *accessibilityservices@umgc.edu.*

SERVICES AND RESOURCES

Admission Assistance

Program coordinators can help you if you are inquiring about becoming a UMGC student or are admitted but have not yet registered. They can help you apply for admission, identify and provide information about the right payment option, explain the different class formats, and assist you with registering for your first classes. They are also available to assist you throughout your educational career.

You will find information about visiting or contacting your local UMGC Europe program coordinator at *europe.umgc.edu/locations*.

Alumni Association

The UMGC Alumni Association, founded in 1990, fosters and perpetuates lifelong relationships between alumni and their alma mater. Its mission is to support, enhance, and promote UMGC and its community of students, faculty, and alumni worldwide.

Membership in the Alumni Association is free for all UMGC graduates. The association invites graduates to stay connected through volunteer service, social events, career networking, and other opportunities. Benefit programs and resources include career services, networking opportunities, affinity partner discounts, virtual alumni book club, and special alumni events—held both online and on-site.

Membership in the UMGC Alumni Association offers an exceptional opportunity to expand personal and professional networks. UMGC currently has more than 246,000 graduates in 47 states and 24 countries. UMGC alumni work in nearly all major international and Fortune 500 organizations, federal agencies, branches of the military, and private industry.

For more information on the Alumni Association and how to activate your free membership, visit *alumni.umgc.edu*. You can also follow the Alumni Association on Facebook, LinkedIn, and Twitter.

Career Services

Career Services provides resources and services to inform, prepare, and connect UMGC students and alumni worldwide with their career and job search needs. To access Career Services, you should activate your account on CareerQuest, UMGC's online career portal, at *careerquest.umgc.edu* using your UMGC login credentials.

Tools and Resources

Career Services offers a variety of online tools and resources, available online 24 hours a day, that can be useful in the career planning and job-search process. Resources include résumé builders and critiques, online mock interviews, video job-search tips, LinkedIn profile critiques, mentor matching, and occupational information.

Job-Search Services

UMGC offers several services designed to fulfill the employment needs of UMGC students and alumni, including employer recruitment sessions and job fairs (held online and on-site); employability and job-seeking skills webinars, such as résumé writing and interview preparation; and job-search tutorials. CareerQuest enables you to register for recruiting events, search job listings and set job alerts, and post résumés for prospective employers.

Career Development and Planning

Career Services staff are available to provide personalized attention to help you clarify your skills, interests, and work-related values; make career/life-related decisions; research career options; plan for further study; and search for employment, whether you are new to your career field, making a career transition, or looking for guidance on how to climb the corporate ladder as an experienced professional.

Career advising services are available by appointment (on-site and by phone, video chat, and email) and can be scheduled via CareerQuest. Call +1-800-888-8682, ext. 2-2720 or visit *umgc.edu/careerservices* for more information.

Computer Labs And Services

UMGC computer labs are available at many UMGC sites. These labs are available primarily for the use of students completing coursework but are also open to faculty members, staff, and alumni on a first-come, first-served basis on presentation of a valid UMGC ID. You must bring media to save data or documents. Acceptable media include flash drives or thumb drives.

Lab assistants are available during scheduled hours to help you with resident software programs but cannot provide tutoring.

Technical support for MyUMGC, the learning management system, and other learning applications is available 24 hours a day, seven days a week, at *umgc.edu/help* or +1-888-360-8682. For the most current information on technical requirements for online and hybrid courses, visit *umgc.edu/techreq*.

Graduation Clearance and Services

Degrees earned in graduate programs available through UMGC Europe are awarded in summer, fall, winter, and spring of each academic year. Commencement ceremonies each spring recognize master's candidates who have earned their degrees in any of these degree periods. You will be invited to participate in commencement if you apply for a diploma in the same term as the ceremony (or have graduated since the last spring commencement). To be eligible to march as a master's candidate, you must be able to demonstrate that you will complete all degree requirements by the degree conferral date and pay the required fees.

Certificate/Graduation Application Deadlines

You are responsible for filing a graduation application (available online at *my.umgc.edu*) and paying the appropriate fee (currently $50) if you expect to complete the requirements for a degree or certificate program. Applications for graduation may be submitted at the time you register for your final term or by the following deadlines:

December graduation	15 October
May graduation	15 February
August graduation	15 June

If you are in a four-term program that requires CBR 600, DCL 600, or PRO 600, you may submit your application for graduation at the time you register for your final term or up to the following deadlines:

December graduation	15 October
March graduation	15 February
June graduation	1 April
September graduation	15 July

The same deadlines apply if you are completing a certificate program. The application form must be completed via MyUMGC at *my.umgc.edu*.

> MyUMGC > Academic Records > Graduation > Apply for Graduation

IMPORTANT INFORMATION FOR DEGREE CANDIDATES

The graduation dates when degrees are awarded are not the same dates as the commencement ceremonies. Candidates may find more information about commencement on the UMGC Europe website.

Clearance Process for Graduation

Once you have applied for graduation, Graduation Services will review your academic requirements and determines whether you are cleared for graduation. If you do not complete degree requirements in the term in which you first applied for graduation, your graduation application will automatically be moved to the next term. You will not be required to reapply, and you do not need to pay the application fee again.

If you are taking courses outside of UMGC in your final term, contact your academic advisor to request a Permission to Enroll form. Once the form has been completed and submitted, it will be reviewed by a member of the Graduation Services team. Documentation should reach UMGC no later than the expected graduation date and should be sent to

> Attn: Incoming Transcripts
> University of Maryland Global Campus
> 3501 University Boulevard East
> Adelphi, MD 20783-8070

For more information on the clearance process for graduation, visit *umgc.edu/graduationservices.*

Issuance of Diplomas, Official Transcripts, and Letters of Completion

All master's graduates, as well as certificate recipients, can expect to receive their diplomas/certificates and a complimentary transcript by mail from the Office of the Registrar approximately four weeks after the graduation date.

Degrees and certificates are posted on transcripts only three times each academic year. The Graduation Services team certifies degree completion, awards degrees or certificates, and orders diploma(s). Transcripts are not updated to show program completion, nor are diplomas and certificates ordered, until the degree has been awarded, even if all requirements have been completed.

If you require verification of your degree completion prior to the graduation date, you may request a letter of completion (LOC) once you have completed your degree coursework by sending an email to *graduationserv@umgc.edu.* You should be sure to include your name, Student/EmplID, mailing address, and how you would like to receive your LOC (email, mail, or fax). If your letter needs to be sent to a third party, please include that information in your email. After the graduation date has passed, you must request an official transcript for degree completion verification.

The UMGC Library

The UMGC Library serves to educate students, faculty, and staff in the use of library and information resources, emphasizing the critical importance of information literacy knowledge and skills for success in today's information-rich world. The UMGC Library also develops and manages extensive online library resources and user-centered services for UMGC students, faculty, and staff worldwide.

Library Resources

The UMGC Library provides access to a rich collection of research materials on a variety of topics (e.g., business, social science, science, arts and humanities, and computer and information systems). You can access an extensive array of subscription research databases containing tens of thousands of full-text articles, as well as thousands of electronic books, through the UMGC Library home page at *umgc.edu/library* or through the learning management system.

The UMGC Library OneSearch allows you to search for scholarly articles, books, and/or other research resources from most of the databases to which the UMGC Library subscribes via a single search. The UMGC Library has also created subject-specific resource guides to serve as a beginning place for research. Each guide includes subject-relevant research databases, books, websites, and other resources.

At most military installations where UMGC offers courses, the Army, Air Force, or Navy maintains a library, usually staffed by professional librarians. The combined holdings of the libraries, including several million books and audio-visual materials, are available to all UMGC students. Many libraries also have computers with internet connections as well as computers which connect to a selection of research databases available from inside the library only.

Library Instruction and Research Assistance

To help you gain the in-depth research skills needed to locate, evaluate, and use the rich research resources available to you, the UMGC Library offers library instruction, both in person and within the learning management system. Faculty members may contact the UMGC Library to request a library instruction session.

Reference and research assistance is available daily (except holidays) during regularly scheduled hours (EST) through the library webpage under Ask a Librarian. For a complete list of library services, you should visit *umgc.edu/library*.

MyUMGC

Through MyUMGC (*my.umgc.edu*), you have access to many of your personal UMGC records. The system enables you to register and pay for courses, change personal information (such as home address or phone numbers), view and print reports (such as your class schedule, grade report, statement of account, unofficial transcript, and academic advisement report), and check on the status of your financial aid application. To access services, you must enter your UMGC login credentials.

Student Advisory Council

The Student Advisory Council provides advice to the university administration and thus serves as an avenue for you and your fellow students to provide feedback about UMGC's mission and overall direction. The council consists of 12 members, elected by the student body, who act in an advisory capacity to the university leadership on behalf of all students. The council does not have the authority to act on behalf of individual students but instead provides recommendations for the improvement of UMGC for the benefit of all.

If you would like to see certain issues addressed or have questions, you should contact your council representative by email at *stac@umgc.edu*.

More information on shared governance is available at *umgc.edu/governance*.

Student Organizations

Student organizations offer you the opportunity to network with other students with similar interests, ask questions to faculty, engage in your field of interest, and discuss related topics in an online forum. Visit *umgc.edu/clubs* for a list of active student organizations and instructions on becoming a member.

Transcript Services

Official academic records are maintained by the Office of the Registrar at UMGC and show all graded coursework taken through UMGC. A summary of your transfer credit from other institutions (including other institutions in the University System of Maryland) is also listed on your official transcript, if an official evaluation has been completed.

Your records are considered confidential. Therefore, UMGC releases transcripts only upon receiving an online transcript request from you and payment of the appropriate fee. Online requests are authenticated through your login credentials. An electronic release form is provided during the request process and serves as your official signature.

Various procedures for requesting transcripts are available online at *umgc.edu/transcripts*. A fee is charged for each UMGC transcript that is issued; additional fees are charged for rush overnight processing. You should allow at least three business days for transcript requests to be processed. All financial obligations to the university must be satisfied before a transcript may be released.

Tutoring and Writing Resources

Students at UMGC have access to free online tutoring in select courses in accounting, computer programming, economics, finance, and statistics via tutoring rooms. In these tutoring rooms, you can correspond with tutors, post questions and review answers, and take advantage of other resources designed to complement the materials in your course classroom.

You may also be able to schedule a synchronous session with a tutor for a specific course and session. Tutoring rooms are accessible via course classrooms, enabling you to take advantage of tutoring services more easily. More information about tutoring services is available at *umgc.edu/tutoring.* Information on tutoring resources for a given course is posted within the classroom.

You can also access writing-related services and resources through the Effective Writing Center, which is available online 24 hours a day, seven days a week. The center's experienced, trained tutors help you develop key writing skills by providing individual online tutoring, self-study modules, and other writing resources. You can submit assignments for review and schedule live online sessions.

There are also a number of other resources hosted by the center, such as the "Online Guide to Writing and Research" and various other multimedia resources. Writing is a constantly developing skill, so if you are returning to school after some time away, the Effective Writing Center can help. The center's goal is to help you become a more skilled and confident writer who understands the tasks before you, so that you are better prepared for your next assignment, whether that is in the classroom or in your career. More information is available at *umgc.edu/ewc.*

Verification Services

Enrollment Verification

UMGC participates in the National Student Clearinghouse which, in turn, supplies verification of enrollment to lending agencies. UMGC reports student enrollment data to the clearinghouse two times each month. Enrollment data is provided for all students who are enrolled in classes, whether they are attending full time, half time, or less than half time, as well as for students who are considered to have withdrawn from the university. UMGC also reports degree information, including graduation date, for students who have completed an academic program.

If you are a current student, you may request enrollment verification through MyUMGC free of charge. All enrollment verifications requested via MyUMGC are processed in real time and available online for printing on the same day. If you are no longer enrolled at UMGC, you may request a transcript of your academic record to verify past enrollment.

Letters certifying official enrollment are also available upon request from the Student Services Office at UMGC Europe Headquarters. Enrollment can be certified only for the current term and for previous terms. If you are requesting a letter for a future session, the letter will be mailed out and an enrollment hold will be placed on your record. If you are no longer enrolled at UMGC, you need to request a transcript of your academic record to verify past enrollment.

Loan Deferment Form Certification

UMGC does not grant or deny deferment requests; any deferments are at the sole discretion of the lender. UMGC processes deferment forms, certifying your official dates of enrollment. If you are not enrolled in the current term (fall, spring, winter, or summer), you are reported as having withdrawn, regardless of whether or not you plan to enroll or have already enrolled in a future term.

If you have a William D. Ford Federal Direct Loan and wish to apply for a deferment, you must complete the In-School Deferment Request (available at *umgc.edu/finaidforms*) and submit it to Academic Operations Stateside by mail for certification. Forms should be mailed to UMGC, Student Records—Outgoing Transcripts, 3501 University Boulevard East, Adelphi, MD 20783.

You should be aware both of your lender's deadlines for receiving deferment requests and UMGC's reporting schedule to avoid having deferment forms processed and forwarded to the lenders before enrollment data has been reported.

Degree Verification

UMGC has authorized the National Student Clearinghouse to provide degree verification. A degree verification will not be released until all financial obligations to the university have been satisfied.

Employers and background screening firms must contact the clearinghouse directly for this information, for which a fee is charged. For more information about this service, visit *studentclearinghouse.org.*

Master's Degree Programs

At the master's degree level, UMGC Europe offers the Master of Business Administration (MBA), Master of Science (MS), and Master of Social Work (MSW).

Expectations

Each UMGC master's degree incorporates program-specific and core competencies. The following essential core competencies are emphasized across all programs:

✧ Effective writing and oral communication

✧ Teamwork/collaboration/leadership

✧ Quantitative reasoning

✧ Critical analysis, critical thinking, and problem solving

UMGC conducts learning outcomes assessments to measure and improve your learning in these areas as well as in specific disciplinary knowledge and skills.

Requirements

Continuous Enrollment

In general, the UMGC degree requirements that apply to you are those that were in effect when you completed the first credit-bearing course in a given program at UMGC. If you cease to be continuously enrolled, the program requirements that apply to you are those in effect at UMGC when you return to UMGC and enroll in a credit-bearing course for the program you wish to pursue at that time.

To be considered continuously enrolled, you must have had no more than two sequential years of nonenrollment. After two years of nonenrollment, you must apply for admission to resume enrollment.

If you change your degree program while continuously enrolled, then the program requirements that apply to you are those in effect at the time you enroll in the first required course for that program. Previously completed coursework may not apply to the new requirements.

Information about the catalog year that applies to you is provided in the MyUMGC student portal.

The following requirements for the master's degree are applicable to students who begin continuous enrollment on or after 1 August 2020.

Overall Requirements

More is expected at the graduate level than what is normally required at the undergraduate level. In addition, you usually must complete special requirements at the end of your graduate program. UMGC's master's degree programs require you to complete an integrative end-of-program capstone course in which you must demonstrate mastery of content covered throughout the program.

All master's degrees require completion of at least 30 credits, with specific requirements listed on the next pages.

Initial Requirement

Most master's degrees require UCSP 615 Orientation to Graduate Studies at UMGC, which must be taken within the first 6 credits of study. For master's degrees that require foundation courses CBR 600, DCL 600, or PRO 600, the required foundation course must be taken first.

Good Academic Standing

In all programs, you must maintain a term and cumulative grade point average (GPA) of 3.0 to remain in good academic standing; in some, you must also earn a grade of B or higher in each class to progress to the next class. Academic progress is assessed at the end of each term. Other requirements—such as time limits for degree completion—also apply; details are provided in the following section and in the Criteria for Program Progression section of each applicable program's description.

Time Limits

All requirements established for the completion of a master's degree listed in this publication must be fulfilled within five consecutive years. The time limit is calculated from the term in which you successfully complete the first credit course that applies to the program. It does not include the introductory courses DCL 600, CBR 600, and PRO 600 but does include courses transferred from other institutions and courses transferred from UMGC undergraduate programs as part of an accelerated pathway.

Second Master's Degree

If you have already received a master's degree from UMGC, you can broaden your education by earning a second master's degree in a different discipline.

If you have earned a master's degree from UMGC and want to pursue an additional master's degree at UMGC, you may not apply coursework twice, i.e., double count, or repeat courses to fulfill the requirements of the additional credential. On a case-by-case basis, UMGC may consider limited substitutions for coursework that is required for more than one master's degree to allow you to complete a second master's degree, but if this is not possible, you will need to choose an alternate program if you wish to complete another credential at UMGC.

Before beginning work toward or registering for a second master's degree, consult an academic advisor. Advisors will be glad to explain the requirements and situations that require department approval, including those for completing an MS in Management or in Information Technology in a second specialization.

UMGC Europe Programs

The following master's degree programs are available through UMGC Europe:

✧ Master of Business Administration (MBA)

✧ Master of Science in Cloud Computing and Networking (MS)

✧ Master of Science in Cyber Operations (MS)

✧ Master of Science in Cybersecurity Management and Policy (MS)

✧ Master of Science in Cybersecurity Technology (MS)

✧ Master of Science in Digital Forensics and Cyber Investigation (MS)

✧ Master of Science in Information Technology (MS)

✧ Master of Science in Management (MS)

✧ Master of Social Work (MSW)

The following pages provide descriptions of the degree and certificate programs available in Europe through UMGC, including all course requirements and any academic or professional preparation required or recommended beyond general graduate admission requirements.

Most degree and certificate programs follow a very specific curriculum with little or no choice. However, in some cases you may substitute a single 6-credit course that covers the same content as two required 3-credit courses or vice versa. These options are listed in the course requirements.

Business Administration

You may earn a Master of Business Administration (MBA).

Master of Business Administration

The MBA program can help you gain the skills and abilities desired by today's employers and learn how to strategically manage an organization for growth and success. In this program, you can develop and advance your competencies in finance, marketing, human resources, strategy, and leadership. You'll be able to apply your learning from multiple disciplines and specializations to real-life business problems.

What You'll Learn

Through your coursework, you'll learn how to

- Create and implement a personal leadership development plan
- Foster mutual respect, trust, and high standards of ethics, performance, and teamwork
- Assess and manage critical knowledge and skill gaps related to core organizational functions and managerial responsibilities
- Complete a comprehensive analysis of the costs of operations, pricing options, financing, product mix, and distribution channels
- Evaluate your cultural intelligence, ethical values, and skills in decision making, and implement specific actions to leverage your strengths and further develop areas of relative weakness
- Evaluate your organization's policies for managing legal and ethical risks, with a focus on contracts, agency, and tort law
- Develop a marketing plan for a new product or service in both domestic and international markets
- Prepare a project management plan for an initiative in a new international location that presents business, language, cultural, legal, and other challenges for your organization
- Develop a comprehensive strategy for expanding your organization's products or services in a selected country

Preparation Recommended for Success

Recommendations

If you need to improve your computing skills, you should take the noncredit course ASC 605. Taking ASC 601 is recommended to improve writing and analytical skills.

Degree Requirements

Master of Business Administration	
	Credits
Required Foundation Course	6
Required Core Courses	30
Total Credits	**36**

Required Foundation Course

PRO 600   Communicating, Problem Solving, and Leading in Professional Fields (6)

Required Core Courses

MBA 610   Leading Organizations and People (6)

MBA 620   Financial Decision Making (6)

MBA 630   Leading in the Multicultural Global Environment (6)

MBA 640   Innovation Through Marketing and Technology (6)

MBA 670   Strategic Decision Making (6)

Course Sequencing

- Courses must be taken in the order listed.

Program Calendar

Graduate-level courses for the MBA program are 6 credit hours each and are offered in a four-term calendar. On-site/hybrid and online classes are 11 weeks in length. For the annual program calendar, see p. 66.

Criteria for Program Progression

You must complete each course with a grade of B or better to advance to the next course. (The grade of C is not available for these courses.) Your course syllabus will explain options for and consequences of requesting an Incomplete.

Program Accreditation

UMGC has received specialized accreditation for its Master of Business Administration program through the International Accreditation Council for Business Education (IACBE), located at 11374 Strang Line Road in Lenexa, Kansas, USA. IACBE is a specialized accrediting agency recognized by the Council for Higher Education Accreditation.

