

2019–2020 CATALOG

THE GRADUATE SCHOOL



UNIVERSITY OF MARYLAND
GLOBAL CAMPUS | ASIA

Formerly UMUC





UMGC IN MARYLAND AND AROUND THE WORLD

At University of Maryland Global Campus (UMGC), a high-quality education is always within reach. UMGC is dedicated to offering on-site and online courses and resources to adult students in Maryland and around the world. Under contract to the U.S. Department of Defense, UMGC is one of the largest providers of education to the U.S. military worldwide and serves more than 50,000 active-duty military servicemembers, reservists, veterans, and their families. With more than 140 worldwide classroom and service locations in more than 20 countries and territories and more than 90 undergraduate and graduate degree, certificate, and specialization curricula offered entirely online, UMGC makes it possible to earn a widely respected degree from just about anywhere.

UMGC's commitment to students around the globe extends far beyond providing access to excellent degree programs. An online academic and administrative services portal, MyUMGC, makes it simple for you to register for courses, pay tuition, apply for graduation, and update your personal information when it's convenient for you. You can also access academic and career advising, financial aid counseling, library services, and much more online via the university's website or by phone or e-mail. All over the world, UMGC gives you what you need to succeed.

Welcome to UMGC Asia

Welcome to University of Maryland Global Campus and the Asia campus. Our mission—to offer quality academic programs to students whose responsibilities may include work, family, and military service — is always at the heart of our decisions. UMGC is proud to serve our students, and your success is our priority.

Since our founding in 1947, UMGC has been dedicated to the education of military servicemembers, veterans, and their families. As the first American university to educate U.S. military overseas, serving the military is embedded in the university's DNA, and we proudly carry on this heritage as one of the top military-trusted and veteran-friendly schools in the country. We are honored to serve the members of military communities throughout the United States, Europe, Asia, Africa, and the Middle East.

Having served in the military, we have seen the challenges servicemembers and their families face and the sacrifices they make. We have also recognized their ambition to improve themselves and their lives. At UMGC, we answer this need by offering career-relevant academics to help you become more valuable in your current role and in the job market. Our programs and courses are designed to give you the best possible academic training, preparation, and credentials for a successful career in your field. You can achieve your dreams and your true potential—one class, one semester, one accomplished moment at a time.

On behalf of the faculty and staff of this great institution, we extend to you our very best wishes as you build your professional value and achieve your educational goals.



Maj. Gen. Lloyd "Milo" Miles,
U.S. Army, Ret.
Senior Vice President,
Global Military Operations



James B. Cronin
U.S. Army, Ret.
Vice President and Director,
UMGC Asia



Meet Your Director



Charles Salinas, PhD
Director, Academic
Affairs, Asia

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.

From the Dean



I am pleased to welcome you to The Graduate School of University of Maryland Global Campus (formerly University of Maryland University College) for the 2019–2020 academic year.

On July 1, 2019, our name was officially changed from UMUC to University of Maryland Global Campus by an act of the Maryland State General Assembly to better reflect

our position as a state university with a global footprint. The new name reveals our values, goals, and commitment to serving students across the world, as we have done since 1947. It reflects both our rich history as a University System of Maryland institution and our enduring mission to serve students in Maryland, the United States, and the global community.

Our new website—umgc.edu—is now up and running, but if you look for us under the old URL, you will be redirected to the new. You may notice that the e-mail addresses provided here still say “umuc”; e-mail addresses won’t be updated until early in the new year and will continue to be valid for some months after that.

Use this catalog as a roadmap to plan your route from where you are today to the career you want tomorrow. Inside you will find the degree requirements, program details, and administrative information that will help guide you toward the successful completion of your educational and professional objectives.

Your graduation is our highest achievement. To that end, our goal is to give you access to the best education possible, available wherever you go, and this is where you begin. Explore our programs, and then get started as soon as possible.

As always, feel free to reach out to your faculty, program chair, or my office if you have questions or concerns. We are here to help you succeed.

Sincerely,

Douglas Harrison, PhD
Acting Vice Provost and Dean
The Graduate School

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. At the time of publication, reasonable effort was made to ensure the factual accuracy of the information. However, this publication is not a complete statement of all policies, procedures, rules, regulations, academic requirements, and tuition and fees applicable to UMGC, its students, or its programs. In addition, changes or additions may be made to the policies, procedures, rules, regulations, and academic requirements set out in this publication. UMGC reserves the right to make these changes and additions to the information in this publication without prior notice.

This catalog provides the degree requirements and recommended curriculum for students who begin continuous study on or after August 1, 2018. (Details are listed on p. 26.) 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. 45–42 Sources for any claims made throughout this catalog may be found on the UMGC website (umgc.edu).

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Welcome to UMGC

MADE FOR YOU

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

Today UMGC has grown to be the largest public university in the nation, serving students throughout the state, the nation, and the world. Yet its 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.

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), making it possible for you to apply and register for most programs at the same time.

As a global university, UMGC makes it possible for you to take classes any time, any place, by offering one of the largest selections 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, well as on-site at many locations.

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

Recognizing that financial concerns often present 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 hybrid 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. Over the years, 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 (formerly the Sloan Consortium), and Maryland Distance Learning Association.

Innovation

UMGC has always looked for new and better ways to serve students. Long before the online revolution, UMGC 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 Center for Innovation in Learning and Student Success, UMGC leads the search for next-generation learning models and best practices for online learning.

FACILITIES AND PROGRAMS

UMGC offers degree programs from the associate level to the doctorate. Most undergraduate and graduate programs are available online. These academic programs are administered by The Undergraduate School and The Graduate School.

The university's administrative headquarters, located in Adelphi, Maryland, also serve as home to a prestigious art collection and a conference facility, the College Park Marriott Hotel and Conference Center at UMGC. Both The Undergraduate School and The Graduate School, as well as all related academic support units, are housed at the Academic Center at Largo.

FOR ASSISTANCE

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About The Graduate School

MISSION STATEMENT

UMGC's Graduate School prepares you for effective leadership and citizenship in a global environment characterized by workforce diversity, increasing competition, and technological innovation. Programs are designed to extend educational access through multiple formats.

The Graduate School 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. The Graduate School challenges you to continuously demonstrate effective leadership as you apply what you study to your professions and your daily lives.

ACADEMIC PROGRAMS

UMGC's graduate degrees are designed to provide a career-focused curriculum. Over the years, many of these programs have won awards for excellence. Recently, UMG's graduate program in data analytics received the University and Professional Continuing Education Association (UPCEA) Mid-Atlantic Region Outstanding Program and Partnership Award in 2016. UMG's teams won both first and third place in the 2018 Watson Analytics Global Competition, and the university's cybersecurity competition team placed first and second at MAGIC's Capture the Flag cybersecurity competition.

A list of UMG's graduate programs, organized by career field, is provided on the following pages.

Virtually all programs are available online. Coursework for some programs is available on-site at Maryland/national capital area locations in a hybrid format that combines on-site attendance with

online study. For more information, e-mail grad.advisor@umuc.edu or call 800-888-8682.

CONTINUOUS INNOVATION

As a leader in distance education, UMG continually strives to ensure that its academic programs, course delivery formats, and student services meet the highest standards for excellence. Ongoing efforts focus on improving the student experience online and ensuring that programs meet the needs of today's workforce. These changes may involve the introduction of new or revised programs later in the academic year. Visit umgc.edu/grad for the latest program information, especially if you intend to enroll in 2019-2020. Also check umgc.edu for possible addenda to this catalog.

EDUCATIONAL RELATIONSHIPS

The Graduate School established educational relationships for some of its existing programs with a number of academic and government institutions, some of which are listed below.

The Undergraduate School

Articulation agreements and vertical pathways between The Graduate School and UMG's Undergraduate School allow students who completed their undergraduate degree at UMG with majors in 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 academic relationships is available online at umgc.edu/military-and-veterans or by e-mail at MilitarySupportServices@umuc.edu.

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. At the doctoral level, UMGC requires you to complete a dissertation.

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. Continuous enrollment is defined on p. 27

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 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 on pp. 26–27.

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 three 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. 12–13.

Required Introductory Course

UCSP 615 Orientation to Graduate Studies at UMGC is designed to help you develop the skills and techniques you need to understand and manage the challenges involved in successfully completing a graduate program at UMGC and to familiarize you with research strategies and online library resources—material that is critical for 21st-century professionals.

This noncredit course is required for all new master's degree students, except those in programs that require CBR, DCL, or PRO 600. At the successful conclusion of the course, a grade of S (Satisfactory) or U (Unsatisfactory) is posted; the mark of I (Incomplete) is not an option. UCSP 615 must be completed within the first 6 credits of graduate study. It is recommended that you take this as your first course before beginning program coursework.

Optional Noncredit Courses

Noncredit 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. Although these courses carry no UMGC credit, they appear on your official academic transcript. At the successful conclusion of the

course, a grade of S (Satisfactory) or U (Unsatisfactory) is posted; the mark of I (Incomplete) is not an option. You must be admitted or have an application on file before registering for noncredit courses.

Current information about fees for noncredit courses is available at 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 classes are identified in the most current graduate schedule of classes.

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 hybrid courses; for example, you need to adhere to a course schedule for assignment deadlines.

