

SECURITY MANAGEMENT

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Master of Science in Security Management with a concentration in Emergency Planning and Response

The Emergency Planning and Response master's degree concentration is offered online at the University of Denver to meet the needs of busy adults and prepares current or aspiring emergency response professionals to effectively strategize and implement emergency plans. Graduates will learn to compare and contrast plans and responses to various events and disasters, as well as analyze leadership competence while plans are executed. As communication is key to effective emergency preparedness, degree-seekers will take away strategies for effective communication, as well as mitigation, preparedness, response, and recovery.

Whether an emergency is natural or man-made, emergency preparedness is vital to ensure the least possible impact on the welfare of those affected. The Emergency Planning and Response master's degree concentration covers the strategic plan, the response, and the recovery process. Led by professional practitioners who work in the emergency planning and response field, classes focus on the integrated system at every stage of a disaster, examining the roles of emergency response teams, government agencies, businesses, and private citizens. Customize your Security Management master's degree through the innovative Professional Options Curriculum using our convenient online degree builder tool, which allows you to select courses that cater to your specific career needs.

This degree prepares students to do the following:

- Compare and contrast plans and responses to various types of events and disasters
- Analyze leadership competence and necessary leadership skills
- Develop and analyze strategies to implement team solutions
- Present a model of effective communication within an emergency response and planning structure
- Plan and report on strategies for mitigation, preparedness, response, and recovery regarding various types of incidents

Master of Science in Security Management with a concentration in Information Security

The Information Security master's degree concentration is offered entirely online at the University of Denver to meet the needs of busy adults. Pursue an Information Security master's degree concentration from University College and be prepared to analyze security needs, provide effective solutions, and fill a critical niche in organizations. Students will examine practical issues such as setting up a secure network, securing servers, and handling information security incidents. The practical labs give Information Security master's degree students the hands-on experience they need using industry-current security tools, effectively training students to apply lessons to real-world challenges.

Graduates are prepared for the security challenges presented across a variety of sectors as they undergo rigorous instruction from professional practitioners who work in information security. Degree-seekers will learn to design secure applications, implement access controls, establish secure operations, and control physical security, all while using encryption, secure networks, and maintain business continuity. Become an indispensable expert in determining Return on Security Investment (ROSI) and develop security policies and procedures that protect your organization from internal and external threats. Customize your Security Management master's degree through the innovative Professional Options Curriculum using our convenient online degree builder tool, which allows you to select courses that cater to your specific career needs.

This degree prepares students to do the following:

- Design an information security plan for the strategic, planning, and management efforts of private and public sector organizations
- Evaluate and analyze emerging information security issues, regulations, and threats
- Analyze financial implications of information security programs and options
- Protect vital information assets such as people, physical structures and equipment, intellectual property, and information, and maintain post-incident continuity of operations

Master of Science in Security Management with a concentration in Organizational Security

Earned entirely online, the Organizational Security master's degree concentration examines emerging security issues, regulations, and threats. Current and aspiring security management professionals will benefit from the Organizational Security master's degree concentration offered by University College, as students learn the key strategic, planning, and management skills needed to thrive in the security management industry through an examination of emerging security issues, regulations, and threats.

Classes are led by instructors who work in the fields in which they teach, offering security management degree-seekers valuable insight to the industry. Students will learn to implement strategies to protect vital assets such as people, physical structures and equipment, intellectual property, and information, as well as analyze financial implications of security programs and options. Organizational security professionals are fundamental cogs in the business world, as well as in the government, as they may function as a chief security officer, director of loss prevention, director of security, security consultant, investigator, firefighter, or police officer. Customize your Security Management master's degree through the innovative Professional Options Curriculum using our convenient online degree builder tool, which allows you to select courses that cater to your specific career needs.

This degree prepares students to do the following:

- Lead the strategic, planning, and management efforts of private and public sector organizations
- Evaluate and analyze emerging security issues, regulations, threats, and innovations
- Analyze financial implications of security programs and options
- Protect vital assets such as people, physical structures and equipment, intellectual property, and information, and maintain post-incident continuity of operations

Certificate in Security Management with a concentration in Emergency Planning and Response

The certificate in Emergency Planning and Response concentration is offered online at the University of Denver to meet the needs of busy adults and prepares current or aspiring emergency response professionals to effectively strategize and implement emergency plans. With an emergency preparedness certificate, graduates will learn to compare and contrast plans and responses to various events and disasters, as well as analyze leadership competence as plans are executed. As communication is key to effective emergency preparedness, graduate certificate students will take away strategies for effective communication, as well as mitigation, preparedness, recovery, and emergency response.

Certificate students will learn about the strategized plan, the response, and the recovery process of emergency management. Led by professional practitioners who work in the emergency planning and response field, emergency certificate classes focus on the integrated system at every stage of a disaster, examining the roles of emergency response teams, government agencies, businesses, and private citizens. Credits earned through this graduate certificate may apply toward a master's degree in Security Management.