Cloud Computing Architecture

You may earn a Master of Science in Cloud Computing Architecture or a graduate certificate in cloud computing and networking. For the related graduate certificate program, see p. 61.
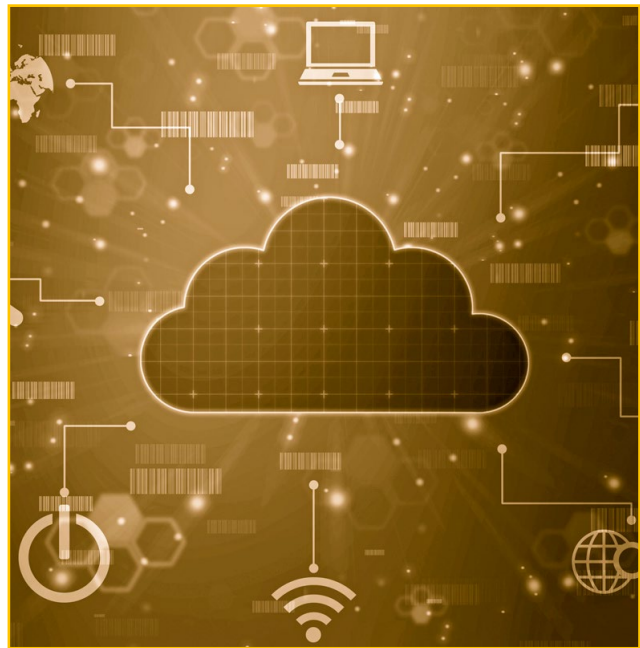
Master of Science in Cloud Computing Architecture

The graduate program in cloud computing architecture is designed to equip you with the technical and management skills to effectively design, operate, and maintain cloud computing systems and help organizations transition to cloud-based solutions. You'll learn to strategically transform an organization's current infrastructure to one that efficiently delivers valuable services via the cloud. Through a broad understanding of cloud technology and its relationship to business processes, including financial management, procurement, and communications, you'll be able to design effective cloud environments—and ultimately become a strong asset in any organization.

What You'll Learn

Through your coursework, you will learn how to

⬦ Explain cloud computing concepts and applicable benefits to business stakeholders

⬦ Evaluate and assess the impact of cloud computing on service management

⬦ Design effective cloud computing solutions that take into account an organization's structure, communications, and operational business processes, as well as financial management and cost model implications

⬦ Manage the process of migrating and transitioning to a cloud environment

⬦ Implement cloud computing architecture solutions that address cloud security and compliance fundamentals, deployment automation and elastic sizing of environments, and multitenant implications

Preparation Recommended for Success

Expectations

The cloud computing architecture program is designed for students with academic or professional experience in information technology. This background may be acquired through noncredit preparatory coursework, listed below.

Recommendations

If you do not have any recent IT coursework or experience, you should take the noncredit course ASC 605 before taking any cloud computing courses. Taking ASC 601 is recommended to help improve writing skills.

Vertical Pathway

If you completed your undergraduate degree at UMGC with a major in computer networks and cybersecurity, a vertical pathway between UMGC's undergraduate and graduate programs in that field allows you to earn 6 credits in the Master of Science in Cloud Computing Architecture and/or the certificate in Cloud Computing and Networking. Details are on p. 9.

Degree Requirements

MS in Cloud Computing Architecture	
	Credits
Required Foundation Course	6
Required Core Courses	30
Total Credits	**36**

Required Foundation Course

DCL 600   Decisive Thinking, Communicating, and Leading (6)

Required Core Courses

CCA 610   Cloud Services and Technologies (6)

CCA 625   Network Engineering (6)

CCA 630   Cloud Infrastructure Planning, Design, and Configurations (6)

CCA 640   Cloud Computing Implementations and Migrations (6)

CCA 670   Capstone: Cloud Computing Orchestration (6)

Course Sequencing

✧ Courses must be taken in the order listed.

Program Calendar

Graduate-level courses in cybersecurity subjects are 6 credit hours each and are offered in a four-term calendar. On-site/hybrid and online classes are 11 weeks in length. For the annual program calendar,

Criteria for Program Progression

You must complete each course with a grade of B or better to advance to the next course. (The grade of C is not available for these courses.) Your course syllabus will explain options for and consequences of requesting an Incomplete.

Technology Requirements

The cloud computing architecture program requires that you use a computer with the following:

✧ Microphone and speakers or headset with microphone or equivalent device(s)

✧ 5 GB (gigabytes) of free hard drive space

✧ 4 GB RAM or higher

✧ A high-speed internet connection

✧ Computer processor (Intel Pentium 4 or AMD Athlon 64) running at speeds of at least 1 GHz

✧ Windows 8.1 or Mac OS X 10.6 or higher for an operating system (Linux operating systems can also be used but require more technical knowledge from the user.)

Note: The higher the processor speed of your computer (e.g., 2.4–3.4 GHz), the larger the amount of available memory (e.g., 4–12 GB), and the larger the amount of available hard drive space (e.g., 5–20 GB), the better your computer will perform and the smoother your experience will be.

Cyber Operations

You may earn a graduate certificate or a Master of Science in Cyber Operations. For the graduate certificate program, see p. 61.

Master of Science in Cyber Operations

The graduate program in cyber operations is an interdisciplinary technical program designed to provide the knowledge, skills, and abilities required to successfully perform critical cyber operations tasks. Based on the content and curriculum recommendations by the National Centers of Academic Excellence in Cyber Operations (CAE-CO), the program responds to a growing national need driven by increasing threats of global cyberwarfare, for cyber professionals with advanced training in both defensive cybersecurity and offensive cyber actions.

The program features the technologies, techniques, and exercises that help government, military, and law enforcement organizations to conduct collection, exploitation, and analysis, as well as respond to cyber events to enhance the security of our nation, in hands-on labs, projects, and exercises.

What You'll Learn

Through your coursework, you will learn how to

✧ Design systems that are based on security design principles and employ multiple layers of protection to meet mission security goals

✧ Perform risk assessment to identify risk to an organization and facilitate appropriate responses

✧ Develop appropriate cryptographic solutions for a given enterprise architecture scenario

✧ Protect networks, hosts, and applications using intrusion detection and prevention systems (IDPS)

✧ Mitigate vulnerabilities in the components that make up a system

✧ Use virtualization to create multiple simulated environments from a single hardware system to reduce IT expenses

✧ Migrate an existing workload to a secure, scalable cloud environment

✧ Perform a forensics analysis on artifacts associated with a cyber incident

✧ Write high-quality, defect-free software code

✧ Perform reverse engineering on software (or malware) of potentially unknown origin to understand functionality, intent, and constraints of the code

✧ Explain processes, laws, and issues associated with conducting cyber operations

✧ Assume the roles of an adversary and defender in a cyber operations attack scenario to identify and prevent cyber intrusion activities safely, ethically, and within the scope of applicable laws

Academic Preparation

Ideally, you should have recently completed an undergraduate degree in computer science or a related discipline.

Preparation Recommended for Success

Expectations

You are expected to be familiar with cybersecurity and computer science concepts and be comfortable developing code in at least one programming language and to have recently completed an undergraduate technical degree in computing. Experience performing cybersecurity tasks in a work environment would enhance the learning experience.

Recommendations

If you do not have work experience in information technology, computer networks, or cybersecurity, you are advised to take ASC 605 first. If you have not taken programming courses previously, you are strongly encouraged to take ASC 609. Taking ASC 601 is recommended to improve your graduate writing skills.

Vertical Pathway

If you completed your undergraduate degree at UMGC with a major in computer networks and cybersecurity, a vertical pathway between UMGC's undergraduate and graduate programs in that field allows you to earn 6 credits toward the Master of Science in Cyber Operations and/or the certificate in Cyber Operations. Details are on p. 9.

Degree Requirements

MS in Cyber Operations	
	Credits
Required Foundation Course	6
Required Core Courses	30
Total Credits	**36**

Required Foundation Course

DCL 600   Decisive Thinking, Communicating, and Leading (6)

Required Core Courses

COP 610   Foundations of Cyber Operations (6)

COP 620   Cybersecurity Defense (6)

COP 630   Cyber Law and Digital Forensics (6)

COP 640   Secure Software (6)

COP 670   Capstone in Cyber Offense (6)

Course Sequencing

⬦ Courses must be taken in the order listed.

Program Calendar

Graduate-level courses in cybersecurity subjects are 6 credit hours each and are offered in a four-term calendar. On-site/hybrid and online classes are 11 weeks in length. For the annual program calendar, see p. 66.

Criteria for Program Progression

You must complete each course with a grade of B or better to advance to the next course. (The grade of C is not available for these courses.) Your course syllabus will explain options for and consequences of requesting an Incomplete.

Technology Requirements

The cyber operations program requires that you use a computer with the following:

⬦ Microphone and speakers or headset with microphone or equivalent device(s)

⬦ 5 GB (gigabytes) of free hard drive space

⬦ 4 GB RAM or higher

⬦ A high-speed internet connection

⬦ Computer processor (Intel Pentium 4 or AMD Athlon 64) running at speeds of at least 1 GHz

⬦ Windows 8.1 or Mac OS X 10.6 or higher for an operating system (Linux operating systems can also be used but require more technical knowledge from the user.)

Note: The higher the processor speed of your computer (e.g., 2.4–3.4 GHz), the larger the amount of available memory (e.g., 4–12 GB), and the larger the amount of available hard drive space (e.g., 5–20 GB), the better your computer will perform and the smoother your experience will be.

UMGC was named a National Center of Academic Excellence in Cyber Defense Education by the National Security Agency and the Department of Homeland Security.

Cybersecurity Management and Policy

You may earn a graduate certificate or a Master of Science in Cybersecurity Management and Policy. For the graduate certificate program, see p. 61.

Master of Science in Cybersecurity Management and Policy

The graduate program in cybersecurity management and policy can help you gain the tools you need to join the management track in cybersecurity, so you can establish, implement, and oversee a cybersecurity structure for an organization. In this program, you can learn how to create a security approach that combines technology, governance, and compliance perspectives and gain advanced knowledge in organizational structures, communications, operational business processes, and the legal framework for cybersecurity policy.

What You'll Learn

Through your coursework, you will learn how to

- Understand multinational compliance requirements for cybersecurity
- Apply risk analysis concepts and models to a variety of organizations
- Incorporate cybersecurity into numerous organizations, including healthcare and financial services organizations
- Create and establish cybersecurity frameworks in both the public and private sectors
- Develop complete cybersecurity incident response plans
- Play the role of a new chief financial officer tasked with performing a comprehensive analysis of a new S&P 500 company
- Present a paper to a chief executive officer

Industry Certification

This program is designed to help prepare you for the following certification exams, listed in alphabetical order:

- Certified Information Systems Security Professional (CISSP)
- CompTIA Security+
- Project Management Professional (PMP)

Preparation Recommended for Success

Expectations

You are expected to have some background in information technology. This background may be acquired through noncredit preparatory coursework, listed below.

Recommendations

If you do not have previous coursework or experience in programming, you should first enroll in ASC 605, ASC 609, and ASC 611 to gain the appropriate foundation. Taking ASC 601 is recommended to help improve writing skills.

Vertical Pathway

If you completed your undergraduate degree at UMGC with a major in computer networks and cybersecurity, a vertical pathway between UMGC's undergraduate and graduate programs in that field allows you to earn 6 credits toward the Master of Science in Cybersecurity Management and Policy and/or the certificate in Cybersecurity Management and Policy. Details are on p. 9.

Degree Requirements

MS in Cybersecurity Management and Policy	Credits
Required Foundation Course	6
Required Core Courses	30
Total Credits	**36**

Required Foundation Course

CBR 600   Communicating, Problem Solving, and Leading in Cybersecurity (6)

Required Core Courses

CMP 610   Foundations in Cybersecurity Management (6)

CMP 620   Cybersecurity Governance (6)

CMP 630   Cybersecurity Risk Management and Organizational Resilience (6)

CMP 640   Cybersecurity Program Development (6)

CYB 670   Capstone in Cybersecurity (6)

Course Sequencing

✧ Courses must be taken in the order listed.

Program Calendar

Graduate-level courses in cybersecurity subjects are 6 credit hours each and are offered in a four-term calendar. On-site/hybrid and online classes are 11 weeks in length. For the annual program calendar, see p. 66.

Criteria for Program Progression

You must complete each course with a grade of B or better to advance to the next course. (The grade of C is not available for these courses.) Your course syllabus will explain options for and consequences of requesting an Incomplete.

Technology Requirements

The cybersecurity management and policy program requires that you use a computer with the following:

✧ Microphone and speakers or headset with microphone or equivalent device(s)

✧ 5 GB (gigabytes) of free hard drive space

✧ 4 GB RAM or higher

✧ A high-speed internet connection

✧ Computer processor (Intel Pentium 4 or AMD Athlon 64) running at speeds of at least 1 GHz

✧ Windows 8.1 or Mac OS X 10.6 or higher for an operating system (Linux operating systems can also be used but require more technical knowledge from the user.)

Note: The higher the processor speed of your computer (e.g., 2.4–3.4 GHz), the larger the amount of available memory (e.g., 4–12 GB), and the larger the amount of available hard drive space (e.g., 5–20 GB), the better your computer will perform and the smoother your experience will be.

Cybersecurity Technology

You may earn graduate certificate or a Master of Science in Cybersecurity Technology. For the graduate certificate program, see p. 62.

Master of Science in Cybersecurity Technology

Cybersecurity technology underpins the success of organizations and national critical infrastructures. Modern executives need to be able to use that technology, as well as people and policy, to minimize risks while ensuring success for their organizations. They also need to balance risks and opportunities holistically through an interdisciplinary lens. This innovative graduate program offers that wide perspective, providing a blend of people, policy, and technology skills to prepare the modern digital strategists that organizations need.

What You'll Learn

Through your coursework, you will learn how to

- Tailor digital strategies to the mission of an organization
- Understand how to balance the use of people, policy, and technology
- Understand how to analyze, think critically, and improve perpetually
- Be a cybersecurity technology leader in the modern world
- Develop a cybersecurity technology strategy for an organization
- Build cybersecurity technology environments and operations
- Develop resilient and highly fault-tolerant technology environments
- Enable organizations to make better business decisions through reliable data analytics and intelligence
- Perform proactive business risk management and solve problems
- Develop strategies for mobile, cloud, and emerging environments such as the Internet of Things (IoT)
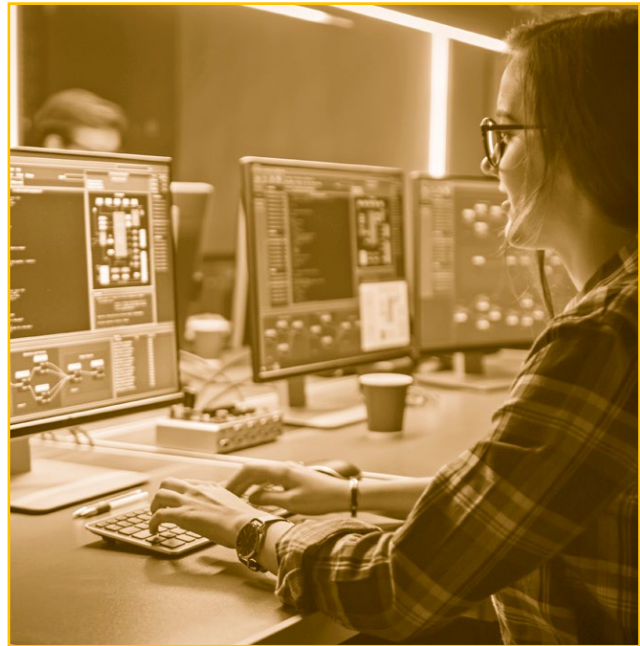
Industry Certification

This program is designed to help prepare you for the following certification exams, listed in alphabetical order:

- Certified Ethical Hacker (CEH)
- Certified Information Systems Security Professional (CISSP)
- Global Information Assurance Certification (GIAC)

Preparation Recommended for Success

Expectations

You are expected to have a strong understanding of information technology, computer networks, databases, and the internet. This background may be acquired through noncredit preparatory coursework, listed below.

Recommendations

If you do not have the expected IT knowledge or experience, you are strongly advised to take the noncredit course ASC 605 first. Taking ASC 601 is recommended to help improve writing skills.

Vertical Pathway

If you completed your undergraduate degree at UMGC with a major in computer networks and cybersecurity, a vertical pathway between UMGC's undergraduate and graduate programs in that field allows you to earn 6 credits toward the Master of Science in Cybersecurity Technology and/or the certificate in Cybersecurity Technology. Details are on p. 9.

Degree Requirements

MS in Cybersecurity Technology	
	Credits
Required Foundation Course	6
Required Core Courses	30
Total Credits	**36**

Required Foundation Course

CBR 600   Communicating, Problem Solving, and Leading in Cybersecurity (6)

Required Core Courses

CST 610   Cyberspace and Cybersecurity Foundations (6)

CST 620   Prevention of Cyber Attack Methodologies (6)

CST 630   Advanced Cyber Exploitation and Mitigation Methodologies (6)

CST 640   Digital Forensics Technology and Practices (6)

CYB 670   Capstone in Cybersecurity (6)

Course Sequencing

✧ Courses must be taken in the order listed.

Program Calendar

Graduate-level courses in cybersecurity subjects are 6 credit hours each and are offered in a four-term calendar. On-site/hybrid and online classes are 11 weeks in length. For the annual program calendar, see p. 66.

Criteria for Program Progression

You must complete each course with a grade of B or better to advance to the next course. (The grade of C is not available for these courses.) Your course syllabus will explain options for and consequences of requesting an Incomplete.

Technology Requirements

The cybersecurity technology program requires that you use a computer with the following:

✧ Microphone and speakers or headset with microphone or equivalent device(s)

✧ 5 GB (gigabytes) of free hard drive space

✧ 4 GB RAM or higher

✧ A high-speed internet connection

✧ Computer processor (Intel Pentium 4 or AMD Athlon 64) running at speeds of at least 1 GHz

✧ Windows 8.1 or Mac OS X 10.6 or higher for an operating system (Linux operating systems can also be used but require more technical knowledge from the user.)

Note: The higher the processor speed of your computer (e.g., 2.4–3.4 GHz), the larger the amount of available memory (e.g., 4–12 GB), and the larger the amount of available hard drive space (e.g., 5–20 GB), the better your computer will perform and the smoother your experience will be.

UMGC was named a National Center of Academic Excellence in Cyber Defense Education by the National Security Agency and the Department of Homeland Security.

Digital Forensics and Cyber Investigation

You may earn a graduate certificate or a Master of Science in Digital Forensics and Cyber Investigation. For the graduate certificate program,

Master of Science in Digital Forensics and Cyber Investigation

The graduate program in digital forensics and cyber investigation is designed to prepare you to meet the growing demand for investigative, leadership, and executive skills in evaluating and managing complex cybersecurity incidents and threats. Learn how to determine whether a digital system has been attacked or compromised, and master reliable methods to identify, preserve, analyze, and present evidence for legal prosecution, administrative proceedings, and business purposes. In this program, you can develop investigative problem-solving skills, contribute to important team deliverables, analyze complex data scenarios, examine digital media for evidentiary artifacts, and write detailed digital forensic examination reports. The applied knowledge and skills you acquire can help government, business, and law enforcement organizations in detecting data breaches, mitigating cyber attacks, identifying responsible parties, and evaluating evidence of digital crime.

What You'll Learn

Through your coursework, you will learn how to

- Design procedures at a suspected crime scene to ensure that the digital evidence obtained is not corrupted
- Conduct hands-on forensic searches to identify intrusion methods
- Employ rigorous procedures to enable forensic results that can withstand scrutiny in a court of law
- Explain the operation of digital components
- Seize, image, deconstruct, and analyze digital media for evidence
- Prepare professional reports
- Present digital forensics results in a court of law as an expert witness
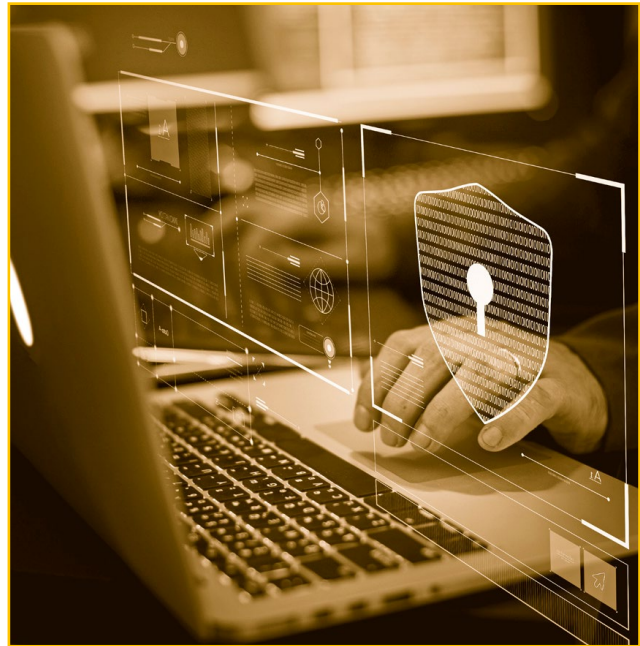
Industry Certification

This program is designed to help prepare you for the following certification exams, listed in alphabetical order:

- AccessData Certified Examiner (ACE)
- EC-Council Certified Incident Handler (ECIH)
- EnCase Certified Examiner (EnCE)

Preparation Recommended for Success

Expectations

You are expected to have some background in computing and programming. This background may be acquired through noncredit preparatory coursework, listed below.

Recommendations

If you do not have experience in computing, you are strongly advised to take the noncredit course ASC 605. If you have not previously taken programming courses, you are strongly advised to take ASC 609. Taking ASC 601 is recommended to help improve writing skills.