Computer and Internet Access

UMGC is committed to ensuring that you acquire the level of technological fluency needed for active participation in contemporary society and have access to up-to-date resources.

As a UMGC student, you must be prepared to participate in asynchronous, computer-based class discussions; study groups; online database searches; course evaluations; and other online activities—whether you are taking a course online or in a hybrid format.

You must, therefore, 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 e-mail address.

Some academic programs may have specific technical requirements.*

Taking Online Classes

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 (instead of classroom meetings).
4. You need disciplined work habits, effective time management skills, and the ability to work both alone and collaboratively.

Technical Requirements

You must meet certain minimum technical requirements to take graduate online courses; these requirements are subject to change. Review the current information about technical requirements at umgc.edu/techreq. You are responsible for your own internet access costs.

Some academic programs may have additional technical requirements, such as requiring you to download and

install computer programs. To determine whether such requirements apply to your program, you should consult the program chair (listed under Contact Information).

Course Evaluations

UMGC uses feedback from you and your fellow students to make decisions about future courses. Individual responses are kept confidential. For online and hybrid classes, the notice appears in the online classroom when three-quarters of the class has been completed.

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

These descriptions also provide possible career fields toward which graduates of these programs may aim.

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.

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

BUSINESS AND MANAGEMENT PROGRAMS

MASTER OF BUSINESS ADMINISTRATION

Advance your career in an award-winning MBA program that can help you gain the skills and abilities desired by today's employers.

The MBA program can help you learn how to strategically manage an organization for growth and success. Develop and advance your competencies in finance, marketing, human resources, strategy, and leadership. 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, distribution channels, and supply chain relationships
- 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
- Design and develop a marketing plan for a new product or service in both domestic and international markets
- Prepare a detailed 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

Career Preparation

This program is designed to help you prepare for management careers in business, government, or nonprofit organizations in areas such as team leadership, project supervision, and creation and implementation of business solutions.

Your Coursework

Courses in the MBA curriculum use high-quality online learning resources and emphasize teamwork, information literacy, technology fluency, systems thinking, ethics, communication, problem solving, and critical thinking. Additionally, the MBA offers you the opportunity to learn from highly qualified faculty with significant managerial and leadership experience in emerging areas relevant to your career growth.

Coursework Examples

In past projects, students have had the opportunity to

- Analyze costs of operations for an organization using managerial finance techniques
- Determine optimal prices for goods and services by analyzing costs, revenues, and profitability
- Evaluate the opportunities and risks involved in an organization's decision to expand its operations to a global market by assessing issues of culture, business ethics, employment law, contracts, and criminal law in the context of a global business
- Design and present a marketing plan for a new product or service, including a comprehensive situation analysis, a strong value proposition, an effective marketing mix strategy, and a holistic marketing communications plan

MBA

Required Core Courses	36
Total Credits	36

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

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

MBA

REQUIRED CORE COURSES

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

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.

2019–20 Master of Business Administration Schedule

FALL 2019	SESSION DATES	REGISTRATION DEADLINE
Onsite/Online (11 weeks)	2 October–17 December 2019	On-site/Online: 1 October 2019
WINTER 2020		
Onsite/Online (11 weeks)	2 January–17 March 2020	On-site/Online: 1 January 2020
SPRING 2020		
Onsite/Online (11 weeks)	1 April–16 June 2020	On-site/Online: 31 March 2020
SUMMER 2020		
Onsite/Online (11 weeks)	1 July–15 September 2020	On-site/Online: 30 June 2020

Course descriptions are found on pp. 12–13. Before enrolling, check umgc.edu/catalogs for possible updates to program offerings.

BUSINESS AND MANAGEMENT PROGRAMS

TRANSFORMATIONAL LEADERSHIP MASTER'S DEGREE PROGRAM

Reposition your military leadership skills and gain new competencies to transition to civilian organizations.

The Master of Science (MS) in Transformational Leadership program is designed for students with military experience who want to build on and maximize their leadership training and skills to transition to corporate, nonprofit, or government organizations. Each course offers you practical experience by using workplace scenarios to apply your strategic-thinking and decision-making skills in both group and individual activities with civilian organizations. You “learn by doing” and graduate better prepared for workplace opportunities. The program provides hands-on experience with transformational leadership strategies and techniques that will enable you to effect change at the individual, group, and organizational levels and prepare you for positions in civilian organizations. You'll utilize theories and concepts in leadership in a civilian context, focusing on the dynamics of leadership and building skills in communication, strategic planning and management, team building, conflict resolution and mediation, fiscal and performance-based decision making, change management, project management, and organizational learning.

What You'll Learn

Through your coursework, you will learn how to

- Analyze your strengths and weaknesses as a leader and leverage them to accomplish strategic goals
- Manage civilian employees and help them perform at higher levels
- Analyze the performance of an organization through metrics and formulate strategies to improve that performance
- Manage change in the organization's environment

Career Preparation

The program is designed to prepare you for senior leadership positions in public, private, and nonprofit organizations in various fields.

Your Coursework

The curriculum is designed to enhance the knowledge you have already gained through your military experience, by examining the organization first from the inside, then look-

ing outward at the environment it navigates. Ultimately, you'll work on a project with a civilian organization.

Coursework Examples

- Assess and evaluate one's own leadership skills using a leadership instrument created by experts in the field
- Create an individual development plan to leverage strengths and address skills that could benefit from development
- Develop performance and productivity metrics for individual employees and project teams
- Assess employee engagement and satisfaction and strategies for setting goals for individuals, departments, and the organization as a whole
- Evaluate workforce readiness to meet the immediate and long-term goals of an organization.
- Create employee development plans that outline strategies tailored to individual employees based on their employee profile and in support of the organization's succession strategies and workforce plan
- Analyze trends and specific data points to support decision making within an organization
- Develop a performance predictive indicators report that provides guideposts for the organization's strategic planning

MS IN TRANSFORMATIONAL LEADERSHIP

Required Core Courses	36
Total Credits	36

Admission Criteria

To be admitted to the program, you must meet the standard criteria for graduate admission and belong to one of the following military populations:

- Full-time active-duty members of the U.S. Armed Forces
- Members of the National Guard
- Reservists
- Veterans of the U.S. Armed Forces
- Commissioned Corps members of the U.S. Public Health Service
- Commissioned Corps members of the National Oceanic and Atmospheric Administration

Note: You are responsible for providing the documentation necessary to verify your military status.

If you are a civilian without military experience and are interested in developing your leadership and strategic skills, you may benefit by pursuing the MBA or MS in Management.

Preparation Recommended for Success

Expectations

You are expected to have some leadership experience as an officer (noncommissioned or commissioned).

Recommendations

Taking ASC 601 is recommended to improve writing skills.

Degree Requirements

MS in Transformational Leadership

DCL 600	Decisive Thinking, Communicating, and Leading (6)
TLP 610	Repositioning Your Leadership Skills (6)
TLP 620	Leading in the Organization (6)
TLP 630	Leading with Strategy and Performance Measures (6)
TLP 640	Leading Through Change and Uncertainty (6)
TLP 670	Leadership Capstone (6)

COURSE SEQUENCING

Courses must be taken in the order listed.

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.

2019–20 Masters in Transformational Leadership Schedule

FALL 2019	SESSION DATES	REGISTRATION DEADLINE
Onsite/Online (11 weeks)	2 October–17 December 2019	On-site/Online: 1 October 2019
WINTER 2020		
Onsite/Online (11 weeks)	2 January–17 March 2020	On-site/Online: 1 January 2020
SPRING 2020		
Onsite/Online (11 weeks)	1 April–16 June 2020	On-site/Online: 31 March 2020
SUMMER 2020		
Onsite/Online (11 weeks)	1 July–15 September 2020	On-site/Online: 30 June 2020

COURSE DESCRIPTIONS

PRO (Professional Communication and Leadership)

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

Make yourself more valuable to an employer by gaining and improving skills in 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.

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 evaluation. 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.

DCL (Decisive Communication and Leadership)

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

(Required for new graduate students.) 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. Become proficient with spreadsheets, collaboration tools, and other professional software.

TLP (Transformational Leadership)

TLP 610 Repositioning Your Leadership Skills (6)

Prerequisite: DCL 600. Discover how leadership takes place within organizations and the most effective leadership styles for directing individuals, projects, and groups to success. Demonstrate the differences between managing and leading with a focus on motivating and inspiring individuals in preparation for future challenges and opportunities. Explore the various roles that leaders take on in domestic and global markets, and the ways leaders influence events that can drive success through individual and collaborative efforts. Create your own personal brand as you begin a journey to becoming a transformational leader.

TLP 620 Leading in the Organization (6)

Prerequisite: TLP 610. Analyze the dynamics involved in leading a workforce of multigenerational and diverse talent. Develop strategies for facilitating an inclusive work culture and maximizing the varied skill sets and experiences of employees. Weigh the impact of workforce change on organizations and consider the potential challenges that run counter to respectful, civil, and ethical work environments. Create retention and succession and techniques for coaching and mentoring emerging leaders.

TLP 630 Leading with Strategy and Performance Measures (6)

Prerequisite: TLP 620. Gain the tools needed to assess the organization's bottom line and action steps for growth and sustainability. Apply strategic management theories and practice to measure and motivate organizational performance, identify trends, and recognize the different stages of the organization's life cycle. Become proficient using tools to review and interpret analytics, market research, and financial data that can drive short- and long-range strategic decisions and identify potential deficiencies that run counter to the organization's mission and goals.