Vertical Pathway

If you completed your undergraduate degree at UMGC with a major in computer networks and cybersecurity, a vertical pathway between UMGC's undergraduate and graduate programs in that field allows you to earn 6 credits toward the Master of Science in Digital Forensics and Cyber Investigation and/or the certificate in Digital Forensics and Cyber Investigation.

MASTER'S DEGREE PROGRAMS
DIGITAL FORENSICS AND CYBER INVESTIGATION

Degree Requirements

MS in Digital Forensics and Cyber Investigation	Credits
Required Foundation Course	6
Required Core Courses	30
Total Credits	**36**

Required Foundation Course

CBR 600   Communicating, Problem Solving, and Leading in Cybersecurity (6)

Required Core Courses

DFC 610   Cyberspace and Cybersecurity Foundations (6)

DFC 620   Digital Forensics Technology and Practices (6)

DFC 630   Digital Forensic Response and Analysis (6)

DFC 640   Advanced Forensics (6)

CYB 670   Capstone in Cybersecurity (6)

Course Sequencing

◇ Courses must be taken in the order listed.

Program Calendar

Graduate-level courses in cybersecurity subjects are 6 credit hours each and are offered in a four-term calendar. On-site/hybrid and online classes are 11 weeks in length. For the annual program calendar, see p. 66.

Criteria for Program Progression

You must complete each course with a grade of B or better to advance to the next course. (The grade of C is not available for these courses.) Your course syllabus will explain options for and consequences of requesting an Incomplete.

Technology Requirements

The digital forensics and cyber investigation program requires that you use a computer with the following:

◇ Microphone and speakers or headset with microphone or equivalent device(s)

◇ 5 GB (gigabytes) of free hard drive space

◇ 4 GB RAM or higher

◇ A high-speed internet connection

◇ Computer processor (Intel Pentium 4 or AMD Athlon 64) running at speeds of at least 1 GHz

◇ Windows 8.1 or Mac OS X 10.6 or higher for an operating system (Linux operating systems can also be used but require more technical knowledge from the user.)

Note: The higher the processor speed of your computer (e.g., 2.4–3.4 GHz), the larger the amount of available memory (e.g., 4–12 GB), and the larger the amount of available hard drive space (e.g., 5–20 GB), the better your computer will perform and the smoother your experience will be.

UMGC was named a National Center of Academic Excellence in Cyber Defense Education by the National Security Agency and the Department of Homeland Security.

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Information Technology

You may earn a Master of Science in Information Technology, with a specialization in any one of the following areas:

✧ Database Systems Technology

✧ Homeland Security Management

✧ Informatics

✧ Information Assurance

✧ Project Management

✧ Software Engineering

✧ Systems Engineering

Graduate certificates are also available in these subject areas. For certificate program descriptions, see pp. 59-65.

Program Calendar

Graduate-level courses in information technology subjects are 3 credit hours each and are offered in a three-term calendar, with five sessions throughout the year. On-site/hybrid classes are eight weeks in length, and online classes are 12 weeks in length. For the annual program calendar, see p. 67.

Master of Science in Information Technology: Database Systems Technology Specialization

A specialization in database systems technology can prepare you to meet the demand for data professionals who can manage complex databases for large organizations. You can develop expertise in relational and distributed databases and acquire the newest knowledge in data warehousing, mining, modeling, security, and other sought-after areas of database administration. The program can help prepare you for a number of certifications as you work on real-world projects in a respected graduate program as you build your professional value in this fast-growing field.

For the related graduate certificate program, see p. 62.

What You'll Learn

Through your coursework, you will learn how to

- Manage, mine, model, and warehouse data
- Utilize your database administration and security techniques and skills
- Use ETL for data warehousing
- Complete projects using Microsoft Project and Microsoft Visio
- Apply your skills in NoSQL, Oracle 12c, SQL, and UNIX to the professional environment

Industry Certification

This program is designed to help prepare you for the following certification exams, listed in alphabetical order:

- ICCP Certified Data Management Professional (ICCP CDMP)
- Oracle Certified Professional (OCP)
- Oracle Database Administration (DBA)

Academic Preparation

If you do not have demonstrated experience or prior coursework in software programming, you may be required to complete UCSP 635.

Preparation Recommended for Success

Recommendations

Taking UCSP 605 is recommended to help improve writing skills.

Degree Requirements

MS in Information Technology: Database Systems Technology Specialization	
	Credits
Required Core Courses	12
Required Specialization Courses	24
Total Credits	**36**

Initial Requirement

(to be taken within the first 6 credits of study)
UCSP 615   Orientation to Graduate Studies at UMGC (0)

Required Core Courses

ITEC 625   Computer Systems Architecture (3)
ITEC 626   Information Systems Infrastructure (3)
ITEC 630   Information Systems Analysis, Modeling, and Design (3)
ITEC 640   Information Technology Project Management (3)

Required Specialization Courses

DBST 651   Relational Database Systems (3)
DBST 660   Advanced Data Modeling (3)
DBST 652   Advanced Relational/Object-Relational Database Systems (3)
DBST 663   Distributed Database Management Systems (3)
DBST 665   Data Warehouse Technologies (3)
DBST 667   Data Mining (3)
DBST 668   Database Security (3)
DBST 670   Database Systems Administration (3)

Course Sequencing

- ITEC 625 and ITEC 626 must be taken as the first two courses.
- You must complete 6 credits of core coursework before beginning specialization coursework.
- DBST 651 is prerequisite for all other specialization coursework and may not be taken concurrently with other specialization coursework.
- You must complete all other specialization coursework before taking DBST 670.

Master of Science in Information Technology: Homeland Security Management Specialization

The graduate specialization in homeland security management can help prepare you to take a leadership role in protecting against natural and human-made threats to national security. Gain practical managerial skills in performing security risk assessments; planning for and managing operational recovery; and developing strategies to protect people, facilities, and information-dependent critical infrastructure.

For the related graduate certificate program, see p. 63.

What You'll Learn

Through your coursework, you will learn how to

◇ Tackle the five mission areas in homeland security as defined by the U.S. Department of Homeland Security

◇ Perform risk assessments

◇ Spot ethical and legal issues and navigate the complex legal and regulatory environment related to computer systems, applications, and networks

◇ Protect telecommunications and information technology networks

◇ Analyze infrastructure protection, jurisdiction, and issues in technical areas such as interconnectivity and interoperability

◇ Plan and prepare for disaster response and recovery

◇ Apply knowledge about energy pipeline security, electrical grid security, cyber dependence, and SCADA systems, as well as risk methodologies applied to the energy industry

◇ Use high-tech management styles, including project planning, organizational structure, team building, and control mechanisms

◇ Manage each phase of the IT project life cycle, working within organizational and cost constraints, setting goals linked directly to stakeholder needs, and using proven management tools

Preparation Recommended for Success

Recommendations

If you lack a recent background in finance or accounting, you should take UCSP 620. If you lack a recent background in statistics, you should take UCSP 630. Taking UCSP 605 is recommended to help improve writing skills.

Vertical Pathway

If you completed your undergraduate degree at UMGC with coursework in homeland security, a vertical pathway between UMGC's undergraduate and graduate programs in that field allows you to reduce your total coursework for a related graduate degree by up to 6 credits (two courses). Details are on p. 9.

Degree Requirements

MS in Information Technology: Homeland Security Management Specialization	
	Credits
Required Core Courses	15
Required Specialization Courses	21
Total Credits	**36**

Initial Requirement

(to be taken within the first 6 credits of study)
UCSP 615   Orientation to Graduate Studies at UMGC (0)

Required Core Courses

ITEC 610   Information Technology Foundations (3)
ITEC 625   Computer Systems Architecture (3)
ITEC 626   Information Systems Infrastructure (3)
ITEC 630   Information Systems Analysis, Modeling, and Design (3)
ITEC 640   Information Technology Project Management (3)

Required Specialization Courses

HSMN 610   Concepts in Homeland Security (3)
HSMN 625   Critical Infrastructures (3)
HSMN 630   Resilience Planning and Preparedness for Disaster Response and Recovery (3)
INFA 660   The Law, Regulation, and Ethics of Information Assurance (3)
BSBD 641   Biosecurity and Bioterrorism (3)
EMAN 620   Information Technology in Emergency Management (3)
HSMN 670   Seminar in Homeland Security (3)

Course Sequencing

◇ ITEC 610 must be taken in the first term of coursework.

◇ HSMN 610 must be taken as one of the first two specialization courses.

◇ HSMN 670 must be taken in your last semester.

Master of Science in Information Technology: Informatics Specialization

The informatics specialization gives you a strong foundation in all major categories of IT management, so you can take your career in any direction you choose. Develop advanced skills in networking, security, software development, databases, web design, and IT acquisitions to become a valuable asset to any industry.

For the related graduate certificate program, see p. 64.

What You'll Learn

Through your coursework, you will learn how to

◇ Design information systems, determine system requirements, understand modeling, make decisions, and develop and implement proposals

◇ Write system and software requirements, formal specification analyses, formal description reasonings, models of "standard" paradigms, and translations into formal notations

◇ Manage emerging technologies such as cloud computing, BYOD, and virtualization

◇ Write successful website development plans

◇ Design for the web using Java and CGI scripts, as well as usability best practices

◇ Develop web benchmarks, standards for representing common media formats, compression algorithms, file format translation tools, and hardware requirements and standards

◇ Ensure and manage information security, including risk and vulnerability analysis, security planning, and security architecture

◇ Apply legal, ethical, and privacy considerations to information assurance decisions

◇ Master techniques for relational database design, query optimization, concurrency control, recovery, and integrity

◇ Learn various approaches to developing software using modern methods, including rapid application development and agile development, Scrum, extreme programming, Evolutionary Project Management, lean software development, test-driven development, feature-driven development, Crystal solutions, Rational Unified Process, and other Unified Process methods

◇ Apply management practices related to the acquisition of IT systems, components, and services, including enterprise strategic planning, financial planning and budgeting, and integration

Preparation Recommended for Success

Recommendations

Taking UCSP 605 is recommended to help improve writing skills.

Degree Requirements

MS in Information Technology: Informatics Specialization	Credits
Required Core Courses	15
Required Specialization Courses	21
Total Credits	**36**

Initial Requirement

(to be taken within the first 6 credits of study)
UCSP 615   Orientation to Graduate Studies at UMGC (0)

Required Core Courses

ITEC 610   Information Technology Foundations (3)

ITEC 625   Computer Systems Architecture (3)

ITEC 626   Information Systems Infrastructure (3)

ITEC 630   Information Systems Analysis, Modeling, and Design (3)

ITEC 640   Information Technology Project Management (3)

Required Specialization Courses

SWEN 603   Modern Software Methodologies (3)

DBST 651   Relational Database Systems (3)

SWEN 645   Software Requirements (3)

INFA 610   Foundations of Information Security and Assurance (3)

IMAT 637   IT Acquisitions Management (3)

IMAT 639   Internet Multimedia Applications (3)

IMAT 670   Contemporary Topics in Informatics (3)

Course Sequencing

◇ ITEC 610 must be taken in the first term of coursework.

◇ You must complete 6 credits of core coursework before taking the first specialization course.

◇ Currently, IMAT 670 is not available during the summer term.

Master of Science in Information Technology: Information Assurance Specialization

The graduate specialization in information assurance provides you with a practical understanding of the principles of data protection, cybersecurity, and computer forensics. Perfect for midcareer professionals or career changers, the information assurance specialization offers sought-after skills in network and internet security, intrusion detection and prevention, and cryptology, while also strengthening your core IT knowledge and project management abilities.

UMGC was named a National Center of Academic Excellence in Cyber Defense Education by the National Security Agency and the Department of Homeland Security.

For the related graduate certificate program, see p. 64.

What You'll Learn

Through your coursework, you will learn how to

⋄ Secure information using knowledge of symmetric and asymmetric keys, protocols for exchanging secure data (including the Data Encryption Standard and the Advanced Encryption Standard), and other cryptographic methods and cryptanalysis tools

⋄ Protect networks using risk analysis, defense models, security policy development, authentication and authorization controls, firewalls, packet filtering, virtual private networks (VPNs), and wireless network security

⋄ Respond to attacks with damage assessments, data forensics, attack tracing, and system recovery processes for continuity of operation

⋄ Identify system vulnerabilities and attack patterns and solve problems with intrusion detection tactics

⋄ Navigate ethics, relevant laws, regulations, policies, and standards

⋄ Lead successful teams with advanced project management skills

Industry Certification

This program is designed to help prepare you for the following certification exams, listed in alphabetical order:

⋄ CompTIA Security+

⋄ (ISC)2 Certified Information Systems Security Professional (CISSP)

⋄ (ISC)2 Systems Security Certified Practitioner (SSCP)

Preparation Recommended for Success

Expectations

You are expected to have some familiarity with Microsoft Excel. You are also expected to have some background in information technology. This background may be acquired through noncredit preparatory coursework, listed below.

Recommendations

If you do not have previous coursework or experience in programming, you are strongly advised to first enroll in UCSP 635 and UCSP 636 to gain the appropriate foundation. Taking UCSP 605 is recommended to help improve writing skills.

Degree Requirements

MS in Information Technology: Information Assurance Specialization	
	Credits
Required Core Courses	15
Required Specialization Courses	21
Total Credits	**36**

Initial Requirement

(to be taken within the first 6 credits of study)

UCSP 615   Orientation to Graduate Studies at UMGC (0)

Required Core Courses

ITEC 610   Information Technology Foundations (3)

ITEC 625   Computer Systems Architecture (3)

ITEC 626   Information Systems Infrastructure (3)

ITEC 630   Information Systems Analysis, Modeling, and Design (3)

ITEC 640   Information Technology Project Management (3)

Required Specialization Courses

INFA 610   Foundations of Information Security and Assurance (3)

INFA 620   Network and Internet Security (3)

INFA 630   Intrusion Detection and Intrusion Prevention (3)

INFA 640   Cryptology and Data Protection (3)

INFA 650   Computer Forensics (3)

INFA 660   The Law, Regulation, and Ethics of Information Assurance (3)

INFA 670   Information Assurance Capstone (3)

Course Sequencing

⋄ ITEC 610 must be taken in the first term of coursework.

⋄ INFA 610 must be taken as the first specialization course.

⋄ You must complete all other specialization coursework before taking INFA 670.

Master of Science in Information Technology: Project Management Specialization

The project management specialization allows you to gain advanced IT management skills while building expertise for project management certification. Your specialization courses include project risk management, project procurement management, and advanced project methods, while your core IT courses give you the tools you need to take on leadership roles in today's technology-based work environments.

For the related graduate certificate program, see p. 65.

What You'll Learn

Through your coursework, you will learn how to

- Initiate, plan, track, and close projects
- Manage the schedule of a complex project on time and within budget, solving conflicts as they arise
- Perform quantitative analyses and manage risks involved in a complex project
- Apply advanced knowledge in computer systems architecture
- Analyze, design, and implement information systems
- Plan projects, build teams, and create and modify effective control mechanisms

Industry Certification

This program is designed to help prepare you for the following certification exams, listed in alphabetical order:

- Certified Associate in Project Management (CAPM)
- Project Management Professional (PMP)

Preparation Recommended for Success

Recommendations

Taking UCSP 605 is recommended to help improve writing skills.

Academic Relationship

Completing this program earns you the project management education hours required to sit for the Project Management Professional (PMP) Credential Examination or the Certified Associate in Project Management (CAPM) Exam. If you are already certified as a Project Management Professional by the Project Management Institute and begin study for the master's degree within five years of earning certification, you may receive credit for PMAN 634 Foundations of Project Management. Academic advisors can provide more information.

Degree Requirements

MS in Information Technology: Project Management Specialization	Credits
Required Core Courses	15
Required Specialization Courses	21
Total Credits	**36**

Initial Requirement

(to be taken within the first 6 credits of study)

UCSP 615   Orientation to Graduate Studies at UMGC (0)

Required Core Courses

ITEC 610   Information Technology Foundations (3)

ITEC 625   Computer Systems Architecture (3)

ITEC 626   Information Systems Infrastructure (3)

ITEC 630   Information Systems Analysis, Modeling, and Design (3)

ITEC 640   Information Technology Project Management (3)

Required Specialization Courses

PMAN 634   Foundations of Project Management (3)

PMAN 635   Quantitative Methods in Project Management (3)

PMAN 637   Project Risk Management (3)

PMAN 638   Project Communication Management (3)

PMAN 639   Project Quality Management (3)

PMAN 641   Project Procurement Management (3)

PMAN 650   Financial and Strategic Management of Projects (3)

Course Sequencing

- ITEC 610 must be taken in the first term of coursework.
- PMAN 634 is prerequisite to all other PMAN courses and must be taken as the first specialization course.
- ITEC 640 (or an approved course in finance) and MGMT 650 (or an approved course in statistics) must be taken before PMAN 635.
- PMAN 635 must be taken before PMAN 637, PMAN 639, and PMAN 650.

Program Recognition

UMGC's master's degree programs with project management specializations are recognized by the Global Accreditation Center (GAC) of the Project Management Institute (PMI).

Master of Science in Information Technology: Software Engineering Specialization

The software engineering specialization provides software developers with advanced software methodology, design, and coding techniques. You'll learn aspect-oriented programming, object-oriented programming, and the principles and techniques to lead a software development team.

In this specialization, you'll gain hands-on experience performing all functions of building software and develop job-relevant expertise in implementing large software engineering projects within cost and on schedule. The software engineering courses include usability engineering, software design and implementation, software verification and validation, and more.

What You'll Learn

Through your coursework, you will learn how to

✧ Write a software requirements document

✧ Design software using UML models

✧ Develop and test software

✧ Apply advanced knowledge in computer systems architecture

✧ Manage the schedule of a complex project on time and within budget, solving conflicts as they arise

✧ Analyze, design, and implement information systems

✧ Plan projects, build teams, and create and modify effective control mechanisms

Preparation Recommended for Success

Expectations

Ideally, you should have a degree and/or professional experience in software development and programming languages. This background may be acquired through noncredit preparatory coursework, listed below.

Recommendations

If you have not had any recent programming coursework or have experience in old programming languages such as COBOL or RPG, you are strongly encouraged to take UCSP 635 and UCSP 636 before taking any SWEN courses. Taking UCSP 605 is recommended to help improve writing skills.

Degree Requirements

MS in Information Technology: Software Engineering Specialization	
	Credits
Required Core Courses	9
Required Specialization Courses	27
Total Credits	**36**

Initial Requirement

(to be taken within the first 6 credits of study)
UCSP 615 Orientation to Graduate Studies at UMGC (0)

Required Core Courses

ITEC 625   Computer Systems Architecture (3)

ITEC 630   Information Systems Analysis, Modeling, and Design (3)

ITEC 640   Information Technology Project Management (3)

Required Specialization Courses

SWEN 603   Modern Software Methodologies (3)

DBST 651   Relational Database Systems (3)

SWEN 646   Software Design and Implementation (3)

SWEN 656   Advanced Software Design and Implementation (3)

SWEN 645   Software Requirements (3)

SWEN 647   Software Verification and Validation (3)

SWEN 651   Usability Engineering (3)

SWEN 661   User Interface Implementation (3)

SWEN 670   Software Engineering Project (3)

Course Sequencing

✧ SWEN 670 must be taken in the last term of enrollment.

Master of Science in Information Technology: Systems Engineering Specialization

The systems engineering specialization can help you apply traditional and modern life-cycle models, techniques, and tools in the specification, design, development, and deployment of complex systems. The specialization is designed for midcareer professionals with a technical background who are seeking to enhance their skills in systems engineering theory and practice.

You'll study a variety of cases across different application domains to learn the wide scope of systems concepts. Courses include requirements engineering, system design and development, model-based systems engineering, system integration and testing, system engineering management, and more.

For the related graduate certificate program, see p. 65.

What You'll Learn

Through your coursework, you will learn how to

✧ Organize and manage a systems engineering team

✧ Apply a wide variety of domestic and international standards to systems engineering practice

✧ Use various computer-aided design and testing tools

Industry Certification

This program is designed to help prepare you for the International Council on Systems Engineering (INCOSE) certification exams.

Preparation Recommended for Success

Expectations

Ideally, you should have a degree and/or professional experience in a technical discipline such as engineering or computer science.

Recommendations

Taking UCSP 605 is recommended to help improve writing skills.

Degree Requirements

MS in Information Technology: Systems Engineering Specialization	
	Credits
Required Core Courses	12
Required Specialization Courses	24
Total Credits	**36**

Initial Requirement

(to be taken within the first 6 credits of study)

UCSP 615   Orientation to Graduate Studies at UMGC (0)

Required Core Courses

ITEC 610   Information Technology Foundations (3)

ITEC 625   Computer Systems Architecture (3)

ITEC 626   Information Systems Infrastructure (3)

ITEC 630   Information Systems Analysis, Modeling, and Design (3)

Required Specialization Courses

SYSE 610   Systems Engineering Overview (3)

SYSE 620   Requirements Engineering (3)

SYSE 625   Model-Based Systems Engineering (3)

SYSE 630   System Design and Development (3)

SYSE 640   System Integration and Test (3)

SYSE 650   Design Considerations (3)

SYSE 660   Systems Engineering Management (3)

SYSE 670   Systems Engineering Capstone (3)

Course Sequencing

✧ ITEC 610 must be taken in the first term of coursework.

✧ You must complete 6 credits of core coursework before beginning specialization coursework.

✧ Specialization courses must be taken in the order listed.

✧ You must take SYSE 670 in your final term.

Management

You may earn a Master of Science in Management, with a specialization in one of the following areas:

- ✧ Criminal Justice Management
- ✧ Homeland Security Management

For the related graduate certificate program, see p. 63.

Program Calendar

Graduate-level courses in management subjects are generally 3 credit hours each and are offered in a three-term calendar with five sessions throughout the year. On-site/hybrid classes are eight weeks in length and online classes are 12 weeks in length. For the annual program calendar, see p. 67.

Master of Science in Management: Criminal Justice Management Specialization

In the criminal justice management specialization, you'll obtain advanced knowledge of crime prevention, law enforcement, investigative forensics, and crisis management—as well as strong skills in business management. This specialization can help you learn to effectively manage large teams, departments, and bureaus across the criminal justice profession.

What You'll Learn

Through your coursework, you will learn how to

- ✧ Design criminal justice programs
- ✧ Analyze threats and assess risks
- ✧ Conduct vulnerability studies
- ✧ Apply legal knowledge to criminal justice management
- ✧ Lead and manage organizations
- ✧ Communicate, report, and write professionally and effectively

MS in Management: Criminal Justice Management Specialization	
	Credits
Required Core Courses	12
Required Specialization Courses	21
Required Capstone Course	3
Total Credits	**36**

Preparation Recommended for Success

Recommendations

If you lack a recent background in finance or accounting, you should take UCSP 620 before MGMT 640. If you lack a recent background in statistics, you should take UCSP 630 before MGMT 650. Taking UCSP 605 is recommended to help improve writing skills.

Vertical Pathway

If you completed your undergraduate degree at UMGC with coursework in criminal justice, a vertical pathway between UMGC undergraduate and graduate programs in that field allows you to reduce your total coursework for the related graduate degree by up to 6 credits (two courses). Details are on p. 9.

Degree Requirements

Initial Requirement

(to be taken within the first 6 credits of study)

UCSP 615   Orientation to Graduate Studies at UMGC (0)

Required Core Courses

MGMT 630   Organizational Theory and Behavior (6)

MGMT 640   Financial Decision Making for Managers (3)

MGMT 650   Statistics for Managerial Decision Making (3)

Required Specialization Courses

CJMS 600   Critical Analysis of the Criminal Justice System (3)

CJMS 610   Perspectives in Law Enforcement Management (3)

CJMS 620   Issues in Correctional Administration (3)

CJMS 630   Seminar in Security Management (3)

CJMS 640   Criminal Justice Intelligence Systems and Approaches (3)

CJMS 650   Legal Aspects Within the Criminal Justice System (3)

CJMS 660   Issues in Criminal Justice Leadership (3)

Required Capstone Course

MGMT 670   Strategic Management Capstone (3)

Alternate Courses

MGMT 610 Organizational Theory (3) and MGMT 615 Intercultural Communication and Leadership (3) may be taken instead of MGMT 630.

Course Sequencing

⬧ MGMT 630 (or MGMT 610) must be taken within the first 6 credits.

⬧ MGMT 640 should not be attempted simultaneously with MGMT 650.

⬧ Specialization courses should be taken in the order listed.

⬧ CJMS 600 must be taken as the first specialization course.

⬧ CJMS 660 must be taken after all specialization and core courses (except MGMT 670).

⬧ You must complete 24 credits of program coursework, including all core courses, before enrolling in MGMT 670.

Master of Science in Management: Homeland Security Management Specialization

The specialization in homeland security management helps prepare you to take a leadership role in protecting against natural and human-made threats to U.S. security. You can gain practical managerial skills experience in performing security risk assessments; planning for and managing operational recovery; and developing strategies to protect people, facilities, and critical infrastructure.

For the related graduate certificate program, see p. 63.

What You'll Learn

Through your coursework, you will learn how to

⬧ Tackle the five mission areas in homeland security as defined by the Department of Homeland Security

⬧ Perform risk assessments

⬧ Conduct resilience planning and preparedness for disaster response and recovery

⬧ Apply risk methodologies to critical infrastructure sectors, including the energy industry

⬧ Make decisions using statistics and financial information

⬧ Use organizational theory, effectiveness measurement, and systems thinking

⬧ Manage intercultural environments

Preparation Recommended for Success

Recommendations

If you lack a recent background in finance or accounting, you should take UCSP 620 before MGMT 640. If you lack a recent background in statistics, you should take UCSP 630 before MGMT 650. Taking UCSP 605 is recommended to improve writing skills.

Vertical Pathway

If you completed your undergraduate degree at UMGC with coursework in homeland security, a vertical pathway between UMGC's undergraduate and graduate programs in that field allows you to reduce your total coursework for a related graduate degree by up to 6 credits (two courses). Details are on p. 9.

Degree Requirements

Initial Requirement

(to be taken within the first 6 credits of study)

UCSP 615   Orientation to Graduate Studies at UMGC (0)

Required Core Courses

MGMT 630   Organizational Theory and Behavior (6)

MGMT 640   Financial Decision Making for Managers (3)

MGMT 650   Statistics for Managerial Decision Making (3)

Required Specialization Courses

HSMN 610   Concepts in Homeland Security (3)

HSMN 625   Critical Infrastructures (3)

HSMN 630   Resilience Planning and Preparedness for Disaster Response and Recovery (3)

INFA 660   The Law, Regulation, and Ethics of Information Assurance (3)

BSBD 641   Biosecurity and Bioterrorism (3)

EMAN 620   Information Technology in Emergency Management (3)

HSMN 670   Seminar in Homeland Security (3)

Required Capstone Course

MGMT 670 Strategic Management Capstone (3)

Alternate Courses

MGMT 610 Organizational Theory (3) and MGMT 615 Intercultural Communication and Leadership (3) may be taken instead of MGMT 630.

Course Sequencing

- MGMT 630 (or MGMT 610) must be taken within the first 6 credits.
- MGMT 640 should not be attempted simultaneously with MGMT 650.
- HSMN 610 must be taken as one of the first two specialization courses.
- HSMN 670 must be taken in your last semester.
- You must complete 24 credits of program coursework, including all core courses, before enrolling in MGMT 670.

MS in Management: Homeland Security Management Specialization

	Credits
Required Core Courses	12
Required Specialization Courses	21
Required Capstone Course	3
Total Credits	**36**

Social Work (Partnership Program with Salisbury University)

You may earn a Master of Social Work (MSW).

Master of Social Work

Prepare yourself for professional social work in your community, as you learn the benefits of empowering individuals and affecting social change.

The Master of Social Work (MSW) prepares social work practitioners for advanced, direct practice with individuals, families, groups, and organizations. The program is designed to help you achieve your maximum potential with a dynamic curriculum of generalist and specialized courses. Offered by Salisbury University and administered by UMGC Europe, the Master of Social Work program is accredited by the Council on Social Work Education.

The goal of this comprehensive program is to provide you with the knowledge, skill-sets, and values necessary to propel you into the private or public sectors of social work. Through a combination of hands-on practice in the community and theoretical study in the classroom, you will gain the knowledge required to enter the social work field.

What You'll Learn

The program is designed to help prepare you to

✧ Operate as an ethical, competent, and culturally responsive social work practitioner

✧ Utilize skills in a plethora of human service arenas working with individuals, families, groups, organizations, and communities

✧ Participate in community engagement in the pursuit of social and economic justice

Career Preparation

This program is designed to help prepare you for work in a variety of human service programs and agencies in a clinical and/or supervisory administrative capacity.

Program Calendar

Master of Social Work courses are offered in five sessions throughout the year. The sessions are usually seven weeks in length. For the annual program calendar, see p. 68.

Program Overview

The degree program requires 62 credit hours, with 48 credits of classroom work and 14 credits of supervised field practicum. The regular program length for full time students is generally 12 sessions. Recent graduates of an accredited bachelor's social work program may be eligible to apply to our advanced standing program, which requires 32 credits and typically takes six sessions.

FIELD EDUCATION

The program requires field practicum study, where you will engage in supervised social work practice in a hands-on setting with an organization in the community. Field education is an integral component of the social work curriculum, and the focus is to take learning outside the classroom setting and provide valuable experience. In these courses, you will actively participate in your learning through real-world supervised social work practice at a human service agency in your local military community. UMGC Europe will assist with the placement process in institutions such as schools, social service agencies, day care centers, medical facilities, etc., but field placement is ultimately the responsibility of the student.

Program Admission

Students seeking admission to the MSW program must demonstrate that they

1. Hold a bachelor's degree from a regionally accredited college or university.

2. Have completed a broad liberal arts background with a minimum of 24 credit hours, including at least one course each in sociology, psychology, and statistics. These undergraduate requirements may be taken at any accredited college or university, including community colleges. All prerequisites for admission must be completed prior to admission, except statistics, which must be completed by the end of the first semester in the program. All offers of admission are conditional upon the successful completion of the undergraduate coursework.

3. Have earned a minimum of a 3.0 grade point average on the last 120 graded credits that appear on their bachelor's degree transcript, as well as a 3.0 grade point average on the last 60 graded upper-division credits.

4. Have submitted transcripts of any completed graduate courses.

5. Submit three professional letters of recommendation, usually from persons such as professors, employers, supervisors, professional colleagues, and community associates. Applicants who have been employed in a social service agency should request a recommendation from a recent employer or supervisor. Also, applicants should provide a recommendation from a faculty advisor or instructor.

ADVANCED STANDING

If you have completed a bachelor's degree in social work from an accredited undergraduate social work program, you may be eligible for the MSW advanced standing program. Advanced standing is a 32 credit program, rather than a 62 credit program.

Applicants for advanced standing must meet additional requirements, including having graduated from an undergraduate social work program accredited by the Council on Social Work Education within the last three years. However, applicants with two years of human service work who graduated within the last five years with a Bachelor of Arts in Social Work degree will be considered. Applicants for advanced standing must have earned a minimum 3.0 grade point average on the last 120 credits that appear on their bachelor's degree transcript, as well as a 3.2 on the last 60 graded upper-division credits (including all social work courses). Students without an accredited undergraduate degree in social work are admitted to the regular 62 credit program that may be completed in 12 sessions.

When applying for advanced standing, you must submit the following material in addition to the usual application requirements:

1. Transcripts documenting eligibility for advanced standing.

2. Recommendation from the field liaison and field instructor.

3. A detailed evaluation of your field instruction experience and performance by the agency supervisor or an evaluation of your employment performance. You may submit evaluations of field performance conducted at the end of each undergraduate term.

PROVISIONAL ADMISSION

Provisional admission to the MSW program may be granted if you have a GPA of 2.5 to 2.99 (2.8 to 2.99 for advanced standing applicants) on the last 120 graded credits that appear on your bachelor's degree transcript and have an otherwise strong application. Provisionally admitted applicants must complete one semester of graduate courses (at least two courses) with a GPA of 3.0.

TRANSFER APPLICANTS

Under certain circumstances, you may receive a maximum of 29 credits for work completed not more than five years prior to your first registration from a CSWE-accredited graduate school of social work and for which a grade of at least a B was received. No course, including any transfer course, may be counted toward a degree if it was completed more than seven full calendar years prior to the date of graduation.

You must complete a minimum of 32 credits in the Salisbury University Department of Social Work to be eligible for the MSW.

If you are currently or were previously enrolled in another accredited master's level social work degree program and are seeking admission as a transfer student, you are required to submit the following additional materials:

1. A brief written statement describing the reasons why you are requesting a transfer.

2. A copy of practicum/field work evaluations, if applicable.

3. One of the three letters of recommendation must be from a faculty member or field supervisor affiliated with the program.

Students from non-MSW programs may receive a maximum of six transfer credits for courses in which he/she has earned a grade of B or above. Each course will be individually assessed for program equivalency. Credits used as part of a previous master's degree will not transfer. Official determination of allowable credit for work completed elsewhere will be made at the time of admission.

If you are registered in the program and want to take a course at another university and transfer credit toward the Salisbury University Department of Social Work MSW (i.e., a summer course), you must receive approval from the chair of the Department of Social Work.

SUBMISSION OF DOCUMENTATION

All documentation (e.g., official transcripts, recommendation letters, etc.) should be sent to

Salisbury University
Office of Graduate Studies and Research
1101 Camden Avenue
Salisbury, MD 21801

PROGRESSION REQUIREMENTS

Students in the MSW program may graduate with no more than 6 credits (typically two courses) in which they earn lower than a B or 3 credits for advanced standing students. Students in the 62-credit MSW program are allowed to repeat two courses one time during the program to improve their grade. Students who have begun the concentration curriculum may not repeat a foundation course. Advanced standing students may repeat one course one time. Students who have exceeded the allowed credits earned with a C and who have utilized the course repeat option will be dismissed from the program regardless of their GPA. Students who receive a grade below a C and have utilized the course repeat option will also be dismissed from the program regardless of their GPA.

In addition, students in the MSW program must maintain a cumulative grade point average of 3.0. If the GPA falls below 3.0, the student is placed on academic probation according to university policy.

LIFE EXPERIENCE STATEMENT

No credit will be given for work or life experience.

PENDING LEGAL ACTION AND CONVICTION STATEMENT

If you indicate on the application that you have pending legal action or convictions, you will be asked to supply documentation on the nature of the offense and the disposition. Individuals admitted to the program who are facing pending legal action or convictions may have restrictions placed on the area of study and field placements they may pursue. In addition, some field placement agencies require a criminal background check.

Traditional Program

GENERALIST PRACTICE

SOWK 607	Social Welfare Policy Practice: Analyst and Advocate (3)
SOWK 610	Theoretical Analysis of Behavior I (3)
SOWK 616	Social Work Research I (3)
SOWK 617	Social Work Research II (3)
SOWK 620	Social Work Practice I (3)
SOWK 622	Social Work Practice II (3)
SOWK 623	Social Work Practice III (3)
SOWK 630	Theoretical Analysis of Behavior II (3)
SOWK 640	Field Instruction I (3)
SOWK 645	Field Instruction II (3)

SPECIALIZED PRACTICE

SOWK 602	Ethical Foundation of Social Work (3)
SOWK 650	Advanced Practice with Individuals (3)
SOWK 654	Psychopathology (3)
SOWK 655	Evaluation of Social Work Practice (3)
SOWK 660	Advanced Practice with Families (3)
SOWK 663	Supervision and Administration (3)
SOWK 665	Field Instruction III (4)
SOWK 680	Advanced Practice with Groups (3)
SOWK 685	Field Instruction IV (4)

ELECTIVE COURSE

SOWK 653	Substance Abuse Assessment and Intervention (3)
or	
SOWK 677	Child Welfare (3)

Total: 62 Credits

Advanced Standing Curriculum

SOWK 602	Ethical Foundation of Social Work (3)
SOWK 650	Advanced Practice with Individuals (3)
SOWK 654	Psychopathology (3)
SOWK 655	Evaluation of Social Work Practice (3)
SOWK 660	Advanced Practice with Families (3)
SOWK 663	Supervision and Administration (3)
SOWK 665	Field Instruction III (4)
SOWK 680	Advanced Practice with Groups (3)
SOWK 685	Field Instruction IV (4)

ELECTIVE COURSE

SOWK 653	Substance Abuse Assessment and Intervention (3)
or	
SOWK 677	Child Welfare (3)

Total: 32 Credits

ABOUT OUR PARTNER INSTITUTION SALISBURY UNIVERSITY

Salisbury University, a member of the University System of Maryland, is an accredited university of national distinction. Home to more than 8,700 students from across the U.S. and around the world, Salisbury University has a reputation for excellence in public higher education. SU continuously ranks among the nation's top colleges and values according to *The Princeton Review*, *U.S. News & World Report*, *Kiplinger's*, *Money*, *Forbes*, and others.

Located on Maryland's Eastern Shore, this four-year university has 55 undergraduate and graduate degree programs. SU prides itself on being an institution where individual talents are celebrated while big ideas are encouraged and nurtured.

salisbury.edu/socialwork

Graduate Certificate Programs

To help you meet your educational goals, UMGC offers certificate programs that respond to current trends in today's demanding job market. Certificate programs offer working adults a convenient, flexible way to earn credentials for potential career advancement. All are available online.

Graduate certificate programs generally require 15 to 18 credits. All courses for the certificate programs carry college credit and may be applied toward a related degree.

More details about certificate programs are available online at *europe.umgc.edu/gradcertificates.*

Expectations

Within each academic certificate program, UMGC seeks to help you gain specific skills needed to advance in your career. Most certificates are fully stackable, that is, they are part of a master's degree. However, each certificate may also be used as a stand-alone credential capable of enhancing your career and giving you an advantage in the job market.

Requirements

Continuous Enrollment

In general, the UMGC degree requirements that apply to you are those that were in effect when you completed the first credit-bearing course in a given program at UMGC. If you cease to be continuously enrolled, the program requirements that apply to you are those in effect at UMGC when you return to UMGC and enroll in a credit-bearing course for the program you wish to pursue at that time.

To be considered continuously enrolled, you must have had no more than two sequential years of nonenrollment. After two years of nonenrollment, you must apply for admission to resume enrollment.

If you change your degree program while continuously enrolled, then the program requirements that apply to you are those in effect at the time you enroll in the first required course for that program. Previously completed coursework may not apply to the new requirements.

Information about the catalog year that applies to you is provided in the MyUMGC student portal.

The individual certificate coursework requirements specified in the following section are applicable to students enrolling on or after 1 August 2020.

Overall Requirements

1. You must be admitted as a UMGC student.

2. You may pursue a degree and certificate simultaneously or pursue a degree after completing the certificate.

3. For graduate certificates, no more than 6 credits may be earned through transfer from other schools.

4. You must satisfy all required prerequisites for certificate courses. Some prerequisites may need to be fulfilled before beginning certificate coursework.

5. For graduate certificate programs, you must complete all required coursework with a minimum grade of B (3.0) in all courses.

6. Certificate courses may not be taken pass/fail.

7. Graduate students may only complete certificates at the graduate level.

Time Limits for Graduate Certificates

All requirements established for the completion of a graduate certificate listed in this publication must be fulfilled within five consecutive years. The time limit is calculated from the term in which you successfully complete the first credit course that applies to the program. It does not include the introductory courses DCL 600 and CBR 600 but does include courses transferred from other institutions.

Second Certificate

If you have already received a certificate from UMGC, you can broaden your education by earning a second certificate in a different discipline. The same requirements detailed in the previous section apply for all certificates.

If you have earned a certificate from UMGC and want to pursue an additional certificate at UMGC at the same level, you may not apply coursework twice, i.e., double count, or repeat courses to fulfill the requirements of the additional credential. On a case-by-case basis, UMGC may consider limited substitutions for coursework that is required for more than one certificate to allow you to complete a second certificate, but if this is not possible, you will need to choose an alternate program if you wish to complete another credential at UMGC.

Before beginning work toward or registering for a second certificate, consult an academic advisor. Advisors will be glad to explain the requirements and situations that require department approval.

Army Credentialing Assistance (CA)

UMGC Europe offers several options eligible for Army credentialing assistance (CA) funding, indicated on the following pages.

We strongly recommend you check with the credentialing institution for the complete requirements of the desired credential.

Additional undergraduate certificates and courses are also approved for CA funding. Consult the UMGC Europe Undergraduate Catalog for details.

Contact an academic advisor for more information.

Certificate Programs

The following graduate certificate programs are available:

- ✧ Cloud Computing and Networking
- ✧ Cyber Operations
- ✧ Cybersecurity Management and Policy
- ✧ Cybersecurity Technology *
- ✧ Database Systems Technology *
- ✧ Digital Forensics and Cyber Investigation
- ✧ Foundations of Information Technology *
- ✧ Homeland Security Management *
- ✧ Informatics *
- ✧ Information Assurance *
- ✧ Project Management *
- ✧ Software Engineering *
- ✧ Systems Engineering *

Program Calendars

Graduate-level courses in cybersecurity subjects are 6 credit hours each and are offered in a four-term calendar. On-site/hybrid and online classes are 11 weeks in length.

Graduate-level courses in information technology and management subjects are 3 credit hours each and are offered in a three-term calendar, with five sessions throughout the year. On-site/hybrid classes are eight weeks in length and online classes are 12 weeks in length.

For the annual program calendars, see pp. 66-67.

Certificate program approved for Army CA (credentialing assistance) funding.

Cloud Computing and Networking

In this certificate program, you'll master the concepts underlying cloud computing, cloud services, and cloud applications and understand the benefits and risks associated with moving to cloud-based services. You'll learn about different cloud development platforms and the fundamental processes associated with implementing and moving to cloud-based services.