TLP 640 Leading Through Change and Uncertainty (6)

Prerequisite: TLP 630. Apply change management techniques for leading and maintaining stability during unplanned, turbulent events within the organization. Analyze and implement strategic planning and decision-making approaches to diagnose the symptoms and predictors of organizational challenges and obstacles to change. Use change management models to assess organizational performance and process reengineering, and forecast outcomes and resistance to change at the individual, group, and organization levels.

TLP 670 Leadership Capstone (6)

Prerequisite: TLP 640. Lead a real-world consulting project. Apply the techniques of project management as you collaborate with a partnering organization to develop a strategic and financial plan to address an organizational issue. Use client-relationship management, organizational diagnosis models, and coaching and presentation skills to complete your consulting project, and showcase your solutions and plans to your partner organization.

UMGC DOCTORAL AND GRADUATE PROGRAMS

STUDENTS MAY HAVE ACCESS TO THESE ADDITIONAL PROGRAMS THROUGH ONLINE STUDY▲

DOCTORAL PROGRAM

Doctor of Business Administration*

Doctor of Management in
Community College Policy
and Administration○

ACCOUNTING AND FINANCE PROGRAMS

Master of Science in Accounting
and Financial Management

Master of Science in Accounting
and Information Systems

Master of Science in Management

- Accounting
- Financial Management

BUSINESS AND MANAGEMENT PROGRAMS

Master of Business Administration

Master of Science in Management

- Acquisition and Supply Chain Management
- Human Resource Management
- Interdisciplinary Studies in Management
- Nonprofit and Association Management
- Project Management

Master of Science in Transformational Leadership

CYBERSECURITY PROGRAMS

Master of Science in Cybersecurity
Management and Policy

Master of Science in Cybersecurity Technology

Master of Science in Digital
Forensics and Cyber Investigation

Master of Science in Information Technology

- Information Assurance

EDUCATION AND TEACHING PROGRAMS

Master of Arts in Teaching**

Master of Distance Education
and E-Learning

Master of Education in Instructional
Technology

Master of Science in Learning Design
and Technology

HEALTHCARE AND SCIENCE PROGRAMS

Master of Science in Biotechnology

- Bioinformatics
- Biosecurity and Biodefense
- Biotechnology Management
- Biotechnology Regulatory Affairs

Master of Science in Environmental
Management

Master of Science in Healthcare
Administration

Master of Science in Health
Informatics Administration

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

○ Not available to Maryland residents. Offered online with mandatory residencies or course meetings at UMGc headquarters in Adelphi, Maryland.

** On-site teaching field experiences and practicum required.

STUDENTS MAY HAVE ACCESS TO THESE ADDITIONAL PROGRAMS THROUGH ONLINE STUDY▲

INFORMATION TECHNOLOGY PROGRAMS

Master of Science in Cloud Computing Architecture

Master of Science in Data Analytics

Master of Science in Information Technology

- Database Systems Technology
- Informatics
- Project Management
- Software Engineering
- Systems Engineering
- Telecommunications Management

Master of Science in Management

- Information Systems and Services

MARKETING AND COMMUNICATIONS PROGRAMS

Master of Science in Management

- Marketing
- Public Relations

PUBLIC SAFETY AND INTELLIGENCE PROGRAMS

Master of Science in Information Technology

- Homeland Security Management

Master of Science in Management

- Criminal Justice Management
- Emergency Management
- Homeland Security Management
- Intelligence Management

CERTIFICATE PROGRAMS ✚

Acquisition and Supply Chain Management

Bioinformatics

Cybersecurity Management and Policy

Cybersecurity Technology

Foundations in Business Analytics

Foundations of Human Resources Management

Global Health Management ✚

Homeland Security Management

Information Assurance

Instructional Technology Integration

Leadership and Management

Learning Design and Technology

Project Management

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

✚ Offered jointly with University of Maryland, Baltimore.

ADMINISTRATION

University System of Maryland

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*Vice Provost and Dean,
The Graduate School*

Kara Van Dam
*Vice Provost and Dean,
The Undergraduate School*

Deborah Grayson
*Vice Provost, Learning Design
and Experience*

The Graduate School

Graduate Leadership Council

The Graduate Leadership Council serves in an advisory capacity to the dean of The Graduate School. The council is responsible for advisement on academic affairs, including curriculum development, program initiatives, policies, and standards. The council meets monthly or more frequently, at the dean's request, and comprises the following members:

Kathryn Klose
Vice Provost and Dean

Douglas Harrison
Associate Dean

Alexis Hill White
Assistant Vice Provost, Administration

Bryan Booth
Vice Dean, Doctoral Program

Emma Garrison-Alexander
*Vice Dean, Cybersecurity and Information
Assurance*

Kathleen Hogan
Vice Dean, Graduate Learning Initiatives

Virginia H. Pilato
Vice Dean, Education

Anna Seferian
Vice Dean, Business and Management

Faculty

Allan J. Berg
*Collegiate Professor, Asia
Business and Management, Psychology
BA, Augsburg College
JD, Southern Illinois University
PhD, University of Georgia*

Gregory Evans
*Collegiate Professor, Asia
Business and Management
BS, University of Cincinnati
MBA, DePaul University
PhD, Northcentral University*

Robert W. Gould
*Collegiate Professor, Asia
Accounting, Business and Management
BA, Oberlin College
MBA, University of California, Berkeley
DM, University of Maryland University
College*

Mark Rendon
*Collegiate Professor, Asia
Business and Management
JD, University of Utah
BS, University of Colorado*

Mike Shin
*Collegiate Professor
Business and Management
BA, Seoul National University
PhD, Georgia State University*

Stateside Classroom Locations with Zip Codes

Aberdeen Proving Ground	21005
Academic Center at Largo	20774
Anne Arundel Community College at Arundel Mills	21076
Cecil College	21901
Dorsey Station	21075
Eglin Air Force Base	32542
Fort Belvoir	22060
Fort Benning	31905
Fort Bliss	79916
Fort Drum	13602
Fort Gordon	30905
Fort Hood	76544
Fort Myer	22211
Jacksonville Naval Air Station	32212
Joint Base Anacostia-Bolling	20032
Joint Base Andrews	20762
Joint Base Langley-Eustis	23665
Joint Base Lewis-McChord	98433
Joint Expeditionary Base Little Creek-Fort Story	23459
Killeen	76549
Laurel College Center	20707
National Security Agency	20755
Naval Station Mayport	32228
Naval Station Norfolk	23511
Odenton	21113
Pearl City	96782
Prince George's Community College	20774
Quantico Corporate Center	22554
San Diego	92108
Shady Grove	20850
Southern Maryland Higher Education Center	20619
Thomas Nelson Community College	23666
University of Maryland, College Park	20742
U.S. Coast Guard Base Honolulu	96819
USM at Hagerstown	21740
Waldorf Center for Higher Education	20602
Walter Reed National Military Medical Center (Bethesda)	20889

A full list of graduate faculty, including adjunct faculty, is available online at www.asia.umgc.edu/about/graduate-faculty-listing.

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Comptroller

Charles Salinas

Director, Academic Affairs, Asia

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Associate Director, Technical Support

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Web

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Facebook

www.facebook.com/umgcguam

www.facebook.com/umgcjapan

www.facebook.com/umgckorea

www.facebook.com/umgcokinawa

UMGC Asia Locations

There may be one or more education centers sponsoring UMG Asia classes at these 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 AB

Sasebo

Yokosuka

Yokota

Okinawa

Camp Courtney

Camp Foster

Camp Hansen

Camp Kinser

Camp Schwab

Futenma

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Camp Carroll

Camp Casey

Camp Henry

Camp Humphreys

K-16

Kunsan AB

Osan AB

Suwon

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Director, Student Initiatives and Support

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Associate Director, Human Resources Systems

Renée I. G. Noon

Regional Director, Headquarters / Operations

Timothy Quezada

Director, Graduate and Partnership Programs

Elisabeth L. Rice

Associate Director, Academic Affairs

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Unit 29216

APO AE 09004

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E-mail

studentservices-europe@umuc.edu

Web

www.europe.umgc.edu

Facebook

www.facebook.com/umgceurope

UMGC Europe Locations

There may be one or more education centers sponsoring UMGCEurope classes at these locations.

Bahrain

Manama

Belgium

Brussels

Kleine Brogel

SHAPE

Djibouti

Camp Lemonnier

Egypt

Sinai North Camp

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

Schinnen (AFNORTH)

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

ACADEMIC AND ADMINISTRATIVE REQUIREMENTS

Grading Methods

The Graduate School has four grading methods: standard, satisfactory/unsatisfactory, satisfactory/fail, and audit. The most commonly used is the standard method. The satisfactory/unsatisfactory method is available only for noncredit courses. The satisfactory/fail method is restricted to certain specified courses. Any course may be audited. Regulations for each grading method are provided in the following paragraphs.

GRADE OR MARK	INTERPRETATION	QUALITY POINTS
A	Excellent	4
B	Good	3
C	Below standards	2
F	Failure	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

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

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.

Satisfactory/Fail

This grading method is available only on a limited basis. Although a grade of satisfactory (S) earns credit toward graduation, it is not included in calculating your GPA. While a failing grade (F) earns no credit, it is included in computing your GPA.

Audit

If you do not wish to receive credit, you may register for courses as an auditor once you are admitted. You must indicate this intention when you register and must still fulfill all prerequisites. You may request a change from credit to audit status anytime before the end of the second week of classes.

Audited courses are listed on the permanent record, with the notation AU. No letter grade is given for audited courses, nor are credits earned. If you receive financial aid, you should check with a financial aid advisor before selecting audit as a grading option as this may affect financial aid.

Grades and Marks

The Grade of A: Excellent

Only students who demonstrate exceptional comprehension and application of the course subject matter merit an A.

The Grade of B: Good

The grade of B represents the benchmark for The Graduate School. It indicates that you have demonstrated competency in the subject matter of the course: you have fulfilled all course requirements on time, have a clear grasp of the full range of course materials and concepts, and are able to present and apply these materials and concepts in clear, reasoned, well-organized, and grammatically correct responses, whether written or oral.

The Grade of C: Below Standards

The grade of C indicates that your work was not considered sufficient to meet overall standards for work at the graduate level. Note that the grade of C is not available for all courses. Please refer to Academic Academic Standards (p. 26) for further information on the implications of a grade of C.

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 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 never attend or participate in a course 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 an overall 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 teachers by the assigned deadline to receive credit.

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

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.

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, it is not included in calculating the GPA.

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 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 withdraw from the course through MyUMGC before the deadline for withdrawal.

The withdrawal process is described on p. 30.

Computing the Grade Point Average

Your cumulative GPA is computed at the end of every term (fall, spring, or summer), based on all your graded coursework at UMGC, using the quality points assigned to each grade or mark (detailed in chart on p. 30). 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, F, or FN was earned.

Changes in Grade

In accordance with relevant policies, 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

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

When you repeat a course, only the grade earned in the last attempt is included in the calculation of your GPA. For purposes of financial aid, 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 graduate 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. In these cases, a course substitution may be granted.

Scholastic Recognition

Academic Honor Societies

IMA ACCOUNTING HONOR SOCIETY

The IMA (Institute of Management Accountants) Accounting Honor Society recognizes and honors academic achievement in the study of accounting and provides an opportunity for students to differentiate themselves as they begin their career journey. To be eligible, you must be enrolled in an accounting or finance program at UMGC, have taken a minimum of three accounting courses (which may include courses in accounting principles), and have a GPA of 3.0 overall and in accounting-coursework.

If you are interested in joining the honor society, apply directly on the IMA Accounting Honor Society website at imanet.org/iahs. You will need to include a transcript with your application.

PHI KAPPA PHI

As the nation's oldest, largest, and most selective collegiate honor society for all academic disciplines, Phi Kappa Phi promotes the pursuit of excellence in all fields of higher education.

ACADEMIC AND ADMINISTRATIVE REQUIREMENTS

It recognizes the outstanding achievements of students, faculty, and others through election to membership and through awards for distinguished scholarly achievement. To qualify, you must be in the final term of your graduate degree coursework and in the upper 10 percent of your graduating class. For more information on the Phi Kappa Phi chapter, visit: polaris.umgc.edu/phikappaphi.

PI LAMBDA THETA

Pi Lambda Theta, one of the nation's most prestigious education honor societies, was designed to advance education as a profession. The society honors the accomplishments of exemplary educators and supports the continuing development of knowledge and skills of education students. Membership is open to students in the Master of Arts in Teaching program. To be eligible, you must have completed at least 12 credits in the program with a minimum GPA of 3.5.

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.

You are invited to apply if you have completed at least 12 credits as a graduate student at UMGC, have a cumulative GPA of 3.5 or higher, and qualify as a military/veteran student under locally derived and maintained definitions. In other words, you must have served or currently be serving in the military, National Guard, or reserves; if no longer serving, you must have been honorably discharged from service. In addition, you must also have served as a mentor in the One2One mentoring program for at least one term or be an active Mil-Vet Checkpoint communicator (posting feedback on articles or to the social wall at least twice a month) and maintain the highest ethical standards.

UPSILON PHI DELTA

Upsilon Phi Delta is a national academic honor society founded by the Association of University Programs in Health Administration for students in healthcare management and policy. It recognizes, rewards, and encourages academic excellence in the study of health administration. To be eligible for graduate student membership, you must have a cumulative GPA of 3.5 or higher and at least 18 credits of graduate coursework, and you must provide evidence of outstanding scholarship. You may obtain more information about the UMGC chapter,

including membership criteria, by sending an e-mail to HonorsHCAD@umuc.edu.

UPSILON PI EPSILON

The Kappa Chapter of Upsilon Pi Epsilon, the international honor society for the computing and information disciplines, is open to graduate and undergraduate IT students. You may be considered for membership if you are pursuing one of the following degrees: MS in Cloud Computing Architecture, Cybersecurity Management and Policy, Cybersecurity Technology, Data Analytics, Digital Forensics and Cyber Investigation, or Information Technology (with a specialization in Database Systems Technology, Informatics, Information Assurance, Software Engineering, or Telecommunications Management). To qualify for 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 federal Office of Personnel Management. To learn about the application process, contact Student Relations at 800-888-UMGC, ext. 2-2400, or graduateschool@umuc.edu. More information is available at www.pmf.gov.

Academic Standards

Grade Point Average

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.

Academic Standing for Master's Degree and Certificate Programs

The Graduate School 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 (umgc.edu/policies/academicpolicies/aa15801.cfm).

GOOD ACADEMIC STANDING

If you have a term and cumulative GPA of 3.0 or higher, you are in good academic standing.

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 The Graduate School only under the conditions for Reinstatement or Restart described in the following paragraphs.

Reinstatement After Dismissal

If you were academically dismissed from UMGC, you can submit one request for reinstatement. Contact The Graduate School at graduateschool@umuc.edu and request a Reinstatement Request Form, then submit the completed form and documentation to The Graduate School Reinstatement Review 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 be required 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.

Restart After Dismissal or Academic Probation

If you were academically dismissed from The Graduate School, have not been approved for reinstatement (as described in the preceding section), and have not attended Graduate School 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 The Graduate School and have not attended Graduate School 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

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 at left). 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.

Time Limit for Degrees and Certificates

All requirements established for the completion of a master's degree or certificate program 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 the UMGC Undergraduate School as part of an articulation agreement.

All requirements established for the completion of a doctoral degree program listed in this publication must be fulfilled within seven consecutive years. The time limit is calculated from the term in which you successfully complete the first credit course that applies to the program, except for the prerequisite course for the Doctor of Business Administration, DBA 600.

Doctoral Program Standards

The doctoral programs require more than maintaining a GPA of 3.0 to remain in good standing. If you receive a grade below B in a course, including a dissertation course, you must repeat that course in the next term of enrollment and earn a grade of B or better. The option to repeat a course may be exercised only once. If you receive a second grade below B, you will be dismissed from the doctoral program, regardless of your GPA.

ACADEMIC AND ADMINISTRATIVE REQUIREMENTS

Further information is available in section III. D. of UMGC Policy 158.01 Academic Standing Status for Graduate Students (umgc.edu/policies/academicpolicies/aa15801.cfm).

Degree Requirements and Continuous Enrollment

The UMGC degree and certificate requirements that apply to you are those that were in effect when you completed the first credit course that applied to your program, that is, when you began continuous enrollment.

To be considered continuously enrolled, you must be or have been enrolled at UMGC, and you must have had no more than two years of nonattendance. After two years of nonattendance, you must reapply for admission to resume enrollment.

If you have not been continuously enrolled, the requirements that apply are those in effect at UMGC when you completed the first credit course that applied to your program after you resumed continuous enrollment. If you choose to change your program or add a new one, you are subject to the requirements in effect at the time of the change or addition. In both cases, previously completed coursework may not apply to new requirements.

Responsibilities of the Student

Attendance

You are expected to attend all on-site and online classes and any related activities regularly and punctually. *

If you are absent from class, you are responsible for completing any missed coursework, as indicated in the course syllabus. You also are responsible for obtaining information about each class session, including any announcements and assignments you missed. Failure to complete any required coursework as scheduled may adversely affect your grade. Faculty members are not expected to repeat material that you missed because of absence.

You may not give permission to another person to accompany you to an on-site class meeting, to attend an on-site class meeting in your place, or to access or attend your online class.

Academic Integrity

Integrity in teaching and learning is a fundamental principle of a university. As a member of the International Center for Academic Integrity (www.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). You are responsible for understanding and avoiding academic misconduct. 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 policy on Academic Dishonesty and Plagiarism is available at umgc.edu/academic-integrity.

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/policies/researchpolicies/research19000.cfm.

Academic Load

FOR MASTER'S DEGREE PROGRAMS

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 per term and half-time if you are enrolled for 6 credits of graduate coursework.

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. The Graduate School 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 programs that operate on a four-term calendar or in the MS in Data Analytics program but may be allowed in most 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 addi-

* The UMGC policy on religious holidays is available online at umgc.edu/policies/academicpolicies/aa05100.cfm.

tional course you wish to take. In the request, you must indicate your acceptance of the academic risk entailed in adopting the course overload. All requests for exceptions to the maximum recommended course load must be made at least one month before the beginning of a term and are subject to approval by the Office of the Dean for The Graduate School.