Required Courses

DCL 600   Decisive Thinking, Communicating, and Leading (6)

CCA 610   Cloud Services and Technologies (6)

CCA 625   Network Engineering (6)

Total credits for graduate certificate in Cloud Computing and Networking: 18

Course Sequencing

All courses must be taken in the order listed. You must complete each course with a grade of B or better to advance to the next course. The grade of C is not available for these courses.

Cyber Operations

In this program, you'll learn the essential aspects of cyber operations and related areas such as risk analysis, cyber defense, and cryptography. You'll also learn how to build defense as an integral part of a computing system and how to detect and defend against vulnerabilities and intrusions on a variety of platforms.

Required Courses

DCL 600   Decisive Thinking, Communicating, and Leading (6)

COP 610   Foundations of Cyber Operations (6)

COP 620   Cybersecurity Defense (6)

Total credits for graduate certificate in Cyber Operations: 18

Course Sequencing

All courses must be taken in the order listed. You must complete each course with a grade of B or better to advance to the next course. The grade of C is not available for these courses.

Cybersecurity Management and Policy

In this certificate program, you'll examine governmental and organizational responses to cybersecurity threats. You'll assess technical and organizational controls that can prevent and detect cyber intrusions and create and assess policies and procedures to restore operations after a cyber attack. You'll explore the legal foundations of cybersecurity as well as the roles of government, international, and private organizations. The program also provides you with a broad analytical framework for evaluating and solving cybersecurity problems. The curriculum features emerging topics in the field and was developed with the help of an advisory board of senior security executives, so what you're learning is on the cutting edge of cybersecurity.

Required Courses

CBR 600   Communicating, Problem Solving, and Leading in Cybersecurity (6)

CMP 610   Foundations in Cybersecurity Management (6)

CMP 620   Cybersecurity Governance (6)

Total credits for graduate certificate in Cybersecurity Management and Policy: 18

Course Sequencing

All courses must be taken in the order listed. You must complete each course with a grade of B or better to advance to the next course. The grade of C is not available for these courses.

UMGC was named a National Center of Academic Excellence in Cyber Defense Education by the National Security Agency and the Department of Homeland Security.

Cybersecurity Technology*

The graduate certificate program in cybersecurity technology provides you with the most current knowledge and skills for protecting critical cyber infrastructure and assets. In this program, you'll learn concepts, real-world applications, and practical skills you can apply on the job. The curriculum features emerging topics in the field and was developed with the help of an advisory board of senior security executives, so what you're learning is on the cutting edge of cybersecurity.

Required Courses

CBR 600	Communicating, Problem Solving, and Leading in Cybersecurity (6)	
CST 610	Cyberspace and Cybersecurity Foundations (6)	
CST 620	Prevention of Cyber Attack Methodologies (6)	

Total credits for graduate certificate in Cybersecurity Technology: 18

Course Sequencing

All courses must be taken in the order listed. You must complete each course with a grade of B or better to advance to the next course. The grade of C is not available for these courses.

Database Systems Technology*

In this program, prepare to meet the demand for data professionals who can manage complex databases for large organizations. You'll develop expertise in relational and distributed databases and acquire the newest knowledge in data warehousing, mining, modeling, security, and other sought-after areas of database administration.

Initial Requirement

(to be taken within the first 6 credits of study)

UCSP 615	Orientation to Graduate Studies at UMGC (0)

Required Courses

DBST 651	Relational Database Systems (3)
DBST 652	Advanced Relational/Object-Relational Database Systems (3)
DBST 663	Distributed Database Management Systems (3)
DBST 665	Data Warehouse Technologies (3)
DBST 670	Database Systems Administration (3)

Total credits for graduate certificate in Database Systems Technology: 15

Digital Forensics and Cyber Investigation

In this certificate program, you'll examine the foundations of digital forensics and become familiar with industry-standard tools and procedures that are used in conducting forensics investigations related to cybersecurity. Through this program, you'll learn how to secure and validate digital evidence, recover and analyze digital artifacts, and report and present findings in legal settings.

Required Courses

CBR 600	Communicating, Problem Solving, and Leading in Cybersecurity (6)
DFC 610	Cyberspace and Cybersecurity Foundations (6)
DFC 620	Digital Forensics Technology and Practices (6)

Total credits for graduate certificate in Digital Forensics and Cyber Investigation: 18

Course Sequencing

All courses must be taken in the order listed. You must complete each course with a grade of B or better to advance to the next course. The grade of C is not available for these courses.

UMGC was named a National Center of Academic Excellence in Cyber Defense Education by the National Security Agency and the Department of Homeland Security.

Foundations of Information Technology *

The certificate program provides a general technical understanding of current and emerging technologies in the field. You'll gain familiarity with project and systems engineering concepts and a solid foundation in the economics of information technology. This certificate is ideal for professionals in fields other than IT who want to extend their expertise into the IT environment, as well as for IT professionals who want to expand their theoretical knowledge.

Initial Requirement

(to be taken within the first 6 credits of study)
UCSP 615   Orientation to Graduate Studies at UMGC (0)

Required Courses

ITEC 610   Information Technology Foundations (3)

ITEC 625   Computer Systems Architecture (3)

ITEC 626   Information Systems Infrastructure (3)

ITEC 630   Information Systems Analysis, Modeling, and Design (3)

ITEC 640   Information Technology Project Management (3)

Total credits for graduate certificate in Foundations of Information Technology: 15

Homeland Security Management *

In the graduate certificate program in homeland security management, you'll gain practical experience in performing security risk assessments, planning for and managing operational recovery, and developing strategies to protect people, facilities, and critical infrastructure.

Your coursework for the graduate certificate in homeland security management covers issues in emergency management, cybersecurity, bioterrorism, and energy security, as well as business management. You'll use real data from real crises in assignments and projects and practice making executive-level decisions.

Initial Requirement

(to be taken within the first 6 credits of study)
UCSP 615   Orientation to Graduate Studies at UMGC (0)

Required Courses

HSMN 610   Concepts in Homeland Security (3)

HSMN 625   Critical Infrastructures (3)

HSMN 630   Resilience Planning and Preparedness for Disaster Response and Recovery (3)

INFA 660   The Law, Regulation, and Ethics of Information Assurance (3)

EMAN 620   Information Technology in Emergency Management (3)

Total credits for graduate certificate in Homeland Security Management: 15

Course Sequencing

HSMN 610 must be taken as one of the first two credit-bearing courses in the program.

* *Certificate program approved for Army CA (credentialing assistance) funding.*

Informatics *

This certificate program will help you strengthen your technical skills as you learn the business of IT with a focus in informatics that can help advance your career. You will gain a foundation in major categories of IT management, plus develop skills in networking, security, software development, and IT acquisitions.

Initial Requirement

(to be taken within the first 6 credits of study)
UCSP 615   Orientation to Graduate Studies at UMGC (0)

Required Courses

ITEC 610   Information Technology Foundations (3)

ITEC 626   Information Systems Infrastructure (3)

DBST 651   Relational Database Systems (3)

INFA 610   Foundations of Information Security and Assurance (3)

IMAT 637   IT Acquisitions Management (3)

Total credits for graduate certificate in Informatics: 15

Course Sequencing

ITEC 610 must be taken as the first credit-bearing course in the program.

Information Assurance *

You can gain a practical understanding of the principles of data protection, cybersecurity, and computer forensics with a graduate certificate in information assurance. We've developed the information assurance curriculum in conjunction with top employers, meaning you'll gain real-world experience through interactions with actual organizations and learn job-relevant skills from case studies of real information assurance crises. Your courses feature topics in network and internet security, intrusion detection and protection, cryptology and data protection, and computer forensics.

Initial Requirement

(to be taken within the first 6 credits of study)
UCSP 615   Orientation to Graduate Studies at UMGC (0)

Required Courses

INFA 610   Foundations of Information Security and Assurance (3)

INFA 620   Network and Internet Security (3)

INFA 630   Intrusion Detection and Intrusion Prevention (3)

INFA 640   Cryptology and Data Protection (3)

INFA 650   Computer Forensics (3)

Total credits for graduate certificate in Information Assurance: 15

Course Sequencing

INFA 610 must be taken as one of the first two credit-bearing courses in the program.

UMGC was named a National Center of Academic Excellence in Cyber Defense Education by the National Security Agency and the Department of Homeland Security.

Project Management *

This certificate program allows you to develop advanced business management skills while building expertise for professional certification in project management. The curriculum is aligned with certifications from the Project Management Institute. Your courses will give you the tools you need to take on leadership roles in today's workplace. You'll also learn relevant skills you can apply on the job immediately.

Initial Requirement

(to be taken within the first 6 credits of study)

UCSP 615   Orientation to Graduate Studies at UMGC (0)

Required Courses

PMAN 634   Foundations of Project Management (3)

PMAN 635   Quantitative Methods in Project Management (3)

PMAN 637   Project Risk Management (3)

PMAN 638   Project Communication Management (3)

PMAN 639   Project Quality Management (3)

Total credits for graduate certificate in Project Management: 15

Course Sequencing

◇ PMAN 634 is prerequisite to all other PMAN courses and must be taken as the first certificate course.

◇ MGMT 640 or ITEC 640 (or an approved course in finance) and MGMT 650 (or an approved course in statistics) must be taken before PMAN 635.

◇ PMAN 635 must be taken before PMAN 637 and PMAN 639.

Software Engineering *

The graduate certificate program in software engineering provides software developers with advanced software methodology, design, and coding techniques. You'll learn aspect-oriented programming, object-oriented programming, and the principles and techniques to lead a software development team.

Gain hands-on experience performing all functions of building software and develop job-relevant expertise in implementing large software engineering projects within cost and on schedule.

Initial Requirement

(to be taken within the first 6 credits of study)

UCSP 615   Orientation to Graduate Studies at UMGC (0)

Required Courses

SWEN 603   Modern Software Methodologies (3)

SWEN 645   Software Requirements (3)

SWEN 646   Software Design and Implementation (3)

SWEN 647   Software Verification and Validation (3)

SWEN 651   Usability Engineering (3)

Total credits for graduate certificate in Software Engineering: 15

Systems Engineering *

The graduate certificate in systems engineering provides you with the ability to understand the specification, design, development, and deployment of complex systems. This program is designed for mid-career professionals with a technical background who wish to enhance their skills in systems engineering theory and practice.

Initial Requirement

(to be taken within the first 6 credits of study)

UCSP 615   Orientation to Graduate Studies at UMGC (0)

Required Courses

SYSE 610   Systems Engineering Overview (3)

SYSE 620   Requirements Engineering (3)

SYSE 630   System Design and Development (3)

SYSE 640   System Integration and Test (3)

SYSE 660   Systems Engineering Management (3)

Total credits for graduate certificate in Systems Engineering: 15

* *Certificate program approved for Army CA (credentialing assistance) funding.*

Program Calendars

Four-Term Calendar

This calendar applies to the following master's degree programs:

✧ Business Administration
✧ Cloud Computing Architecture
✧ Cyber Operations
✧ Cybersecurity Management and Policy
✧ Cybersecurity Technology
✧ Digital Forensics and Cyber Investigation

This calendar applies to the following graduate certificate programs:

✧ Cloud Computing and Networking
✧ Cyber Operations
✧ Cybersecurity Management and Policy
✧ Cybersecurity Technology
✧ Digital Forensics and Cyber Investigation

On-Site / Hybrid & Online Classes (11 weeks)	
FALL 2020	7 October - 22 December 2020
	Register by 6 October 2020
WINTER 2021	13 January - 30 March 2021
	Register by 12 January 2021
SPRING 2021	14 April - 29 June 2021
	Register by 13 April 2021
SUMMER 2021	14 July - 28 September 2021
	Register by 13 July 2021

On-Site / Hybrid & Online Classes (11 weeks)

SESSION START   SESSION

OCTOBER 2020

S	M	T	W	T	F	S
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4	5	6	7	8	9	10
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NOVEMBER 2020

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DECEMBER 2020

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JANUARY 2021

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FEBRUARY 2021

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MARCH 2021

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APRIL 2021

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MAY 2021

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JUNE 2021

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JULY 2021

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AUGUST 2021

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SEPTEMBER 2021

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Three-Term Calendar

This calendar applies to the following master's degree programs:

- ✧ MS in Information Technology (all specializations)
- ✧ MS in Management (all specializations)

This calendar applies to the following graduate certificate programs:

- ✧ Foundations of Information Technology
- ✧ Homeland Security Management
- ✧ Informatics
- ✧ Information Assurance
- ✧ Project Management
- ✧ Software Engineering
- ✧ Systems Engineering

On-Site / Hybrid Classes (8 weeks)		Register by
FALL SESSION 1	19 August - 13 October 2020	18 August 2020
FALL SESSION 2	21 October - 15 December 2020	20 October 2020
SPRING SESSION 1	13 January - 9 March 2021	12 January 2021
SPRING SESSION 2	17 March - 11 May 2021	16 March 2021
SUMMER SESSION 1	19 May - 13 July 2021	18 May 2021

Online Classes (12 weeks)		Register by
FALL SESSION 1	19 August - 10 November 2020	18 August 2020
FALL SESSION 2	23 September - 15 December 2020	22 September 2020
SPRING SESSION 1	13 January - 6 April 2021	12 January 2021
SPRING SESSION 2	17 February - 11 May 2021	16 February 2021
SUMMER SESSION 1	19 May - 10 August 2021	18 May 2021

On-Site / Hybrid Classes (8 weeks)   ■ SESSION START   ▢ SESSION

AUGUST 2020
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SEPTEMBER 2020
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OCTOBER 2020
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NOVEMBER 2020
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DECEMBER 2020
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JANUARY 2021
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FEBRUARY 2021
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MARCH 2021
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APRIL 2021
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JUNE 2021
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JULY 2021
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Social Work Calendar

This calendar applies to the following master's degree program:

✧ Master of Social Work

On-Site / Hybrid & Online Classes (7-14 weeks)	
FALL SESSION 1	**31 August - 19 October 2020**
	Register by 30 August 2020
FALL SESSION 2	**21 October - 11 December 2020**
	Register by 20 October 2020
FALL FULL SESSION	**31 August - 11 December 2020**
	Register by 30 August 2020
SPRING SESSION 1	**25 January - 12 March 2021**
	Register by 24 January 2021
SPRING SESSION 2	**22 March - 7 May 2021**
	Register by 21 March 2021
SPRING FULL SESSION	**25 January - 7 May 2021**
	Register by 24 January 2021
SUMMER SESSION	**2 June - 21 July 2021**
	Register by 1 June 2021

On-Site / Hybrid Classes (7 weeks)

■ SESSION START ■ SESSION

AUGUST 2020

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SEPTEMBER 2020

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OCTOBER 2020

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NOVEMBER 2020

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DECEMBER 2020

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JANUARY 2021

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FEBRUARY 2021

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MARCH 2021

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APRIL 2021

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MAY 2021

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JUNE 2021

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JULY 2021

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Information On Courses

Overview

When scheduling on-site courses each term, academic leadership coordinates with education center staff to select the most appropriate courses to offer at each site. This selection is based upon the size and assessed academic needs of the student population at the site (and at sites nearby) as well as upon availability of qualified faculty. Courses listed in other UMGC catalogs may also be offered by UMGC Europe when demand warrants and qualified faculty and academic facilities are available. Courses are arranged by academic subject.

Unit of Credit

The unit of credit defines the amount of university-level credit to be awarded for course completion, transfer of coursework from another institution, or evaluation of college-level prior learning. One credit is awarded on the basis of one of the following, according to the Code of Maryland Regulations:

✧ At least 15 hours (50 minutes each) of actual class meeting or the equivalent in guided learning activity (exclusive of registration, study days, and holidays)

✧ At least 30 hours (50 minutes each) of supervised laboratory or studio work (exclusive of registration, study days, and holidays)

✧ At least 45 hours (50 minutes each) of instructional situations, such as practica, internships, and cooperative education placements, when supervision is ensured and learning is documented

✧ Instruction delivered by electronic media based on the equivalent outcomes in student learning, including telelessons, classroom instruction, student consultation with instructors, and readings, when supervision is ensured and learning is documented

Prerequisites

Prerequisites, normally stated in terms of numbered courses, represent the level of knowledge you should have acquired before enrolling in a given course. You will not be able to register for courses for which prerequisites have not been met.

Key to Course Descriptions

Each course description includes very important information for you as a student. The course description highlights each component by a numeric listing. To the right of the course description is a key that explains each of the components.

Subject Course Number Title Number of Credits

CYB 670 Capstone in Cybersecurity 6
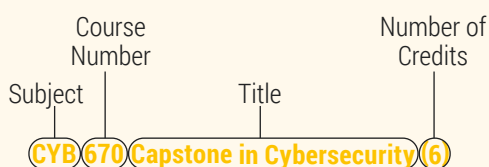
Prerequisite: CST 640, DFC 640, or CMP 640.[1] Assume the role of a cybersecurity professional by examining current issues in cybersecurity management, including enterprise risk management, vulnerability assessment, threat analysis, crisis management, security architecture, security models, security policy development and implementation, security compliance, information privacy, identity management, incident response, disaster recovery, and business continuity planning, particularly in the health, banking, and finance sectors.[2]

1 Prerequisites represent the level of knowledge a student should have acquired before enrolling in this course. A prerequisite is usually stated as a specific numbered course; sometimes the prerequisite calls for a specific course "or equivalent experience."

2 The course description describes the focus and level of the course.

Course Descriptions

The following entries describe the most frequently taught courses offered on-site by UMGC Europe. Requirements pertain only to degrees conferred by UMGC (and its partnership school). To determine how these courses may transfer and be applied toward degrees offered by other institutions, you should consult those institutions. Transferability is determined by the receiving institution.

ASC – Academic Success

ASC 601 Graduate Writing Skills (0)

(Recommended preparation for students who want to improve their writing skills.) Improve your academic writing skills and become a better communicator. Enhance your grammar and punctuation skills through individualized exercises. Prepare for academic writing by summarizing and synthesizing texts, developing well-organized essays, and integrating sources into your work. Employ APA style for formatting and correct citation. Learn the steps of writing, from prewriting through proofreading, to produce clear, concise documents appropriate to your audience and purpose.

ASC 603 Introduction to Accounting and Financial Management (0)

(Recommended preparation for students who want a foundational background in accounting and finance.) Engage in a basic study of accounting and financial management concepts and their use in analyzing financial statements and estimating the value of long-term capital projects and investments. Analyze the financial statements of actual companies using financial ratios. Apply time value of money concepts to determine the current and future value of financial and real assets/investments. Develop an appreciation for how financial management and accounting information can be used to support financial assessment analysis, valuation, and decision making in various contexts.

ASC 605 Basic Information Technology (0)

(Recommended preparation for students who want a background in the basic configurations of computer hardware and operating systems software, especially those entering the cybersecurity technology, cyber operations, cybersecurity policy, and digital forensics programs who do not have a background in computing.) Explore concepts of computing. Discuss computer systems (including computer hardware and hardware components, computer software, and networks) and the internet. Develop your understanding of the privacy and security issues related to computing and the internet.

ASC 607 Introduction to Statistics (0)

(Recommended preparation for students who require knowledge of statistics to progress in their coursework.) Learn to derive meaning from quantitative analysis of data by employing fundamental concepts and methods of statistics. Explore approaches and develop skills necessary to evaluate research methods and their application to solving problems, including the reliability and validity of sources and types of data and portraying data in tables, graphs, and charts. Use inferential statistics to draw conclusions, calculate correlation and regression, and apply other statistical methods to inform decisions.

ASC 609 Essentials of Computer Programming (0)

(Recommended preparation for students with little or no programming experience, especially those pursuing a degree in a cybersecurity field. Students with no technical experience should take ASC 605 before or with ASC 609.) Gain hands-on experience in creating computer programs. Explore all aspects of basic programming, including variables, arrays, conditions, and input/output. Build a foundation for more advanced work in computer programming.

ASC 611 Structure of Computer Programming (0)

(Recommended preparation for students with some programming experience, typically with older languages such as PRG and COBOL, especially those entering the cybersecurity technology, cyber operations, cybersecurity policy, and digital forensics programs.) Prerequisite: ASC 609. Gain hands-on experience in creating computer programs. Explore aspects of programming related to the structure of the program, including loops, procedures/functions, and leveraging other software libraries/packages.

CBR – Cybersecurity Communication and Leadership

CBR 600 Communicating, Problem Solving, and Leading in Cybersecurity (6)

Make yourself more valuable to an employer by gaining and improving skills in communication and problem solving. Explore the field of cybersecurity by developing connections to your career aspirations, creating a professional social network presence, and using critical thinking to inform decisions. Improve and refine your skills in communication, critical thinking, quantitative reasoning, and team leadership. Hone your professional writing and oral communication skills to produce effective presentations and become proficient with current technology.

CCA – Cloud Computing Architecture

Students may find detailed course descriptions on the UMGC Stateside website at *umgc.edu.*

CJMS – Criminal Justice Management

CJMS 600 Critical Analysis of the Criminal Justice System (3)

An analysis of the U.S. criminal justice system. Topics include the role of criminal justice agencies and personnel in the prevention and response to crime, as well as interagency cooperation and coalition building from a manager's perspective.

CJMS 610 Perspectives in Law Enforcement Management (3)

A study of law enforcement philosophies and techniques to reduce crime commonly applied at the organizational level. Topics include the politics of policing, police/community relations, police research, professionalization of personnel, and emerging problems in policing from a domestic and international perspective.

CJMS 620 Issues in Correctional Administration (3)

Prerequisites: CJMS 600 and CJMS 610. An in-depth study of current challenges for managers in correctional environments. Topics include the privatization of corrections, intelligence sharing, re-entry and community corrections, security threat groups, assessment techniques and empirical evaluations of treatment methods, special populations, growth rates, the political environment, and interagency and community cooperation.

CJMS 630 Seminar in Security Management (3)

Prerequisites: CJMS 600 and CJMS 610. A study of the management of security operations within a private setting. Discussion covers vulnerability assessment; emergency planning; interagency cooperation; threat assessment; use of technology; and information gathering, sharing, and storing. Topics also include personnel management, budgeting, reporting requirements, and current trends.

CJMS 640 Criminal Justice Intelligence Systems and Approaches (3)

Prerequisites: CJMS 600 and CJMS 610. An in-depth examination of the principles that guide the gathering and sharing of intelligence in the United States. Emphasis is on the interoperability between crime-fighting agencies within the criminal justice system. Topics include analytic methodologies, interview and interrogation techniques, open-source and proprietary data sources, criminal organization analysis, criminal conspiracy, enterprise theory, trial testimony, and witness protection.

CJMS 650 Legal Aspects within the Criminal Justice System (3)

Prerequisites: CJMS 600 and CJMS 610. An introduction to the impact of constitutional and criminal law on managerial responsibilities within the criminal justice system. Topics include pivotal historic and current legal cases and their application to methods of prevention, as well as reaction to crime in the United States.

CJMS 660 Issues in Criminal Justice Leadership (3)

Prerequisite: Completion of 30 credits of program coursework, including all core and specialization courses except MGMT 670. A discussion of case studies involving successful leaders in the criminal justice system. Analysis covers the various characteristics and leadership styles that have proven most effective in the profession. Various theories, models, historical examples, and practical applications are reviewed. Senior criminal justice leaders discuss issues via videoconferencing. Topics include ethics and virtue in criminal justice; navigating the political environment (e.g., being politically savvy without being political); staff development; and labor relations, media relations, and working effectively with various advocacy groups.

CMP – Cybersecurity Management and Policy

Students may find detailed course descriptions on the UMGC Stateside website at *umgc.edu.*

COP – Cyber Operations

Students may find detailed course descriptions on the UMGC Stateside website at *umgc.edu.*

CST – Cybersecurity Technology

CST 610 Cyberspace and Cybersecurity Foundations (6)

(Formerly CYB 610.) Prerequisite: CBR 600. Gain knowledge of the foundations of cybersecurity, and apply cyber methodologies to cyber architectures, services, protocols, algorithms, hardware and software components, and programming language. Become familiar with the important role that business continuity planning, security management practices, security architecture, operations security, and physical security play in cybersecurity. Explore the impact of cyber terrorism and national security on cybersecurity. Gain hands-on, real-world experience with state-of-the-art tools and technologies in a lab-intensive environment.

CST 620 Prevention of Cyber Attack Methodologies (6)

Prerequisite: CST 610. Explore the theories and practices related to the prevention of cyber attacks. Design, apply, and analyze technological solutions that address countermeasures, encryption, network access control methods, firewalls, intrusion detection/prevention, and secure systems development. Practice techniques such as software assurance, verification, and validation; virtual network and cloud computing security techniques; and physical security techniques. Examine the nation's complex critical infrastructure industries. Use state-of-the-art tools and technologies in a lab-intensive environment that provide hands-on, real-world experience.

CST 630 Advanced Cyber Exploitation and Mitigation Methodologies (6)

Prerequisite: CST 620. Practice intrusion detection and prevention, exploitation, and mitigation in cyberspace. Employ technological solutions that identify, resolve, prevent, and mitigate cyber attacks. Utilize network security techniques, monitoring, auditing, intrusion detection and prevention, and ethical penetration testing. Use state-of-the-art tools and technologies in a lab-intensive environment that provide hands-on, real-world experience.

CST 640 Digital Forensics Technology and Practices (6)

Prerequisite: CST 630. Gain proficiency with the tools and technologies commonly used in forensic examinations, and utilize best practices. Explore procedures for securing and validating evidence, including digital media and physical memory, as well as for recovering artifacts and analyzing, reporting, and presenting results in both criminal and civil situations. Gain experience with mobile forensic analysis. Students may receive credit for only one of the following courses: CST 640 or DFC 620.

CYB – Cybersecurity

CYB 670 Capstone in Cybersecurity (6)

Prerequisite: CST 640, DFC 640, or CMP 640. Assume the role of a cybersecurity professional by examining current issues in cybersecurity management, including enterprise risk management, vulnerability assessment, threat analysis, crisis management, security architecture, security models, security policy development and implementation, security compliance, information privacy, identity management, incident response, disaster recovery, and business continuity planning, particularly in the health, banking, and finance sectors.

DBST – Database Systems Technology

Students may find detailed course descriptions on the UMGC Stateside website at *umgc.edu.*

DCL – Decisive Communication and Leadership

DCL 600 Decisive Thinking, Communicating, and Leading (6)

Prepare for academic and professional success by developing skills that employers want in their employees. Explore your area of study to learn how it connects with your career aspirations, create a professional social network presence, and use critical thinking to inform decisions. Improve and refine your skills in communication, critical thinking, quantitative reasoning, and team leadership. Hone your professional writing and oral communication skills to produce effective presentations, and become proficient with spreadsheets, collaboration tools, and other professional software.

DFC – Digital Forensics and Cyber Investigation

Students may find detailed course descriptions on the UMGC Stateside website at *umgc.edu.*

EMAN – Emergency Management

EMAN 620 Information Technology in Emergency Management (3)

An overview of the role of information in crisis and response management. Discussion covers disaster and crisis information requirements; information technologies and decision support tools applied to crisis, disaster, and emergency management; and information problems encountered during emergencies. Tools used include the global positioning system (GPS), geographical information systems (GIS), UAS (drones), and hazard and emergency management-related software packages, as well as decision analysis methods. Assignments include practical case studies.

HSMN – Homeland Security Management

HSMN 610 Concepts in Homeland Security (3)

An overview of the basic concepts of homeland security, including infrastructure protection, jurisdiction, and issues in technical areas such as interconnectivity and interoperability. The nation's telecommunications and information technology networks are examined as both vulnerable assets and critical solutions.

HSMN 625 Critical Infrastructures (3)

Prerequisite: HSMN 610. An introduction to critical infrastructure assurance as a policy field. Review covers the concept of critical infrastructures and their interdependencies. Topics include the development of modern critical infrastructures, the reasons why they have become central elements of 21st-century societies, efforts being made to safeguard them, and potential threats to their continued effective operation.

HSMN 630 Resilience Planning and Preparedness for Disaster Response and Recovery (3)

An in-depth examination of managerial strategies for developing and maintaining resilience in communities, the private sector, and the nation in the face of human-made, natural, and technological disruptions or catastrophes. Emphasis is on the importance of advanced planning. Techniques for performing risk assessment and potential impact analysis and for selecting appropriate risk treatments are explored. Discussion covers preparing to handle adverse events, responding to them, and recovering from them. Resilience management is explored within the context of a life cycle that includes programmatic review and continuous improvement planning. Actual and hypothetical cases are analyzed.

HSMN 670 Seminar in Homeland Security (3)

(To be taken during the last semester of the program.) Prerequisites: 24 credits of program coursework, including HSMN 610, HSMN 625, HSMN 630, EMAN 620, INFA 660, and BSBD 641. An up-to-date evaluation of vulnerabilities and protective countermeasures regarding various aspects of the nation's critical infrastructure, with particular emphasis on the food and water supply. Topics include various threat profiles and actions by government, industry, independent institutions, and private citizens that might prevent attack from domestic or foreign sources and mitigate harmful consequences should such an attack occur. Discussion reviews the federal government's organization and management of food and water security and explores what further efforts might be made, building upon the nation's health system and engaging government at all levels. The singularly important roles of first responders are also analyzed.

IMAT - Informatics

Students may find detailed course descriptions on the UMGC Stateside website at *umgc.edu.*

INFA - Information Assurance

INFA 610 Foundations of Information Security and Assurance (3)

(Must be taken as the first course in the program.)
An overview of techniques for ensuring and managing information security. Topics include administrative and technical security controls to prevent, detect, respond to, and recover from cyber attacks; risk and vulnerability analysis to select security controls; security planning; security architecture; security evaluation and assessment; and legal, ethical, and privacy aspects of information assurance. Discussion also covers information security fundamentals, such as cryptography, authentication, and access control techniques, and their use in network, operating system, database, and application layers. Security issues of current importance are stressed.

INFA 620 Network and Internet Security (3)

An introduction to the security concepts needed for the design, use, and implementation of secure voice and data communications networks, including the internet. A brief review of networking technology and standards (including an introduction to internet communication protocols) is provided. Security subjects addressed include defense models, security policy development, authentication and authorization controls, firewalls, packet filtering, virtual private networks (VPNs), and wireless network security. A project on network security in a hypothetical scenario based on inputs from government agencies and commercial organizations is assessed by a team of experts who are working in the field.

INFA 630 Intrusion Detection and Intrusion Prevention (3)

An exploration of the theory and implementation of intrusion detection and intrusion prevention. Topics include network-based, host-based, and hybrid intrusion detection; intrusion prevention; attack pattern identification; deployment; response; surveillance; damage assessment; data forensics; data mining; attack tracing; system recovery; and continuity of operation. A specific project on intrusion detection and intrusion prevention in a hypothetical scenario based on the inputs from government agencies and commercial organizations is assessed by a team of experts who are working in the field.

INFA 640 Cryptology and Data Protection (3)

An overview of the theory of encryption using symmetric and asymmetric keys, current protocols for exchanging secure data (including the Data Encryption Standard and the Advanced Encryption Standard), and secure communication techniques. A review of the historical development of cryptographic methods and cryptanalysis tools is provided. Public Key Infrastructure and the use of digital signatures and certificates for protecting and validating data are examined. Strategies for the physical protection of information assets are explored.

INFA 650 Computer Forensics (3)

An introduction to the fundamental concepts behind the collection and analysis of the digital evidence left behind in a digital crime scene. Topics include the identification, preservation, collection, examination, analysis, and presentation of evidence for prosecution purposes. Discussion also covers the laws and ethics related to computer forensics and challenges in computer forensics. Network forensics is briefly explored. A specific project on computer forensics or network forensics in a hypothetical scenario based on the inputs from government agencies and commercial organizations is assessed by a team of experts who are working in the field.

INFA 660 The Law, Regulation, and Ethics of Information Assurance (3)

An overview of the legal, regulatory, and ethical issues related to cyberspace. Emphasis is on developing skills in spotting ethical and legal issues and navigating through the complex and changing legal and regulatory environment as it applies to behavior in cyberspace. Various resources and materials about the ethical and legal operation of modern computer systems, applications, and networks are presented.

INFA 670 Information Assurance Capstone (3)

Prerequisites: INFA 610, 620, 630, 640, 650, and 660 (3 credits may be taken concurrently). A study of information assurance that integrates and applies concepts previously studied. Best practices and appropriate technologies to design, implement, manage, evaluate, and further improve information security are explored. Emerging trends are analyzed to understand their potential effect on information security and assurance.

ITEC – Information Technology

ITEC 610 Information Technology Foundations (3)

A fundamental study of technology and its applications, as well as the economic and social issues they have raised. Topics include computers, peripherals, databases, and networks; operations (of business, government, and other enterprises), decision support systems, and acquisition of information technology resources; and information security, productivity, equitable access by users, intellectual property rights, and global reach. Discussion also covers current and future developments in the field and their implications.

ITEC 625 Computer Systems Architecture (3)

An introduction to the evolution of computer systems design and hardware and software architectures. Focus is on computer organization (classical and advanced architectures), operating systems, and applications development. Emerging developments in computer systems architecture are also examined.

ITEC 626 Information Systems Infrastructure (3)

An introduction to information systems infrastructure. Focus is on data communications and networks. Discussion covers layered network architectures and communication hardware. Emerging technologies such as social media, mobile computing, cloud computing, big data, and the internet of things are also examined.

ITEC 630 Information Systems Analysis, Modeling, and Design (3)

(Formerly CSMN 635.) A study of systems analysis and design, using selected engineering and management science techniques and practices. Topics include requirements determination, modeling, decision making, and proposal development. The System Development Life Cycle Model, including system implementation and post-implementation activities, is examined. Emphasis is on the specification of the information system's logical and physical analysis and design from a management perspective. Research and project assignments related to information systems analysis, design, implementation, and/or project planning and control require individual and group work.
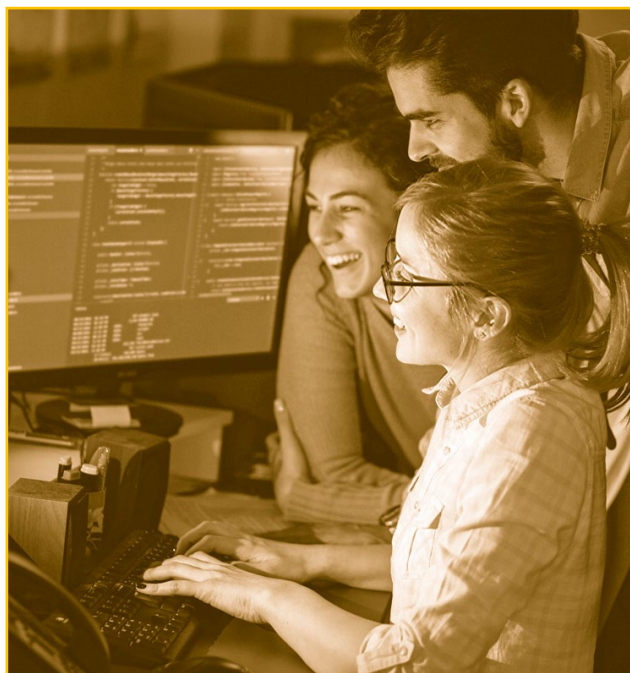
ITEC 640 Information Technology Project Management (3)

An examination of the fundamental principles and practice of managing programs and projects in an information processing and high-tech environment. The dynamic nature of IT and the effect of life cycles are explored. The fundamental building blocks of high-tech management styles (including project planning, organizational structure, team building, and effective control mechanisms) are addressed. Discussion covers the effect of product and project life cycles in delivering a successful IT project, considering the obsolescence factors in procurement/stakeholder contracts.

The goal is to gain a solid foundation to successfully manage each phase of the project life cycle, work within organizational and cost constraints, set goals linked directly to stakeholder needs, and utilize proven management tools to execute a dynamic project on time and within budget. Emphasis is on how to apply the essential concepts, processes, and techniques in the management of large-scale governmental or commercial programs. Topics also include the need for global vision, strong planning techniques, appropriate training before introducing any IT product into the market, and discipline in executing tasks.

MBA – Business Administration

MBA 610 Leading Organizations and People (6)

Prerequisite: PRO 600. Assess and develop your leadership skills by creating a personal leadership and professional development plan that you will refine during the program. Develop a strategic understanding of your organization by analyzing its mission, vision, goals, and values. Evaluate your organization's culture, climate, and approach to decision making and assess leadership effectiveness, governance structure, and processes. Explore how high-performing work teams can be a source of competitive advantage.

MBA 620 Financial Decision Making (6)

Prerequisite: MBA 610. Apply concepts behind financial statements, pricing, cost analysis, and capital budgeting in decisions. Propose solutions in real-world scenarios by using published financial reports and data from well-known national and international brands. Apply concepts from managerial economics to make pricing decisions for a business. Review business performance by analyzing the cash flow statement, income statement, and balance sheet. Make cost allocation, financing, and investment decisions by applying knowledge of corporate valuation. Determine the cost of capital and make capital budgeting decisions.

MBA 630 Leading in the Multicultural Global Environment (6)

Prerequisite: MBA 620. Enhance your cultural competence and evaluate opportunities and risks for operations in a global market. Expand your ability to apply ethical decision-making models. Assess issues of culture, business ethics, employment law, contracts, and criminal law in the context of a global business. Analyze political, legal, economic, and cultural forces that impact multinational businesses. Recommend the legal form and organizational structure of a business.

MBA 640 Innovation Through Marketing and Technology (6)

Prerequisite: MBA 630. Apply principles of market research and branding. Use web analytics to make decisions in digital marketing. Organize tasks in a marketing plan, assess market risk and opportunity, and collect data required to implement the marketing plan. Develop financial projections and suitable metrics for tracking the marketing plan.

MBA 670 Strategic Decision Making (6)

Prerequisite: MBA 640. Assume the role of a strategy officer who reports to the CEO. Develop an understanding of strategic leadership. Identify activities in the value chain of an organization, and propose a plan to relocate one or more activities to another geographical region. Prepare a project management plan for the opening of a facility in a new country. Develop a business plan that includes an entry strategy, marketing plan, competitive strategy, and financial statements.

MGMT – Management

MGMT 610 Organizational Theory (3)

An overview of the fundamental concepts of organizational theory and design in the context of a postindustrial and increasingly global society. The study of organizations encompasses several key knowledge areas essential to today's manager: the impact of technological and workforce changes on society, organizational ethics and social responsibility, global issues, history of management thought and its relevance for managers today, and systems thinking and the challenges of managing in today's complex and rapidly changing environment. Discussion addresses essential concepts in organizational theory and design, including measuring effectiveness, organizational life cycles, options for organizational structure, and becoming the learning organization.

MGMT 615 Intercultural Communication and Leadership (3)

(Not open to students who have completed MGMT 620 or MGMT 625.) A study of organizational communication, leadership, and decision-making skills essential for all managers in intercultural environments. Theories of culture are examined and applied in relation to leadership style and practices, as well as to organizational communication across cultural groups. Team development and leadership are explored in an intercultural environment.

MGMT 630 Organizational Theory and Behavior (6)

(Not open to students who have completed MGMT 610, MGMT 615, MGMT 620, MGMT 625, or MGMT 635.) An overview of the fundamental concepts of organizational theory and organizational behavior in the context of a postindustrial and increasingly global society. Topics include the impact of technological and workforce changes on society, organizational ethics and social responsibility, organizational communication, leadership and decision-making skills in intercultural environments, the history of management thought and its relevance for managers today, and systems thinking and the challenges of managing in today's complex and rapidly changing environment.

MGMT 640 Financial Decision Making for Managers (3)

Prerequisite: Knowledge of the fundamental concepts of financial accounting and economics, including opportunity cost, the time value of money, and financial analysis. An investigation of financial decision making in business, government, and not-for-profit organizations. Emphasis is on the application of financial and nonfinancial information to a wide range of management decisions, from product pricing and budgeting to project analysis and performance measurement. A variety of decision-making tools (such as break-even analysis, activity-based costing procedures, and discounted cash flow techniques) are studied. Contemporary managerial practices are explored.

MGMT 650 Statistics for Managerial Decision Making (3)

Prerequisite: Knowledge of the fundamentals of statistical methods, techniques, and tools. An examination of how managers organize, analyze, and interpret data for decision making. Focus is on developing skills in using statistical tools to make effective business decisions in all areas of public- and private-sector decision making, including accounting, finance, marketing, production management, and human resource management. Topics include collecting data; describing, sampling, and presenting data; probability; statistical inference; regression analysis; forecasting; and risk analysis. Microsoft Excel is used extensively for organizing, analyzing, and presenting data.

MGMT 670 Strategic Management Capstone (3)

Prerequisite: Completion of 24 credits of program coursework, including all core courses. A capstone investigation of how strategy interacts with and guides an organization within its internal and external environments. Focus is on corporate- and business unit–level strategy, strategy development, strategy implementation, and the overall strategic management process. Topics include organizational mission, vision, goal setting, environmental assessment, and strategic decision making. Techniques such as industry analysis, competitive analysis, and portfolio analysis are presented. Discussion covers strategic implementation as it relates to organizational structure, policy, leadership, and evaluation issues. The ability to "think strategically" and to weigh things from the perspective of the total enterprise operating in an increasingly global market environment is emphasized. Case analyses and text material are used to integrate knowledge and skills gained through previous study.

PMAN – Project Management

PMAN 634 Foundations of Project Management (3)

An overview of the theory and practice of managing projects in any industry. Emphasis is on leadership in project management: managing projects or tasks in a team environment; building teams; and utilizing communication, organization, and conflict management skills. Discussion covers project management process groups and how these process groups (initiating, planning, executing, monitoring and controlling, and closing the project or project phase) interact throughout the life cycle of the project. Project management knowledge areas are examined and linked to industry practices for successful management of projects. The goal is to gain a solid understanding of how to successfully manage multiphase projects, work within organizational constraints, set goals linked directly to stakeholder needs, and utilize proven project management tools to complete projects on time and within budget while meeting specifications. Essential concepts, processes, and techniques are applied through management of a team project, which requires regular progress reports and reviews.