To be considered for a course overload, you must

- Be a degree- or certificate-seeking student.
- Have no previous grades of C, F, or FN.
- Have no current marks of I.
- Have never been on academic probation.

See UMGC's Policy 215.00 on Student Academic Load and Enrollment Status at umgc.edu/policies/academicpolicies/aa215.00.cfm for more information.

FOR THE DOCTORAL PROGRAM

If you are enrolled in the doctoral program, you are considered full-time if you are registered for 6 credits.

Given the time commitment required for graduate study, the maximum course load for the doctoral program is 6 credits per term.

Because courses in the DM program follow a defined sequence and build on competencies developed in previous coursework, course overloads are not allowed in this program.

Grievance/Appeal Procedure

If you have legitimate complaints about Graduate School faculty, staff members, academic departments, or administrative units, contact your program chair. The most up-to-date contact information is provided online at umgc.edu/complaint-resolution. For information on the procedure to file a formal appeal or grievance about the actions of a faculty member or administrative staff member, contact Graduate Student

Affairs, The Graduate School, at 800-888-UMGC, ext. 2-2400, or graduateschool@umuc.edu. More information is available online at umgc.edu/policies/academicpolicies/aa13070.cfm and umgc.edu/policies/academicpolicies/aa13080.cfm.

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.

Connectivity and Technical Fluency

As a student in The Graduate School, you must own or have access to a personal computer and the Internet. In some classes, you may participate in synchronous computer-based class discussions and study group activities.

As a graduate student, you must also be able to reach fellow students, faculty, and the university via e-mail. You will be assigned a UMGC account, which includes e-mail, as soon as you register. While you are not required to use the UMGC e-mail address, you must provide and maintain a current e-mail address through MyUMGC (<https://my.umgc.edu>).

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 e-mail 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 undergraduate advisor regarding appropriate classes. You can access the online schedule at umgc.edu/schedule, and you may reach advisors at 800-888-8382, ext. 2-2100.

Transfer of Credits from UMGC

To have credits earned through UMGC transferred, you must obtain authoritative guidance from the 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

ACADEMIC AND ADMINISTRATIVE REQUIREMENTS

any credits may satisfy its admission, residency, and degree requirements or apply to its curricula.

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, which is available at umgc.edu/civility and in UMGC publications.

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/studentpolicies/stud15100.cfm for additional information about the UMGC Code of Student Conduct.

ADMISSION AND ENROLLMENT

Eligibility

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 Asia 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 MBA Program staff at the UMGC Asia Headquarters by emailing mba-asia@umuc.edu.

General Information

Before the beginning of each session, UMGC holds various events online, as well as on-site open houses, for new and perspective students. These events offer an opportunity to learn about UMGC and its programs, student services, academic and career options, faculty members, and fellow students. You can apply for admission and enroll in courses during the on-site open houses.

UMGC field representatives and academic advisors stand ready in military communities to provide on-site assistance with admissions, registration, financial aid, advising appointments, and more. Contact information for field offices is available at www.asia.umgc.edu/locations.

Admission

Admission Requirements

UMGC's graduate admissions policy is available online at umgc.edu/policies/academicpolicies/aa17010.cfm.

Most applicants who have graduated from a regionally accredited degree-granting university or college are eligible for admission. Graduates from other accredited institutions may be considered on a case-by-case basis. Graduate Record Examination (GRE) or Graduate Management Admission Test (GMAT) scores are not required. Applicants who are not seeking a degree or certificate must meet the same criteria and are limited to taking a maximum of 12 credits.

Admission Procedures

GRADUATE CERTIFICATE AND MASTER'S DEGREE PROGRAMS

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.

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.

Some master's degree programs require the submission of official transcripts before you can be admitted and enroll in classes. These programs have specific admission requirements and/or prerequisite coursework, which are set forth on the individual program pages of the catalog and the UMGC website. A list of the programs that require submission of a transcript before admission is available at umgc.edu/admission-transcript.

Internationally educated applicants are subject to the admissions requirements set forth below.

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

DOCTORAL PROGRAMS

To be eligible for admission to a doctoral program at UMGC, you must submit an application, a nonrefundable application fee, and official transcripts demonstrating completion of a master's degree from a regionally accredited college or university or another accredited institution (approved by UMGC on a case-by-case basis) on or before the application deadline (or secure permission of the department).

Applicants to the Doctor of Business Administration program are required to complete DBA 600 with a grade of B or better for full admission to the program. The complete admissions file must be reviewed and accepted by UMGC before you can enroll in DBA 600.

Information about documentation required for admission to the doctoral programs is provided on pp. 10–13. Visit umgc.edu/doctorate for further details and application deadlines.

Internationally educated applicants to the doctoral programs are subject to the admissions requirements set forth below.

INTERNATIONAL APPLICANTS TO ALL GRADUATE PROGRAMS

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.

ADMISSION AND ENROLLMENT

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 umgc.edu/internationalstudent), 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 or both a minimum TOEFL 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 IELTS (International English Language Testing System), 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.

If you are providing test scores, you must arrange to have the official score reports sent directly from the testing agency to The Graduate School. Test scores must be less than two years old.

Alternative evidence may be accepted as demonstrating English proficiency. Contact Graduate Admissions at admissions@umuc.edu for more information.

Note: UMGC does not issue Form I-20 A-B Certificate of Eligibility for F-1 student status.

International Applicants to the Doctoral Programs

Both doctoral programs require a brief residency at UMGC in Adelphi each semester. It is your responsibility to ensure that you can enter the United States each term to complete the on-site residencies. UMGC cannot advise you on the process or the requirements for entering the United States. If you have questions, you must contact the U.S. embassy in your home country for information.

Readmission

READMISSION AFTER BEING DISMISSED

If you were academically dismissed from The Graduate School, you may be considered for a one-time reinstatement (if you reapply within five years) or a restart (if you reapply after five years). Readmission does not apply to the doctoral program. See pp. 26 for more information on these two options.

READMISSION AFTER BEING ON ACADEMIC PROBATION

If you ceased study while you were on academic probation and wait five years before reapplying for admission, you are eligible for readmission to restart your program from the beginning. The grades and credits you earned five or more years before will not count toward your new program or toward your academic progress status.

Special Admission Situations

STUDENTS FROM OTHER USM INSTITUTIONS

If you are a degree-seeking student in good academic standing in an approved graduate program at another USM institution and wish to take courses at UMGC, you need not apply for admission to UMGC. Instead you must obtain an interinstitutional enrollment form from your home institution, complete it, and submit it to UMGC Graduate Admissions.

Your previous coursework will be reviewed by the appropriate Graduate School department to see if course prerequisites have been met.

MILITARY-AFFILIATED STUDENTS

If you intend to use military tuition assistance (TA) benefits, you must contact your educational 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.

Most military servicemembers may apply to all UMGC graduate 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 TA benefits, you must use the Common Admissions Application through the GoArmyEd portal (GoArmyEd.com) to apply for admission to UMGC.

STUDENTS 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 instead and indicate the division that you wish to attend.

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.

READMISSION FOR MILITARY SERVICEMEMBERS

If you discontinued your studies with UMGC because of your military service obligations and would like to return as a UMGC student, contact military@umuc.edu. Refer to UMGC Policy 210.12 Readmission for Military Servicemembers at umgc.edu/policies for more information.

REENROLLMENT

If you have not enrolled in graduate classes at UMGC for a period of two years (six or eight terms, depending on the program) or more, you must complete a new application for admission, but you are not required to pay the application fee. Since you have not been continuously enrolled, you must now fulfill the program requirements in place at the time you reenroll. Coursework you completed previously may no longer apply to new requirements. Consult an advisor to find out how your program is affected.

STUDENTS CHANGING DEGREE PROGRAMS

If you are considering a change from one degree program or specialization 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 second program.

Go Army Ed

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

Restrictions on Admission

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

Registration

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 (UMGC.edu/schedule) and the online academic calendar (umgc.edu/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 each session online at umgc.edu/register.

Adjustments to Registrations

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 a hybrid class is already full at the time of registration, you can place your name on a waiting list for that class. The option of putting your name on a waiting list is not available for online classes. To check on class availability, visit MyUMGC at my.umgc.edu.

The following conditions apply to the waiting list:

- If a space becomes available, the first student on the waiting list automatically will be registered for it, and the charge will appear on his or her account. An e-mail notification of the enrollment from the waiting list will be sent. If a space becomes available but the first student is ineligible to enroll in the class (for reasons such as failing to meet the prerequisites, being enrolled in another section of the same class, or being enrolled in a class that conflicts in time), the space will go to the next person on the waiting list.

ADMISSION AND ENROLLMENT

- If you no longer want to enroll in a class, you should remove your name from the waiting list to prevent the possibility of being automatically enrolled.
- If you are already enrolled in the maximum number of allowable credits (6 credits) and you are on a waiting list for a third course, you will not be registered in the third course even if space becomes available in the class.
- If you are already enrolled in a different section of the same class for which you are waitlisted, you will not be enrolled in the waitlisted section even if space becomes available.
- Faculty members and academic advisors are not authorized to add students to a full class.

Priority Enrollment for Veterans

If you have a past due balance, you may be disenrolled from one or all of your UMGC courses. Some exceptions may apply if you are receiving veterans education benefits. Once you have completed the steps to request certification of your enrollments for veterans benefits, and if your benefit type pays directly to the school, you will be excluded from disenrollment.