PMAN 635 Quantitative Methods in Project Management (3)

Prerequisites: PMAN 634; MGMT 640, TMAN 625, or ITEC 640 (or an approved course in finance); and MGMT 650 (or an approved course in statistics). An overview of quantitative aspects of managing projects, applying widely used statistical techniques and software tools for project management and risk analysis. Topics include analytical approaches and quantitative methods in project management, such as cash flow analysis, scheduling projects based on resource availability, resource leveling, expediting projects, quantitative risk analysis, and techniques for estimating actual vs. expected project duration and cost. Simulation tools and statistical techniques are used to analyze uncertainty in estimating project cost and duration. Discussion also covers project portfolio management and how multiple projects and programs fit into the strategic direction of an organization. The processes, tools, and techniques of project management are applied to a team project with emphasis on quantitative and analytical methods.

PMAN 637 Project Risk Management (3)

Prerequisite(s): PMAN 600 or both PMAN 634 and PMAN 635. An in-depth analysis of risk management methods and cases and project management risk monitoring from strategic, applied perspectives. State-of-the-art tools and techniques for identifying, ranking, and monitoring risks in the project management environment are examined and utilized. Both qualitative and quantitative risk analyses are conducted, and strategies for proactive risk mitigation are developed. Focus is on how a comprehensive risk management approach can enable a project team to proactively manage issues that adversely impact the successful scope, scheduling, control, and completion of a project.

PMAN 638 Project Communications Management (3)

Prerequisite: PMAN 600 or PMAN 634. An overview of conflict resolution processes and methods and the skills needed to manage the human elements within project management, a task as challenging as managing the technical aspects. Topics include critical communication and conflict resolution issues faced by project workers in today's global corporate environment. Innovative approaches to successfully negotiating and resolving conflicts among team members, colleagues, managers, and stakeholders are introduced and practiced. Proven techniques to make conflict a constructive rather than a destructive experience are analyzed. Emphasis is on case study analysis, effective communication behaviors, negotiation skills, and virtual team processes to successfully lead both domestic and global projects.

PMAN 639 Project Quality Management (3)

Prerequisite(s): PMAN 600 or both PMAN 634 and PMAN 635. A study of the policy, processes, and procedures involved in ensuring that projects will satisfy the objectives for which they were undertaken. Emphasis is on quality planning, quality assurance, quality control, and process improvement. Discussion covers all the activities that determine quality objectives, policies, and responsibilities. The importance of customer satisfaction, prevention over inspection, management responsibility, and continuous improvement is recognized. Topics include control charts, cause and effect diagrams, Pareto charts, failure mode and effect analysis, design reviews, and cost of quality. Course content and approach are compatible with the International Organization for Standardization.

PMAN 641 Project Procurement Management (3)

Prerequisite: PMAN 600 or PMAN 634. An examination of the tools needed for project procurement management. Focus is on determining what needs to be purchased or acquired and determining when and how to acquire it. Topics include planning the contracting efforts (documenting products and services and identifying potential sellers); requesting sellers' responses (obtaining information, quotation, bids, offers, or proposals); selecting the seller (receiving and reviewing offers, selecting among those potential offers, and negotiating a contract); administering contracts (managing the relationship between buyers and sellers, including documentation, corrective actions, and contract changes); and closing contracts (completing the contract and settling all open issues).

PMAN 650 Financial and Strategic Management of Projects (3)

Prerequisite(s): PMAN 600 or both PMAN 634 and PMAN 635. An investigation of financial and strategic decision making in the management of projects. Topics include estimating project costs from work breakdown structure; formulating, monitoring, and controlling project budgets; monitoring, evaluating, and forecasting project costs, schedule, results, and performance using earned value management; and deriving project cash flows. Discussion also covers the impact of project scope, schedule, and changes; management reserves to cover risks and contingencies; top-down and bottom-up budgeting; investment project analysis; discounted cash flow, internal rate of return, and net present value methodologies; cost of capital; and capital budgeting. Broader issues (such as links between project and corporate financial performance, business ethics, corporate social responsibility, project and organizational culture, information flow, and project sustainability) are also examined.

PRO – Professional Communication and Leadership

PRO 600 Communicating, Problem Solving, and Leading in Professional Fields (6)

(Required for students in the MBA program.) Make yourself more valuable to an employer by gaining and improving skills in written and oral communication and problem solving. Explore your field by developing connections to your career path, creating a professional social network presence, and using critical thinking to inform decisions. Improve and refine your skills in quantitative reasoning and team leadership as you hone your proficiency with analytical software programs, collaboration tools, and other professional software.

SOWK – Social Work

UMGC Europe is partnered with Salisbury University to offer graduate courses leading to a Master of Social Work.

SOWK 602 Ethical Foundation of Social Work (3)

Prerequisite: Specialization status or permission of the department. A focus on ethical issues in social work practice, including a theoretical framework and ethical problem-solving model to systematically evaluate values and resolve ethical dilemmas found in social work practice. Provides tools and methodologies for reflection and analysis.

SOWK 607 Social Welfare Policy Practice: Analyst and Advocate (3)

Provides understanding of social welfare policy analysis with micro, mezzo, and macro social work policy practice knowledge skills. Prepares students to participate in the policy making process, integrating both policy analytical and formulation skills, as well as understanding the methods and strategies for advocating for policy change and new policies.

SOWK 610 Theoretical Analysis of Behavior I (3)

An assessment of the individual, family, and peer group as a social system using a bio-psycho-social-cultural-spiritual perspective. This course explores human development through the lifespan and presents analysis of several theories which explain human behavior and inform social work practice. With a focus on privilege, oppression, prejudice, and discrimination, this course helps develop foundation assessment skills.

SOWK 616 Social Work Research I (3)

Prerequisite: Foundation status. As the first of two courses in social work and evaluation research, this course focuses on understanding the development and use of scientific knowledge and the application of that knowledge to evaluate social work interventions and program evaluation. Special attention is given to applied research methodologies to enhance the student's use of evidence-based social work knowledge and skills. This course may be repeated only once.

SOWK 617 Social Work Research II (3)

Prerequisite: SOWK 616 or permission of the department. The second of two courses focused on the basic concepts and methods of scientific inquiry used to build knowledge and evaluate practice. Builds and expands upon material covered in Social Work Research I. Topics include an introduction to program evaluation, single-subject designs, data analysis, descriptive and inferential statistics, presentation of data and report writing, and application of findings to practice. Special attention is given to applied research methodologies that will enhance the student's use of evidence-based interventions. May be repeated only once with permission of the department.

SOWK 620 Social Work Practice I (3)

This course emphasizes a generalist social work perspective for the mastery of practice theory and the development of engagement, assessment, intervention, and evaluation skills related to social work practice with individuals and families.

SOWK 622 Social Work Practice II (3)

Prerequisite: SOWK 620. This course is the second of three practice courses that prepare students for a generalist approach to social work practice. It expands on basic knowledge, values, ethics, and skills, with an emphasis on mezzo-level problem solving. Also included are theories and techniques for planning, assessment, and advocacy for family and small group intervention.

SOWK 623 Social Work Practice III (3)

Prerequisite: SOWK 620 and SOWK 622. As the third of three practice courses preparing students for a generalist approach to social work, this course expands basic knowledge, values, ethics and skills, with an emphasis on macro level problem solving. Included are theories and techniques needed for practice within an organization and/or community context.

SOWK 630 Theoretical Analysis of Behavior II (3)

Prerequisite: SOWK 610 or permission of the department. An examination of the development of communities and organizations as social systems. Human behavior as affected by race, class, gender, age, and sexual orientation is a major component. This course reflects social work's unique integration of theories drawn from sociology, psychology, biology, anthropology, and economics to understand the multiple influences on behavior. Macro sociological theories for critical analyses of society, communities, social institutions and social organizations are presented and macro assessment skills are developed.

SOWK 640 Field Instruction I (3)

Prerequisite or corequisite: SOWK 620. Corequisite: SOWK 616. A seminar will be conducted concurrently. The first of a two-term sequence of supervised experience in the delivery of social services, where students are required to participate in an agency-based field practicum for two days per week under the supervision of an agency-based field instructor with an MSW. Successful completion of the two-course sequence (SOWK 640 and SOWK 645) requires a student to fulfill a minimum of 440 hours of field instruction accumulated across two full terms (semesters).

SOWK 645 Field Instruction II (3)

Prerequisite: SOWK 640. A seminar will be conducted concurrently. The second of a two-term sequence of supervised experience in the delivery of social services, in the same agency students entered in SOWK 640, where students are required to continue an agency-based field practicum for two days per week under the supervision of an agency-based field instructor with an MSW. Successful completion of the two-course sequence (SOWK 640 and SOWK 645) requires a student to fulfill a minimum of 440 hours of field instruction accumulated across two full terms (semesters).

SOWK 650 Advanced Practice with Individuals (3)

Prerequisite: Specialization status or permission of the department. This course familiarizes the practitioner with strengths assessment, standardized diagnostic criteria, and other processes used within the field to categorize behavior. Utilizes the concepts of mental health to tie an accurate assessment to a specific intervention plan. Emphasis is on advanced interview skill techniques.

SOWK 653 Substance Abuse Assessment and Intervention (3)

Provides a comprehensive introduction to the recognition, assessment, and intervention with persons who abuse substances. Attention is directed to the interactive effects of substance abuse on abusers, on other persons in the abusers' lives, and on society. Other topics explored in the course will include: models of chemical dependency, the dually-diagnosed client; and the comparison and contrast of selected models of intervention.

SOWK 654 Psychopathology (3)

Prerequisite: Specialization status or permission of the department. Provides extensive knowledge of the major forms of mental illness and their treatment. Develops competence in multi-axial assessment by mastering the accepted diagnostic code, DSM-5. Provides skills in development of appropriate and contemporary treatment plans. Explores the factors associated with mental illness such as age, race, ethnicity, and gender.

SOWK 655 Evaluation of Social Work Practice (3)

Prerequisite: SOWK 650 or permission of the department. A study of practice-outcome research, single-case designs, and program evaluation in social work. Students are familiarized with appropriate recording and measurement instruments with individuals, groups, and families.

SOWK 660 Advanced Practice with Families (3)

Prerequisite: SOWK 650 or permission of the department. This course builds upon theoretical perspectives and practice skills from both foundation-level and advanced-level curriculum. Course content focuses upon applied family interventions in social work practice and helps students compare, evaluate, and present practice skills from the major models of family therapy.

SOWK 663 Supervision and Administration (3)

Prerequisite: Specialization status or permission of the department. An introduction for advanced-level students to supervision and administration in the human services. Students are introduced to the historical development of supervision in social work and will learn to apply knowledge of three primary supervisory functions: administration, education, and support of supervisees. Additionally, students will focus on organizational theory, as it provides a foundation to models of social work/welfare administration within social welfare delivery systems.

SOWK 665 Field Instruction III (4)

Prerequisites: Specialization status, SOWK 650. A seminar will be conducted concurrently. The first of a two-term sequence of supervised advanced field practicum experience in the delivery of social services, where students are required to participate in an agency-based field practicum for three days per week under the supervision of an agency-based field instructor with an MSW. Successful completion of the two-course sequence (SOWK 665 and SOWK 685) requires a student to fulfill a minimum of 672 hours of field instruction accumulated across two full terms (semesters).

SOWK 677 Child Welfare (3)

This course is designed to prepare advanced-level students to be child welfare practitioners able to move beyond the protective focus to practice applications of prevention and change. The curriculum includes knowledge about human services for children, the values and philosophy of family preservation, trends in social welfare policy impacting children and their families, and the effects of gender, race, and ethnicity on social work practice with children.

SOWK 680 Advanced Practice with Groups (3)

Prerequisite: SOWK 650 or permission of the department. This course builds upon theoretical perspectives from human behavior and the social environment, knowledge and skills from foundation-level practice courses, and theory and skills from the advanced theory and practice course. The course familiarizes the practitioner with the concept of the group as therapeutic communities with curative factors.

SOWK 685 Field Instruction IV (4)

Prerequisite: SOWK 665. A seminar will be conducted concurrently. The second of a two-term sequence of supervised advanced field practicum experience in the delivery of social services where students are required to continue to work three days a week in the same social welfare agency the student entered in SOWK 665 under the supervision of an agency-based field instructor with an MSW. Successful completion of the two-course sequence (SOWK 665 and SOWK 685) requires a student to fulfill a minimum of 672 hours of field instruction accumulated across two full terms (semesters).

SWEN – Software Engineering

Students may find detailed course descriptions on the UMGC Stateside website at *umgc.edu.*

SYSE – Systems Engineering

Students may find detailed course descriptions on the UMGC Stateside website at *umgc.edu.*

UCSP – Special Topics

UCSP 605 Effective Graduate Writing (0)

(Recommended preparation for students who want to improve their writing skills.) An introduction to the writing skills needed for effective academic writing. Skills addressed include accurate grammar and punctuation; summarizing and synthesizing texts; developing well-organized, well-supported informative essays; integrating sources into writing and formatting academic papers using APA guidelines; and revising writing to produce clear, concise documents.

UCSP 615 Orientation to Graduate Studies at UMGC (0)

(Required within the first 6 credits of graduate study for all new graduate students, except those in programs requiring CBR 600, DCL 600, or PRO 600.) An overview of the skills needed for academic and professional success. Focus is on enhancing communication and critical thinking skills. Assignments provide familiarity with tools such as social media and library and information resources. APA style and resources are also addressed.

UCSP 620 Introduction to Accounting and Financial Management (0)

(Recommended as preparation for MGMT 640 or ACCT 610 for students with little or no background in accounting and finance.) A basic study of accounting and financial management concepts and their application in analyzing financial statements and estimating the value of long-lived capital projects and investments. The financial statements of actual companies are analyzed using financial ratios. Future and present value of financial and real assets/investments are calculated based on the time value of money. Emphasis is on gaining an appreciation for how financial management and accounting information can be used to support financial analysis, valuation, and decision making in various contexts.

UCSP 630 Introduction to Research Methods (0)

(Recommended as preparation for MGMT 650 or HIMS 650 for students who lack a background in statistics.) A presentation of basic research techniques and methodologies used in organizational research and evaluation studies to make business decisions. Focus is on applying basic research techniques to assess the performance of individuals, work groups, and organizations. Topics include principles of good data collection, presentation of data in tables and charts, summary and description of numerical data, basic probability and discrete estimation, the fundamentals of hypothesis testing, and the use of existing research-based materials to solve business problems. Discussion emphasizes basic approaches and beginning skills necessary to evaluate research materials and their use in decision making.

UCSP 635 Essentials of Computer Programming (0)

(Recommended preparation for bioinformatics, data analytics, database technology, and software engineering students with little or no programming experience). An applied approach to creating computer programs. Discussion covers all aspects of basic programming, including variables, arrays, conditions, and input/output.

UCSP 636 Structure of Computer Programming (0)

(Recommended preparation for bioinformatics, data analytics, database technology, and software engineering students with some programming experience, typically with older languages such as PRG and COBOL.) Prerequisite: UCSP 635. An applied approach to creating computer programs. Discussion covers aspects of programming related to the structure of the program, including loops, procedures/functions, and leveraging other software libraries/packages.

Global Directory

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Partnership Programs

Jennifer Johnson
Social Work Program and Academic Associate Director

Lourdes Arbona
Social Work Field Manager

Germany I

Baumholder, Kaiserslautern, Landstuhl, Miesau, Ramstein, and Sembach

Jacqueline A. Brunson-Kuhn
Regional Director

Tyler Vereide
Assistant Director

Germany II

Ansbach, Grafenwoehr, Garmisch, Hohenfels, Illesheim, Stuttgart, Vilseck, and Wiesbaden

Helmuth E. Radig
Regional Director

Michael M. Gillespie
Assistant Director

Germany III, Belgium, the Netherlands, and United Kingdom

Alconbury, Brunssum, Brussels, Buechel, Croughton, Geilenkirchen, Kleine Brogel, Lakenheath, Mildenhall, SHAPE, Spangdahlem, and Volkel

Michael F. Lackie
Regional Director

Jessica Jackson
Assistant Director

Mediterranean: Italy, Portugal, Spain, Turkey, and Greece

Adana, Aviano, Gaeta, Ghedi, Izmir, Lajes, Lisbon, Livorno, Moron, Naples, Rota, Sigonella, Souda Bay, and Vicenza

Mitzia P. Williams
Regional Director

Christa Graham
Assistant Director

Middle East and North Africa (Downrange)

Bahrain, Djibouti, Egypt, Kuwait, Qatar, United Arab Emirates, and other CENTCOM

Krysta A. Farina
Regional Director

Elizabeth Blindauer
Assistant Director

UMGC Europe Locations

At these locations there may be one or more education centers sponsoring UMGC Europe classes or services.

Bahrain
Manama

Belgium
Brussels
Kleine Brogel
SHAPE

Djibouti
Camp Lemonnier

Egypt
Sinai South Camp

Germany
Ansbach
Baumholder
Buechel
Garmisch
Geilenkirchen
Grafenwoehr
Hohenfels
Illesheim
Kaiserslautern
Landstuhl
Ramstein
Sembach
Spangdahlem
Stuttgart
Vilseck
Wiesbaden

Greece
Souda Bay

Italy
Aviano
Gaeta
Ghedi
Livorno
Naples
Sigonella
Vicenza

Kuwait
Ali Al Salem Air Base
Camp Arifjan
Camp Buehring

Netherlands
Brunssum
Volkel

Other CENTCOM
332 AEW

Portugal
Lajes
Lisbon

Qatar
Al Udeid
Doha - Camp As Sayliyah

Spain
Moron
Rota

Turkey
Adana (Incirlik)
Izmir

United Arab Emirates
Al Dhafra

United Kingdom
Alconbury
Croughton
Lakenheath
Mildenhall

For up-to-date information on education center location details and business hours, please visit *europe.umgc.edu/locations.*

UMGC Asia

Yokota Headquarters

James B. Cronin
Vice President and Director, UMGC Asia

Amanda C. Maguire
Associate Vice President and Deputy Director, UMGC Asia

Joshua A. Fickes
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Web
asia.umgc.edu

Facebook
facebook.com/UMGCasiaguam
facebook.com/UMGCasiajapan
facebook.com/UMGCasiakorea
facebook.com/UMGCasiaokinawa

UMGC Asia Locations

At these locations there may be one or more education centers sponsoring UMGC Asia classes or services. For up-to-date information on education center location details and business hours, please visit *asia.umgc.edu/locations*.

Australia

Alice Springs

British Indian Ocean Territory

Diego Garcia

Guam

Joint Region Marianas
   Andersen AFB*
   Naval Base Guam

Mainland Japan

Atsugi
Camp Fuji
Camp Zama
Iwakuni
Misawa
Sasebo
Yokosuka
Yokota*

Okinawa

Camp Courtney
Camp Foster
Camp Hansen
Camp Kinser
Camp Schwab
Futenma
Kadena*
Torii Station

Singapore

Singapore

South Korea

Camp Carroll
Camp Casey
Camp Henry
Camp Humphreys*
K-16
Kunsan
Osan
Suwon
USAG-Daegu/K2

* Administrative center

UMGC Stateside

President's Cabinet

Javier Miyares
President

Ed Bach
Vice President, Strategic Partnerships

Bryan Booth
Vice President and Dean, School of Business

Tony K. Cho
Vice President and Director, UMGC Europe

Brian Christie
Vice President, Enrollment Management

James B. Cronin
Vice President and Director, UMGC Asia

Heather Date
Vice President, Communications and Engagement

Christopher M. Davis
Vice President, Academic Quality

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Senior Vice President and Journalist in Residence

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Vice President, Human Resources

Martina Hansen
Vice President, Student Affairs

Douglas Harrison
Vice President and Dean, School of Cybersecurity and Information Technology

Blair H. Hayes
Ombudsman, Vice President, and Chief Diversity Officer

Lisa M. Henkel
Vice President, Strategic Projects and Compliance

Jamie Jaynes
Vice President, Admissions and Field Operations

Eugene D. Lockett Jr.
Vice President, Financial Operations and Facilities Management

Gerard Maguire
Vice President, Budget and Financial Planning and Analysis

Kristophyre McCall
Vice President, Academic Operations, and Acting Registrar

Lloyd (Milo) Miles
Senior Vice President, Global Military Operations

Erika Orris
*Senior Vice President and Chief Enrollment and
   Marketing Officer*

Blakeley Pomietto
Senior Vice President and Chief Academic Officer

Frank J. Principe Jr.
Chief of Staff

Louis C. Pugliese
Executive Vice President

Amin Qazi
Senior Vice President and Chief Digital Officer

Sherri Sampson
Vice President and General Counsel

Cathy Sweet
Vice President, Institutional Advancement

Kara Van Dam
*Vice President and Dean, School of Arts and Sciences
   and Overseas Academic Affairs*

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University System of Maryland

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   Chief Executive Officer of the USM Foundation*

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MBA, Texas A&M University-Commerce

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MSW, University of Texas at Austin

The School of Arts and Sciences

Kara Van Dam, PhD
Dean

Randall Hansen, PhD
Associate Dean

sasdean@umgc.edu

Vision

The School of Arts and Sciences is committed to empowering people to make the world a better place through educational advancement.