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 the MyUMGC portal 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 umgc.edu/gradcalendar.

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 (withdrawing from a class), you must access the MyUMGC portal and follow the steps for withdrawing from a class before the end of the withdrawal period. (Army students must withdraw through the GoArmyEd portal.) The dates for the withdrawal period are also available at umgc.edu/gradcalendar.

Withdrawing from a class will result in a mark of W (described on p.25) on your academic transcript. You may be refunded a portion of your tuition based on the withdraw date and the refund schedule posted at 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).

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 Advising 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 assistance benefits, you should 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 and to fully understand the impact of such an action on your current and future military tuition assistance benefits.

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 a graduate 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).

If you are interested in taking courses outside your academic program, you should first consult Graduate Advising. Information on advising is provided on p. 152. The complete text of UMGC Policy 211.00 Cross-Enrollment is available at umgc.edu/policies.

Financial Information

Tuition and Fees

University of Maryland Global Campus requires that you pay your tuition and fees on time. Due dates are provided at the time of registration and depend on how early you register for courses.

PAYMENT DEADLINES

If you register seven or more days before the class start date, your payment will be due seven days before the class start date. If you register within seven days of the class start date, your payment will be due on the day before class starts. If you

register on or after the class start date, your payment is due at the time of registration.

Please note: All other charges, including application and diploma fees, are due the same day the charges are incurred.

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
- Are enrolled in UMGC's interest-free monthly payment plan (details are provided at umgc.edu/payoptions).
- Provided confirmation that you will receive employer-provided tuition assistance.

UMGC offers a variety of payment options. Payments can be made via

- Credit card (American Express, Discover, MasterCard, or Visa)
- Money order
- Check (made payable to University of Maryland Global Campus)
- Electronic debit from a checking or savings account
- Cash (in person at Largo only)

Consult the appropriate sections of this catalog for further information about tuition assistance, financial aid, or veterans benefits. More information about different payment options, including the monthly payment plan, is available at umgc.edu/payoptions.

CURRENT TUITION AND FEES

Tuition rates and fees are published each term in the graduate schedule of classes and are available at umgc.edu/tuition. You should review the fee schedule carefully to see which ones apply. Fees are commonly charged for admission and graduation applications, makeup testing, technology, and transcripts. Site-specific fees may apply for courses taken at certain locations. There also is a service charge for dishonored checks.

Refunds

If you drop a course during the drop period, you will qualify for a full refund of tuition and fees, except for the admission application fee.

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 umgc.edu/refunds. All refunds are computed from the date the withdrawal is formally initiated, not from the date of the last class you attended or the last participation date. Refunds are applicable for tuition only. Fees are not refundable.

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

More information about refunds can be found on the UMGC website for your division.

See below for information on return of military tuition assistance and p. 39 for information on the federal return of funds policy for financial aid students.

Dishonored Checks

For each paper or electronic check returned to UMGC 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 be neither disenrolled nor relieved of responsibility for paying tuition and fees. Anyone whose checks for tuition or fees remain dishonored may be barred from classes.

Indebtedness to the University

If you incur debts to UMGC, you must clear them to be permitted to register. Requests for transcripts and diplomas will 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.

Military Tuition Assistance

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

If you are serving on active duty in the U.S. Army or are a member of the Army National Guard or Army Selected

ADMISSION AND ENROLLMENT

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

DROPS/WITHDRAWALS AND MILITARY TUITION ASSISTANCE

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 TA 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

A return of funds calculation is based on the last documented date of attendance or participation in the class or the date the drop, withdraw, cancellation, or disenrollment 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 UMGC Policy 170.72 Course Withdrawal and return of military tuition assistance, see 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@umuc.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.

Employer-Provided Tuition Assistance

If an employer is going to pay for part or all of your tuition, at the time of registration you must submit two copies of a document (purchase order, tuition assistance form, or contract on company letterhead) containing the following information:

- A specific description of types of fees and charges (such as tuition, application fee, or books) and the amount to be assumed by the employer
- Your full name and student identification number
- The session covered by the document
- The billing address
- The signature and phone number of the authorizing official

If you do not have an authorizing document at the time of registration, you must pay the bill in full and arrange for direct reimbursement from your employer. UMGC cannot issue refunds for authorizing documents submitted after registration.

Documents that restrict payment or are in any way conditional will not be accepted. If the employer does not pay UMGC, you are responsible for payment.

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 umgc.edu/payoptions or call 800-888-8682.

SERVICES AND RESOURCES

Availability of Services

UMGC provides services and resources to help you complete your educational program—through online resources; by e-mail and telephone communication; and in person at various sites, primarily in Maryland and the national capital area. A number of offices are responsible for the delivery of these services, including Career Services, the UMGC Library, and the offices of Admissions, Advising, Financial Aid, and Information Technology.

UMGC offers a variety of these services on-site at the following locations in the Maryland and national capital area. A complete list of stateside class locations is available in the appendices. A complete list of stateside class and service locations is available online at umgc.edu/locations.

General Information

UMGC representatives are available 24 hours a day, seven days a week, at 800-888-8682 to answer general questions and help you navigate UMGC's website. Representatives also can make sure you are signed up to receive upcoming class schedules and other important announcements.

Admission Assistance

Admissions counselors serve individuals who are inquiring about becoming UMGC students or those who are admitted but have not yet registered. Counselors can help you select the right program, apply for admission, identify the right payment option, plan your curriculum, and register for your first term of classes.

You may contact an admissions counselor by phone at 800-888-8682 or by e-mail at studentsfirst@umuc.edu. More detailed information on admission is available on p. 10.

Advising

Once you have enrolled in your first course, 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.

Advisors will check in with you throughout the term, but you are also encouraged to keep track of your program requirements and seek advising. 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 umgc.edu/catalogs.

If you have not attended UMGC for a year or more, 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 are required to 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.

Please visit www.asia.umgc.edu/advising for more information on how to contact an academic advisor in Asia.

Evaluation of Transfer Credit

FOR MOST GRADUATE DEGREE PROGRAMS

Up to 6 credits of graduate coursework may be considered for transfer to graduate degree programs at UMGC that do not require CBR, DCL, or PRO 600, if the credits were earned at an approved institution and if they are applicable to your program of study. The Graduate School may accept up to 3 graduate credits in transfer for a certificate program. The DBA, DM, and MS in Data Analytics programs do not accept transfer credit.

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.

All 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 or better 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 (defined on the next page) 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, DCL, OR PRO 600

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

SERVICES AND RESOURCES

If you have previously earned a master's degree from an approved institution, you are eligible to receive transfer credit for CBR, DCL, 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, DCL, or PRO 600.

All graduate credits offered for transfer credit must meet the following criteria and will be reviewed for approval:

- Credits must have been earned as graduate credit.
- A grade of B or better 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 the American Council on Education.

APPROVED INSTITUTIONS

Approved institutions include those accredited by the following regional associations:

- Middle States Association of Colleges and Schools Commission on Higher Education
- Northwest Commission of Colleges and Universities
- North Central Association of Colleges and Schools, The Higher Learning Commission
- New England Association of Schools and Colleges Commission on Institutions of Higher Education
- Southern Association of Colleges and Schools Commission on Colleges
- Western Association of Schools and Colleges Accrediting Commission for Senior Colleges and Universities

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

Accessibility Services

Reasonable accommodations are available to help you if you have a 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 requests and any accompanying documentation to be reviewed and for the accommodation plan to be implemented.

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 e-mail, 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, you should contact the Director, Student Services or e-mail sservices-asia@umuc.edu, or visit www.umgc.edu/accessibility.

Graduation Clearance and Services

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. A separate application—with fee—is required for each program you are completing.

If you are a doctoral student or are enrolled in a program that requires CBR, DCL, 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	October 15
March graduation	February 15
June graduation	April 1
September graduation	July 15

The application form must be completed through MyUMGC at my.umgc.edu.

Clearance Process for Graduation

Once you have applied for graduation, Graduation Services reviews 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 application will automatically roll over into the next term. You will not have to pay another application fee.

Transcripts are not updated to show program completion, nor are diplomas mailed out, until the degree has been awarded.

Graduation Services then certifies degree completion, awards the degrees, and orders diplomas. Graduation Services also processes requests for letters of completion and embassy letters.

Advisors are available to answer any questions about requirements for graduation and the application for diploma at 800-888-8682, ext. 2-2100, or grad.advisor@umuc.edu.

For more information on graduation services and support, go to umgc.edu/graduationservices.

Commencement

If you have earned your degree in any of the degree periods (summer, fall, winter, or spring of that academic year), you are eligible to march at the spring commencement ceremonies. 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 (30 May) and pay the required fees.

2020 COMMENCEMENTS

Tokyo: April 11

Okinawa: April 18

Seoul: April 25

Guam: May 9

MyUMGC

Through MyUMGC (available online at my.umgc.edu), you may access many of your personal UMGC records. MyUMGC enables you to change personal information (such as home address, e-mail address, or phone numbers); register and pay for courses; pay bills; check grades, financial aid, and student account status; apply for graduation; request certification for VA educational benefits and check the status of the request; and view and print reports (such as your class schedule, grade report, statement of account, and unofficial transcript). To access services, you must enter your UMGC login credentials.

A glossary of terms frequently used in MyUMGC may be found in the appendices.

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 for students who can demonstrate financial need, academic merit, or both. You are encouraged to apply for assistance regardless of your income level; many financing alternatives are available.

General Eligibility Requirements

To be eligible for 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 federal loan programs. (Note: Audited courses do not count.)
- Demonstrate satisfactory academic progress toward a degree or certificate according to UMGC policy.
- Have a high school or GED diploma.
- Possess a valid Social Security number.
- Register with Selective Service, if required to do so.
- Not be in default on any federal student loans, nor have borrowed in excess of loan limits, nor owe a refund on any grant under Title IV federal student aid programs.
- Not be ineligible based on a drug conviction

Financial Aid Programs

Most aid programs are available to both full- and part-time students. UMGC may offer the following types of financial aid: grants, scholarships, and loans. In most cases, at least half-time enrollment is required. (Full- and part-time status is explained on p. 26.)

Amounts and eligibility for financial aid vary from year to year. Following is a description of programs available for the upcoming award year.

GRANTS AND SCHOLARSHIPS

Gift assistance, for which no repayment is required, is offered by the state of Maryland and UMGC. The UMGC Financial Aid Office administers several types of gift assistance: UMGC scholarships and grants and Maryland state scholarships and grants.

UMGC scholarship programs, which include the UMGC President's Scholarship and the Dr. Milton Grodsky MS in Management Memorial Scholarship, offer a number of institutional scholarships as well as scholarships from corporate donors and foundations. Typical awards range from \$200 umgc.edu/graduateprograms to \$2,000 per semester. Requirements vary according to the individual scholarship programs. Most scholarships require a minimum GPA and completion of a minimum number of credits at UMGC for consideration.

If you meet eligibility requirements, you are automatically prompted to complete the scholarship application through MyUMGC. Scholarships are awarded for the academic year on a first-come, first-served basis, so it is essential that you

SERVICES AND RESOURCES

submit scholarship applications as early as possible. More information is available online at www.umgc.edu/scholarships.

The UMGC President's Grant program offers grants to students who demonstrate financial need and are enrolled for at least 3 credits. If funds are available, typical awards range from \$100 to \$350 per semester, based on need.

The Dr. Milton Grodsky MS in Management Memorial Scholarship, named in honor of the founding dean of The Graduate School, is available to students in the MS in Management program who are pursuing a first graduate degree, have completed 18 to 30 credits with a 3.5 GPA or higher, demonstrate perseverance and excellence in an essay, and are enrolled for at least 3 credits. The one-time award is \$2,000.

Maryland state grant and scholarship programs provide financial assistance to Maryland residents based primarily on financial need. Awards to graduate students typically require enrollment of at least 6 credits per semester. Award amounts range from \$400 to \$10,000 annually. Senatorial and Delegate Scholarship awards are based on criteria established by the elected official. For more information, contact the Maryland Higher Education Office of Student Financial Assistance at 410-767-3300 or 800-974-0203 or visit www.mhec.state.md.us.

Many UMGC students receive private scholarships offered by corporations, associations, foundations, and other organizations. These private scholarships offer awards on a competitive basis to students who meet specific criteria. Scholarship links and search tools are available online at www.umgc.edu/financialaid.

Loans

Loan programs are available to students enrolled at least half-time per semester. If you take loans to pay for college expenses, you must repay the principal and interest in accordance with the terms of the promissory note.

The William D. Ford Federal Direct Loan program offers low-interest federal loans to students. Repayment begins six months after you leave school or your attendance drops below half-time. For information about annual award amounts and general repayment terms, visit www.umgc.edu/financialaid.

Graduate PLUS and alternative student loan programs are also options to consider. If your financial aid awards do not meet your financial need, you may be able to borrow up to their cost of attendance through the graduate PLUS program offered by the U.S. Department of Education. You also may borrow additional funds through alternative loan programs offered by many banks and other lenders. Both programs require applicants to be credit-worthy. More information on graduate PLUS loans and alternative loan programs is available online at www.umgc.edu/financialaid.

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 academic standard, you are not eligible to receive financial aid. Details of the appeal process are provided in the complete Satisfactory Academic Progress policy for financial aid students, located at umgc.edu/gradsap.

The Financial Aid Application Process

You must complete the Free Application for Federal Student Aid (FAFSA) to be considered for any type of federal, state, or institutional financial aid at UMGC. The FAFSA (which may be completed online at fafsa.gov) must also be completed if you wish to be considered for need-based Maryland state scholarships. UMGC's school code is 011644.

UMGC FINANCIAL AID PRIORITY DEADLINES

One of the most important aspects of the financial aid process is applying for assistance as early as possible. Priority deadlines are listed below. Students who apply by the priority deadlines may be considered for additional grant and scholarship programs with limited funds.

If you apply late, you may still receive aid, depending on your eligibility and the availability of funds. Late applications are still processed and considered. You are always encouraged to apply for financial aid.

PROGRAM OR PERIOD BEING APPLIED FOR	PRIORITY DEADLINE FOR FILING FINANCIAL AID FORMS
Maryland State Scholarships	March 1
Full Academic Year or Fall Semester Only	June 1
Winter and Spring Semesters	November 1
Summer Semester	April 1

Federal Return of Funds Policy

Federal (Title IV) financial aid is awarded under the assumption that you will attend and participate in classes for the entire period for which the aid has been awarded. 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/enrollmentchanges for further information.

For Further Information

If you need additional information, visit the Financial Aid Online Support Center at umgc.edu/help to e-mail, chat, request a call, or view the extensive list of frequently asked questions in the Knowledge Base.

Note: If you are a resident of Washington state and are interested in information and resources about student loan repayment or wish to submit a complaint to the Washington Student Achievement Council regarding your student loans or student loan servicer, visit www.wsac.wa.gov/loan-advocacy or contact the student loan advocate at loanadvocate@wsac.wa.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

The following educational assistance programs administered by the U.S. Department of Veterans Affairs are available for active-duty military personnel, reservists, veterans, and their dependents who are attending UMGC:

Contact the UMGC Asia Financial Aid Office

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

CIV: +81-3117-55-3680

DSN: 315-225-3680

E-mail: finaid-asia@umuc.edu

Web: www.asia.umgc.edu/financialaid

The Montgomery GI 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)
 - Yellow Ribbon Program
 - 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 these programs is available online at www.umgc.edu/vabenefits and www.gibill.va.gov.

APPLICATION PROCEDURES

Every educational assistance program requires different paperwork and documentation to process a claim. You may submit initial applications for benefits online directly to the U.S. Department of Veterans Affairs. You also must complete a UMGC Request for Certification form (available online via MyUMGC) each session you wish to receive benefits. The U.S. Department of Veterans Affairs processes claims and issues payment six to umgc.edu/graduateprograms eight weeks after receiving completed paperwork, which may be submitted no earlier than two weeks before class starts.

SERVICES AND RESOURCES

AMOUNTS AND METHODS OF PAYMENT

The amount of money you may receive from the U.S. Department of Veterans Affairs 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 www.gibill.va.gov.

EVALUATION OF PRIOR TRAINING

When you file a claim for educational benefits, the U.S. Department of Veterans Affairs 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 attendance. (Equivalent credit from other accredited institutions may be considered on a case-by-case basis. If you were educated abroad, see umgc.edu/internationalstudent for additional requirements.) Not complying with this evaluation may delay future benefits. For information on evaluation procedures, visit umgc.edu/internationalcredit.

STUDENT RESPONSIBILITIES

If you receive benefits, you are expected to follow all regulations and procedures of the U.S. Department of Veterans Affairs while attending UMGC.

At UMGC, all regulations of the U.S. Department of Veterans Affairs are enforced. You should be aware of the following requirements and consequences:

- You are expected to make satisfactory progress toward a degree or certificate; everyone 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 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 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 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.

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 the course(s) are part of your degree program and submits DVA form 22-1999, certification of enrollment, to the DVA Regional Office in Buffalo, NY. You may view the status of the processing of your certification through MyUMGC by selecting "View My Certification Status." 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 Asia students are not eligible for the VA Advanced Payment program or the Yellow Ribbon program.

Contact The UMGC Asia VA Office

CIV: +81-3117-55-3680

DSN: 315-225-3680

E-mail: va-asia@umuc.edu

Web: www.asia.umgc.edu/va

NONCREDIT GRADUATE COURSES

The U.S. Department of Veterans Affairs does not pay benefits for noncredit graduate courses.

TUTORIAL ASSISTANCE

Veterans, active-duty military personnel, and reservists receiving funding assistance from the U.S. Department of Veterans Affairs 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 programs.

FOR FURTHER INFORMATION

Information and applications are available from your advisor or at umgc.edu/vabenefits on the UMGC website

Veterans Resources

UMGC offers dedicated military and veterans advisors and 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 www.umgc.edu/vetresources.

Transcript Services

Official transcripts are maintained by the Office of the Registrar. These transcripts show all coursework taken at UMGC; if graduate credit from another university has been accepted in transfer, that also is noted.

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 ordering process and serves as an official signature.

Various procedures for requesting transcripts are provided online at umgc.edu/transcripts. A fee is charged for each UMGC transcript issued; additional fees are charged for 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

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 are 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. If you are no longer enrolled at UMGC, you may request a transcript of your academic record to verify past enrollment.