Mission

Our mission in the School of Arts and Sciences is to be leaders in innovative student-centered learning providing high-quality liberal arts educational experiences to a global community.

Programs of Study*

Undergraduate

BACHELOR'S DEGREE PROGRAMS

Majors
- Biotechnology
- Communication Studies
- Criminal Justice
- East Asian Studies
- English
- Environmental Management
- General Studies
- Gerontology and Aging Services
- Graphic Communication
- History
- Homeland Security
- Humanities
- Laboratory Management
- Legal Studies
- Nursing for Registered Nurses
- Political Science
- Psychology
- Public Safety Administration
- Social Science

Minors
- African American Studies
- Art
- Art History
- Biology
- Communication Studies
- Criminal Justice
- Diversity Awareness
- East Asian Studies
- Emergency Management
- English
- Environmental Management
- Fire Service Administration
- Forensics
- Gerontology and Aging Services
- History
- Homeland Security
- Law for Business
- Mathematical Sciences
- Natural Science
- Philosophy

- Political Science
- Psychology
- Public Safety Administration
- Sociology
- Speech Communication
- Terrorism and Critical Infrastructure
- Women's Studies

CERTIFICATE PROGRAMS
- Spanish for Business and the Professions

Graduate

MASTER'S DEGREE PROGRAMS
- Biotechnology: Bioinformatics
- Biotechnology: Biosecurity and Biodefense
- Biotechnology: Biotechnology Management
- Biotechnology: Biotechnology Regulatory Affairs
- Distance Education and E-Learning
- Environmental Management
- Information Technology: Homeland Security Management
- Instructional Technology
- Learning Design and Technology
- Management: Criminal Justice Management
- Management: Emergency Management
- Management: Homeland Security Management
- Management: Intelligence Management
- Strategic Communications
- Teaching

CERTIFICATE PROGRAMS
- Bioinformatics
- Homeland Security Management
- Instructional Technology Integration
- Learning Design and Technology
- Strategic Communications

Specific programs are offered through UMGC Europe. See page vi and the UMGC Europe Undergraduate Catalog for details.

The School of Business

Bryan Booth, PhD
Dean

Anna Seferian, PhD
Associate Dean

busdean@umgc.edu

Vision

The School of Business will be the school where learners acquire innovative business skills that enable them to reach their full potential today and in the future.

Mission

Our mission in the School of Business is to be a leader in career-focused learning that enhances evidence-based decision making in diverse global environments.

Programs of Study*

Undergraduate

BACHELOR'S DEGREE PROGRAMS

Majors
- Accounting
- Business Administration
- Finance
- Health Services Management
- Human Resource Management
- Management Studies
- Marketing

Minors
- Accounting
- Business Administration
- Economics
- Finance
- Health Services Management
- Human Resource Management
- Marketing
- Personal Financial Planning
- Small Business Management and Entrepreneurship

CERTIFICATE PROGRAMS
- Digital Marketing
- Human Resource Management
- Management Foundations
- Project Management

Graduate

MASTER'S DEGREE PROGRAMS
- Accounting and Financial Management
- Accounting and Information Systems
- Business Administration
- Data Analytics
- Healthcare Administration
- Health Informatics Administration
- Information Technology: Project Management
- Management: Accounting
- Management: Acquisition and Supply Chain Management
- Management: Financial Management
- Management: Human Resource Management
- Management: Interdisciplinary Studies in Management
- Management: Marketing
- Management: Nonprofit and Association Management
- Management: Project Management
- Transformational Leadership

DOCTORAL DEGREE PROGRAM
- Business Administration

CERTIFICATE PROGRAMS
- Acquisition and Supply Chain Management
- Foundations in Business Analytics
- Foundations of Human Resource Management
- Global Health Management
- Leadership and Management
- Project Management

Specific programs are offered through UMGC Europe. See page vi and the UMGC Europe Undergraduate Catalog for details.

The School of Cybersecurity and Information Technology

Douglas Harrison, PhD
Dean

S. K. Bhaskar, PhD
Associate Dean

citdean@umgc.edu

Vision

The School of Cybersecurity and Information Technology will be the preferred provider of career-enhancing higher education, preparing a modern workforce in cybersecurity, information technology, and related emerging technologies. Our courses and programs will be innovative and industry-relevant for all learners at the university.

Mission

The mission of the School of Cybersecurity and Information Technology is to

- provide career-enhancing, affordable, accessible, and streamlined educational pathways in cyber-security, information technology, and related emerging technologies
- prepare students for career and industry growth in all its courses and degree programs
- use highly qualified scholar-practitioners to bring workplace needs and understanding to the classrooms, innovative learning models, and applications to its students

Programs of Study*

Undergraduate

BACHELOR'S DEGREE PROGRAMS

Majors
- Computer Networks and Cybersecurity
- Computer Science
- Cybersecurity Management and Policy
- Digital Media and Web Technology
- Information Systems Management
- Software Development and Security

Minors
- Computer Science
- Cybersecurity
- Digital Media and Web Technology
- Information Systems Management

CERTIFICATE PROGRAMS
- Computer Networking

Graduate

MASTER'S DEGREE PROGRAMS
- Cloud Computing Architecture
- Cyber Operations
- Cybersecurity Management and Policy
- Cybersecurity Technology
- Digital Forensics and Cyber Investigation
- Information Technology: Database Systems Technology
- Information Technology: Informatics
- Information Technology: Information Assurance
- Information Technology: Project Management
- Information Technology: Software Engineering
- Information Technology: Systems Engineering
- Management: Information Systems and Services

CERTIFICATE PROGRAMS
- Cloud Computing and Networking
- Cyber Operations
- Cybersecurity Management and Policy
- Cybersecurity Technology
- Digital Forensics and Cyber Investigation
- Information Assurance

Specific programs are offered through UMGC Europe. See page vi and the UMGC Europe Undergraduate Catalog for details.

Policies

The information contained in this catalog reflects the policies of both UMGC and the University System of Maryland (USM). The complete list and text of UMGC's policies can be found at *umgc.edu/policies*. USM policies can be found at *usmd.edu/regents/bylaws*.

Annual Security Report and Consumer Disclosures

In accordance with U.S. Department of Education regulations, University of Maryland Global Campus distributes an Annual Safety and Security Report to all current students, staff, and faculty. It is also available to prospective students, staff, and faculty, upon request.

The annual report provides important information about rights and responsibilities on the following topics:

◇ Campus safety and security policies and services

◇ Sexual misconduct policy

◇ Emergency procedures

◇ Notification of rights under FERPA for postsecondary institutions

◇ Peer-to-peer file sharing

◇ Drug prevention program

◇ Clery Act crime statistics by location for the previous three calendar years

You can read the Annual Safety and Security Report at *umgc.edu/inform*. If you have questions or wish to receive a copy of the current annual report, contact the UMGC director of security at +1-301-985-7471.

To help you stay informed, additional consumer disclosures can be found at *umgc.edu/disclosures*.

Disclosure of Student Records

UMGC complies with the Family Educational Rights and Privacy Act (FERPA), a federal law that protects the privacy of students' education records. In accordance with FERPA, you have the right to inspect and review your education records; seek an amendment of your education records, where appropriate; limit disclosure to third parties of directory information (student information that may be released without your prior written consent); and file formal complaints alleging a violation of FERPA with the Department of Education Family Policy Compliance Office. In addition, FERPA provides that most of your student information may not be released to third parties without your prior consent.

UMGC's Policy 210.14 Disclosure of Student Records contains an explanation of information that may be disclosed with and without prior consent, as well as procedures for requesting amendments to records, requests for nondisclosure, and filing of complaints. Requests for inspection of your student records may be sent to UMGC Academic Operations at *studentrecords@umgc.edu*. For another person to act on your behalf, a power of attorney is required. More information on FERPA, including disclosures to third parties, can be found at *umgc.edu/current-students/finances/financial-aid/financial-aid-policies/ferpa.cfm*.

Nondiscrimination

UMGC is committed to ensuring that all individuals have equal access to programs, facilities, admission, and employment and that no person shall be excluded from participation in, be denied the benefit of, or otherwise be subjected to unlawful discrimination in this institution's programs and activities. In accordance with federal, state, and local laws and regulations, UMGC does not discriminate against any person on the basis of race, religion, color, creed, sex, gender, gender identity or expression, marital status, sexual orientation, age, national origin, ancestry, political affiliation, mental or physical disability, genetic information, veteran status (including Vietnam-Era veterans), or any other legally protected characteristic. Specifically, under Title IX of the Education Amendments of 1972, UMGC prohibits discrimination on the basis of sex in its programs and activities. UMGC will take steps to eliminate prohibited conduct, prevent its recurrence, and remedy its effects.

All inquiries regarding UMGC's Nondiscrimination Statement or compliance with applicable statutes and regulations regarding equal opportunity should be directed to the fair practices and equal opportunity officer, Office of Diversity and Equity,
3501 University Boulevard East, Adelphi, MD 20783-8000 (phone +1-301-985-7940 or email *fairpractices@umgc.edu*).

For UMGC Policy 040.30 Affirmative Action and Equal Opportunity, see *umgc.edu/policies/adminpolicies/admin04030.cfm*.

Inquiries regarding Title IX/sexual misconduct may be directed to the Title IX coordinator, Office of Diversity and Equity, 3501 University Boulevard East, Adelphi, MD 20783-8000 (phone +1-301-985-7021 or email *titleixcoordinator@umgc.edu*) or a member of UMGC's Title IX Compliance Team.

See *umgc.edu/diversity/title-ix-sexual-misconduct/index.cfm.* For UMGC Policy 041.00 Sexual Misconduct, see *umgc.edu/policies/adminpolicies/admin04100.cfm.*

For external inquiries regarding the notice of nondiscrimination, including Title IX information, contact the Office for Civil Rights, U.S. Department of Education, Wanamaker Building, Suite 515, 100 Penn Square East, Philadelphia, PA 19107, or call +1-800-421-3481.

Contact the Overseas Title IX Investigator
titleixinvestigator-overseas@umgc.edu

Contact the Overseas Equal Opportunity Officer
eoo-overseas@umgc.edu

Peer-to-Peer File Sharing

Unauthorized use of copyrighted materials may bring civil and criminal penalties to the user. UMGC is committed to combating the unauthorized use of copyrighted materials on UMGC's network (including the online classroom) and therefore has established a written plan to achieve this goal. The intent of this plan is to inform UMGC students, faculty, and staff members of the appropriate use of copyrighted material on the network and to deter, detect, and discipline prohibited use, while reasonably maintaining the educational use of UMGC's network. More information on UMGC's policy on intellectual property is available online at *umgc.edu/intellectual-property.*

Summary of Civil and Criminal Penalties for Violation of Federal Copyright Laws

Copyright infringement is the act of exercising, without permission or legal authority, one or more of the exclusive rights granted to the copyright owner under section 106 of the Copyright Act (Title 17 of the United States Code). These rights include the right to reproduce or distribute a copyrighted work. In the file-sharing context, downloading or uploading substantial parts of a copyrighted work without authority constitutes an infringement.

Penalties for copyright infringement include civil and criminal penalties. In general, anyone found liable for civil copyright infringement may be ordered to pay either actual damages or statutory damages affixed at not less than $750 and not more than $30,000 per work infringed. For willful infringement, a court may award up to $150,000 per work infringed. A court can, at its discretion, also assess costs and attorneys' fees. For details, see Title 17, United States Code, Sections 504, 505.

Willful copyright infringement can also result in criminal penalties, including imprisonment of up to five years and fines of up to $250,000 per offense.

More information is available on the U.S. Copyright Office website at *copyright.gov.*

UMGC Procedures for Handling Unauthorized Distribution

UMGC implements an active protocol to respond to copyright infringement allegations. In accordance with the Digital Millennium Copyright Act (DMCA), UMGC has designated
the following individual to receive and respond to reports of alleged copyright infringement on UMGC's website:

> Sherri Sampson
> General Counsel
> Office of Legal Affairs
> University of Maryland Global Campus
> 3501 University Boulevard East
> Adelphi, MD 20783
> +1-301-985-7080
> *legal-affairs@umgc.edu*

To be effective under the DMCA, a notification of claimed infringement must be in writing and include the following information:

1. A physical or electronic signature of a person authorized to act on behalf of the owner of an exclusive right that is allegedly infringed;

2. Identification of the copyrighted work claimed to have been infringed, or, if multiple copyrighted works at a single online site are covered by a single notification, a representative list of such works at that site;

3. Identification of the material that is claimed to be infringing or to be the subject of infringing activity and that is to be removed or access to which is to be disabled, and information reasonably sufficient to permit the service provider to locate the material;

4. Information reasonably sufficient to permit the service provider to contact the complaining party, such as an address, telephone number, and, if available, an electronic mail address at which the complaining party may be contacted;

5. A statement that the complaining party has a good faith belief that use of the material in the manner complained of is not authorized by the copyright owner, its agent, or the law; and

6. A statement that the information in the notification is accurate, and under penalty of perjury, that the complaining party is authorized to act on behalf of the owner of an exclusive right that is allegedly infringed.

Once an effective DMCA takedown request is submitted, UMGC will act expeditiously to remove or block access to the infringing material.

Religious Observance

So that academic programs and services of UMGC shall be available to all qualified students who have been admitted to its programs, regardless of their religious beliefs, students shall not be penalized because of observances of their religious holidays. More information on UMGC Policy 051.00 Religious Observances may be found at *umgc.edu/policies/academicpolicies/aa05100.cfm.*

Sexual Misconduct

UMGC is committed to creating and maintaining an environment in which all persons who participate in university programs and activities, perform work, and provide services can learn and work together in an atmosphere free from sexual misconduct, a form of sex-based discrimination.

UMGC provides training, education, prevention programs, and policies and procedures that promote prompt reporting; prohibit retaliation; and promote timely, fair, and impartial investigation and resolution of sexual misconduct cases.

Inquiries concerning the application of Title IX may be referred to the UMGC's Title IX coordinator or the U.S. Department of Education, Office for Civil Rights. If you have any questions regarding sexual misconduct or need to report a complaint, contact Steven Alfred, Title IX coordinator, by phone at 301-887-7295 (voice and text) or via email at *titleixcoordinator@umgc.edu*. For details on UMGC's sexual misconduct policy, see UMGC Policy 041.00 Sexual Misconduct at *umgc.edu/policies/adminpolicies/admin04100.cfm* and *umgc.edu/diversity/title-ix-sexual-misconduct/index.cfm*.

Smoking

In accordance with USM policy, UMGC seeks to promote a healthy, smoke-free environment for the UMGC community. More information on policy 640.00 UMGC Policy on Smoking may be found at *umgc.edu/policies/adminpolicies/admin64000.cfm*.

Student Classification for Admission and Tuition

For information on student classification and residency, see USM policy VIII-2.70 at *usmd.edu/regents/bylaws/SectionVIII*. Also see UMGC policy 210.20 Student Residency Classification for Admission, Tuition, and Charge-Differential Purposes at *umgc.edu/policies/fiscalpolicies/fisc21020.cfm*.

Student Drug and Alcohol Awareness

UMGC complies with all federal, state, and local laws that regulate or prohibit the possession, use, or distribution of alcohol or illicit drugs. Violations of such laws that come to the attention of UMGC officials will be addressed through UMGC procedures, through prosecution in the courts, or both.

All UMGC students are prohibited by UMGC from unlawfully possessing, using, manufacturing, distributing, or dispensing alcohol or any controlled substance on UMGC premises or at UMGC-sponsored activities. UMGC expects all students to comply with applicable federal, state, and local laws and regulations pertaining to possession, use, manufacture, distribution, or dispensation of alcohol and/or controlled substances.

Any student who violates any of the applicable standards of conduct is subject to corrective disciplinary actions and penalties up to and including expulsion from UMGC academic programs and referral to the appropriate federal, state, and/or local authorities for prosecution in the courts. Students should see the drug prevention program section of the most current UMGC Annual Safety and Security Report (*umgc.edu/inform*) for additional information.

Appendices

Retention of Student Records

UMGC maintains records of students' admission, enrollment, grades, transfer of credits, transcripts, graduation, and degree(s) while the student is enrolled and permanently after graduation.

Family Educational Rights and Privacy Act (FERPA)

UMGC complies with the Family Educational Rights and Privacy Act ("FERPA"), a federal law that protects the privacy of students' education records. In accordance with FERPA, you have the right to inspect and review your education records; seek an amendment of your education records, where appropriate; limit disclosure to third parties of directory information (student information which may be released without your prior written consent); and file formal complaints alleging a violation of FERPA with the Department of Education. In addition, FERPA provides that most of your student information may not be released to third parties without your prior consent.

UMGC's Policy 210.14 Disclosure of Student Records contains an explanation of information that may be disclosed with and without prior consent, as well as procedures for requesting amendments to records, requests for nondisclosure, and filing of complaints. Requests for inspection of your student records may be sent to *exception.request@umgc.edu*. For another person to act on your behalf as a student, a power of attorney is required. More information on FERPA, including disclosures to third parties, can be found at *umgc.edu/current-students/finances/financial-aid/financial-aid-policies/ferpa.cfm*.

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POLICY STATEMENT

This publication and its provisions do not constitute, and should not be regarded as, a contract between UMGC and any party or parties.

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This catalog provides the degree requirements and recommended curriculum for students who begin continuous study on or after 1 August 2020. When a curriculum or graduation requirement is changed, it is not made retroactive unless the change is to the student's advantage and can be accommodated within the span of years normally required for graduation. See additional policies on pp. 93-95. Sources for any claims made throughout this catalog may be found on the UMGC website.

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UMGC EUROPE
GRADUATE PROGRAMS

UNIVERSITY OF MARYLAND GLOBAL CAMPUS EUROPE

// MASTER'S DEGREES
(36 CREDITS)

✧ Master of Business Administration (MBA)

✧ Master of Science in Cloud Computing Architecture (MS)

✧ Master of Science in Cyber Operations (MS)

✧ Master of Science in Cybersecurity Management and Policy (MS)

✧ Master of Science in Cybersecurity Technology (MS)

✧ Master of Science in Digital Forensics and Cyber Investigation (MS)

✧ Master of Science in Information Technology (MS)

Specializations:

Database Systems Technology
Homeland Security Management
Informatics
Information Assurance
Project Management
Software Engineering
Systems Engineering

✧ Master of Science in Management (MS)

Specializations:

Criminal Justice Management
Homeland Security Management

// GRADUATE CERTIFICATES
(15-18 CREDITS)

✧ Cloud Computing and Networking

✧ Cyber Operations

✧ Cybersecurity Management and Policy

✧ Cybersecurity Technology *

✧ Database Systems Technology *

✧ Digital Forensics and Cyber Investigation *

✧ Foundations of Information Technology *

✧ Homeland Security Management *

✧ Informatics *

✧ Information Assurance *

✧ Project Management *

✧ Software Engineering *

✧ Systems Engineering *

* Approved for Army CA (credentialing assistance) funding.

// PARTNERSHIP PROGRAM
(62 CREDITS)

✧ Master of Social Work (MSW)
Offered by partner institution Salisbury University

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UNIVERSITY OF MARYLAND GLOBAL CAMPUS
EUROPE

2020–2021 GRADUATE
ACADEMIC CALENDAR

4-TERM CALENDAR
MBA & CYBERSECURITY PROGRAMS

ON-SITE/HYBRID & ONLINE CLASSES (11 WEEKS)

- **Fall 2020** | 7 October - 22 December 2020
- **Winter 2021** | 13 January - 30 March 2021
- **Spring 2021** | 14 April - 29 June 2021
- **Summer 2021** | 14 July - 28 September 2021

3-TERM CALENDAR
IT & MANAGEMENT PROGRAMS

ON-SITE/HYBRID CLASSES (8 WEEKS)

// Fall 2020

Session 1	19 August - 13 October 2020
Session 2	21 October - 15 December 2020

// Spring 2021

Session 1	13 January - 9 March 2021
Session 2	17 March - 11 May 2021

// Summer 2021

Session 1	19 May - 13 July 2021

ONLINE CLASSES (12 WEEKS)

// Fall 2020

Session 1	19 August - 10 November 2020
Session 2	23 September - 15 December 2020

// Spring 2021

Session 1	13 January - 6 April 2021
Session 2	17 February - 11 May 2021

// Summer 2021

Session 1	19 May - 10 August 2021

Registration opens 7-8 weeks prior to the start of each session. Apply early for military tuition assistance (TA) and Army credentialing assistance (CA).

For all classes, register by the day before the class start date.

MSW classes follow different session dates. Check inside for program-specific calendars.

Due to special circumstances and based on local command guidance, on-site and hybrid courses may meet virtually.

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