All enrollment verifications requested via MyUMGC are processed in real time and available to print on the same day. An enrollment verification will not be processed until all financial obligations to the university have been satisfied.

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, you are reported as having withdrawn, regardless of whether 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 the Office of the Registrar 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 have 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.

Student Advisory Council

The Student Advisory Council provides advice to the university administration, and thus serves as an avenue for UMGC students to provide feedback about UMGC's mission and overall direction. The council consists of 12 members, elected by their fellow students, who act in an advisory capacity to the university president, provost, deans, and other officials on behalf of all students.

SERVICES AND RESOURCES

If you would like to see certain issues addressed or have questions, contact your council representative by e-mail at stac@umuc.edu.

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

Other Resources

Course Materials

You can complete most graduate degrees without purchasing textbooks, thanks to electronic resources that are free, 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 MBS Direct online through the UMGC online bookstore (umgc.edu/bookstore) or by mail. MBS guarantees the quality of new and used inventory and has an easy return and buyback program. Orders are shipped via UPS within 24 hours of receipt, Monday through Friday. Overnight and two-day delivery are available for an additional fee. Payment by personal check, MasterCard, Visa, American Express, and Discover is accepted. Some employer contracts may be accepted.

Career Services

Career Services provides resources and services for UMGC students and alumni worldwide to inform them about, prepare them for, and connect them 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 24 hours a day, that can be useful in career planning and the job-search process. Resources include résumé builders and templates, automated résumé reviews, online mock interviews, video job-search tips, mentor matching, occupational information, employer and graduate school directories, job hunting guides, and career resource literature.

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); jobsearch skills workshops, such as résumé writing and interview preparation; and tutorials. CareerQuest enables you to search job listings 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 e-mail) and can be scheduled via CareerQuest. Limited appointments are available on a walk-in basis at Largo during specified times. Call 800-888-8682, ext. 2-2720, or visit umgc.edu/careerservices for more information.

Computer Labs and Services

Computer labs are available at many UMGC sites. You can check umgc.edu/locations to see if a site near you has computing services. At some sites, use may be restricted to students taking a class at that site.

These labs are available primarily for the use of students completing coursework but also are open to faculty members, staff, and alumni on a first-come, first-served basis on presentation of a valid library bar code. You must bring a flash drive to save data or documents.

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

You also may access host computers at UMGC via the internet using Telnet. Two host systems are accessible: Nova and Polaris. You must have an account for the particular system you wish to use. For most students taking courses in computing, accounts are set up automatically as part of the coursework and are valid for the duration of the class.

Technical support for MyUMGC, the learning management system, and other learning applications is available 24 hours a day, seven days a week, through Help@UMGC online at umgc.edu/help or by phone at 888-360-8682.

The UMGC Library

The UMGC Library (umgc.edu/library) serves to educate students, faculty, and staff in the use of library and information services, emphasizing the critical importance of information literacy knowledge and skills for success in today's information-rich world. The office also develops and manages extensive online research 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 wide variety of topics (business, social science, science, arts and humanities, 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. UMGC Library OneSearch allows you to search for scholarly articles, books, and other research resources via a single search engine that includes most of the databases to which the UMGC Library subscribes. The UMGC Library has also created subject-specific resource guides to serve as a starting point for research. Each guide includes subject-relevant research databases, books, websites, and other resources.

LIBRARY SERVICES

Currently enrolled students in the continental United States have borrowing privileges at the 17 University System of Maryland and Affiliated Institutions member libraries. The library collections can be searched and books can be requested through the online library catalog, available via the library home page. All UMGC students may use the DocumentExpress service to request that journal articles or book chapters not available online in full text be sent to them electronically.

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 provides many self-help tutorials and resources on its web pages and offers library instruction in selected online and on-site classes.

Reference and research assistance is available daily (except holidays), during regularly scheduled hours, through the office's web page under "Ask a Librarian." For a complete list of library services, visit umgc.edu/library or call the UMGC Library at 240-684-2020 or 800-888-8682, ext. 2-2020, during regularly scheduled office hours.

UNIVERSITY 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 www.umgc.edu/policies. USM policies can be found at www.usmd.edu/regents/bylaws.

Student Classification for Admission and Tuition Purposes

For information on student classification and residency, review 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.

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 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, 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.

Student Drug and Alcohol Use

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 and the most current annual safety and security report (www.umgc.edu/inform) for additional information.

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.

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. More information about UMGC's policy on intellectual property is available online at www.umgc.edu/policies/researchpolicies/research19000.cfm.

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.

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 www.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:

Erin Parker
Deputy General Counsel
Office of Legal Affairs
University of Maryland Global Campus
3501 University Boulevard East
Adelphi, MD 20783
+1-301-985-7080
legal-affairs@umuc.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.

Nondiscrimination

University of Maryland Global Campus (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 301-985-7940 or e-mail fairpractices@umuc.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 301-985-7021 or e-mail titleixcoordinator@umuc.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.

UNIVERSITY POLICIES

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 800-421-3481.

Sexual Misconduct Awareness

UMGC is committed to providing an education and work environment that is free from sexual misconduct. Sexual misconduct is a form of discrimination based on sex or gender that includes dating violence, domestic violence, sexual exploitation, sexual harassment, sexual intimidation, sexual violence, and stalking. UMGc promotes awareness and addresses sexual misconduct issues through educational programs, training, and complaint resolution. All administrators, supervisors, and faculty members are required to promptly and appropriately report allegations of sexual misconduct that are brought to their attention.

If you have any questions regarding sexual misconduct or you need to report a complaint, contact Steven Alfred, Title IX coordinator, by phone at 301-887-7295 (voice and text) or via e-mail at titleixcoordinator@umuc.edu.

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 Policy 051.00 Religious Observances may be found at www.umgc.edu/policies/academicpolicies/aa05100.cfm.

Annual Security Information 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 301-985-7471.

To help you stay informed, additional consumer disclosures can be found at umgc.edu/disclosures.

APPENDIX

Retention of Student Records

UMGC maintains records of students' admission, enrollment, grades, transfer of credits, transcripts, and graduation while the student is enrolled and permanently after graduation.

MyUMGC Terminology

The following is an explanation of terms students may encounter when using MyUMGC.

Academic Advisement Report (Degree Plan): A review of the academic progress that a student has made within his/her UMGC program.

Activation: The automated process of verifying a student's record for enrollment eligibility each term based on certain criteria. This process enables a student to register for courses.

Admission: The process of being admitted to the university, which includes completing an application and paying the fees required for entrance.

Campus: The UMGC division where a student is located. UMGC has three major campuses—UMGC Asia, UMGC Europe, and UMGC Stateside. Within those campuses are additional locations where classes are held or staff and academic advisors may be reached.

Career: Graduate or undergraduate level of study.

Class Number: The unique, five-digit number assigned to each class at UMGC.

Drop: To cancel your enrollment in a class before the end of the drop period posted on the UMGC website for your division.

eApp: An abbreviation for electronic application, which is an application to the university that is filled out and submitted online.

EmplID (or Student ID): A system-generated identification number for student use. Students should record their EmplID in a safe, secure place, as it will be needed to access the various services. GoArmyEd students should note that their UMGC EmplID will be different from their GoArmyEd EmplID.

Enrollment Activity: The process of adding or dropping a class.

Lower-Level (LL) Courses: Courses that are numbered 100–299.

Mid-Session (or "Intensive Session"): A shorter class period held between the standard eight-week sessions.

Official Evaluation (or Academic Advisement Report): A review of the academic progress that a student has made within his/her UMGC program.

Portal: A website that integrates online applications, such as e-mail, databases, references to other websites, and proprietary applications, under one unique URL, often allowing secure access with one unique login and password.

Real-Time: This means that transactions are implemented at the moment a user makes them, regardless of time zone. There is no time delay; all information is current up to the moment users access it.

Semester: Also known as a term (usually a five-month period divided into two sessions).

Session: Usually an eight-week period within a term (weeks may vary), during which classes are offered.

Subject and Catalog Number: The four-letter abbreviation and three-digit number for UMGC classes. For example, in COMM 300, "COMM" stands for communications and "300" is the catalog number.

Term: A full semester, which may be subdivided into sessions. Student finance and financial aid offices use this time period for instructional accounting.

Third-Party Payment: A payment made by a third party, such as tuition assistance (TA), Army Emergency Relief (AER), and scholarships. (Note: Loans and federal grants are not third-party payments.)

Units: Credit value the university assigns to a course.

Upper-Level (UL) Courses: Courses that are numbered 300–499.

UserID: A student's user name for logging into MyUMGC. Students will need both their UserID and password to log in.

Withdraw: To cancel your enrollment in a class after the end of the drop period posted on the UMGC website for your division.

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ACCREDITATION

University of Maryland Global Campus is accredited by the Middle States Commission on Higher Education, 3624 Market Street, Philadelphia, PA 19104 (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.

ABOUT UMGC

University of Maryland Global Campus was founded more than 70 years ago specifically to serve the higher education needs of working adults and servicemembers. Today, UMGC continues that tradition online and offers more than 90 degrees, certificates, and specializations backed by the reputation of a state university and the University System of Maryland. For more information, visit umgc.edu.

Visit UMGC on the web at
www.asia.umgc.edu.



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