Certificate in Security Management with a concentration in Information Security

The certificate in Information Security concentration is offered entirely online to meet the needs of busy adults seeking to expand their current skillset in information security. An Information Security certificate prepares students to analyze security needs, provide effective solutions, and fill a critical niche in organizations. Certificate students will examine practical issues such as setting up a secure network, securing servers, and handling information security incidents. The practical labs give Information Security graduate certificate students the hands-on experience they need using industry-current tools geared for security.

Certificate students will be prepared for real-world security challenges with a rigorous education from professional practitioners who work in information security. Certificate students will learn to design secure applications, implement access controls, establish secure operations, and control physical security, all while they use encryption, secure networks, and maintain business continuity. Become an indispensable expert in determining Return on Security Investment (ROSI) and develop security policies and procedures that protect your organization from internal and external threats. Credits earned through this graduate certificate may apply toward a master's degree in Security Management.

Certificate in Security Management with a concentration in Organizational Security

The certificate in Organizational Security concentration is offered online at the University of Denver to meet the needs of busy adults. Current and aspiring security management professionals will benefit from the certificate in Security Management with a concentration in Organizational Security offered by University College, as students learn the key strategic, planning, and management skills needed to succeed in security management. The certificate program is designed for busy adults seeking to advance their skills in organizational-level security.

The certificate program is ideal for security professionals who currently work in the field, or aspire to, as they will examine emerging security issues, regulations, and threats in classes led by instructors who work in the fields in which they teach, offering security management students valuable insight to the security. Certificate graduates will learn to implement strategies to protect vital assets such as people, physical structures and

equipment, intellectual property, and information, as well as analyze financial implications of security programs and options. Credits earned through this graduate certificate may apply toward a master's degree in Security Management.

Master's Degree Admission

Application Deadlines

- Fall 2018 Final Submission Deadline: July 20, 2018
- Fall 2018 Deadline for Applicants Educated Outside the U.S.: June 15, 2018
- Winter 2019 Final Submission Deadline: October 26, 2018
- Winter 2019 Deadline for Applicants Educated Outside the U.S.: September 28, 2018
- Spring 2019 Final Submission Deadline: February 8, 2019
- Spring 2019 Deadline for Applicants Educated Outside the U.S.: January 11, 2019
- Summer 2019 Final Submission Deadline: April 26, 2019
- Summer 2019 Deadline for Applicants Educated Outside the U.S.: March 29, 2019

Admission Requirements

- **Online admission application**
- **\$75.00 Application Fee**
- **University Minimum Degree and GPA Requirements**
- **Transcripts:** (<http://bulletin.du.edu/graduate/admission-and-enrollment-policies/admission-process-and-standards-for-all-applicants/transcripts-and-proof-of-degree>) One official transcript from each post-secondary institution.
- **Letters of Recommendation:** Two (2) letters of recommendation are required. Letters should be submitted by recommenders through the online application.
- **Personal Statement:** A personal statement (two pages double spaced, 450-550 words) is required. The statement should include information on how the degree will enhance career plans and meet educational goals. Some questions to consider are (a) what do you expect to learn and achieve in your degree program? (b) what kind of professional position do you anticipate having five years after you earn this degree? (c) what experiences have you had that form the foundation for these career or educational goals? Sharing personal experiences, abilities, achievements, and goals is encouraged. This document has considerable influence in the decision to admit applicants with attention given to written communication skills, clarity, and organization.
- **Résumé:** The résumé (or C.V.) should include work experience, research, and/or volunteer work.

Additional Standards for Non-Native English Speakers

Official scores from the Test of English as a Foreign Language (TOEFL), International English Language Testing System (IELTS) or Cambridge English: Advanced (CAE) are required of all graduate applicants, regardless of citizenship status, whose native language is not English or who have been educated in countries where English is not the native language. The minimum TOEFL/IELTS/CAE test score requirements for the degree program are:

- **Minimum TOEFL Score (paper-based test):** 550
- **Minimum TOEFL Score (internet-based test):** 80 with minimum of 20 on each subscore
- **Minimum IELTS Score:** 6.5 with minimum of 6.0 on each band score
- **Minimum CAE Score:** 176 with minimum of 169 on each band score
- **English Conditional Admission Offered:** Master's degree applicants who do not meet the required level of English proficiency may be considered for conditional acceptance if all other admission criteria are met. Prior to enrolling in any graduate-level coursework, English Conditional Acceptance (ECA) requires an evaluation by the University of Denver's English Language Center (ELC) and successful completion of intensive ELC English courses including the Graduate Preparation Program. Academic classes may not be taken while students are enrolled at the English Language Center. As an alternative to the English Language Center, an applicant may become fully admitted by submitting sufficient TOEFL/Academic IELTS/CAE scores.

Read the English Language Proficiency (<http://bulletin.du.edu/graduate/admission-and-enrollment-policies/additional-standards-for-non-native-english-speakers/english-language-proficiency-ielts-toefl>) policy for more details.

Read the English Conditional Admission (ECA) (<http://bulletin.du.edu/graduate/admission-and-enrollment-policies/additional-standards-for-non-native-english-speakers/english-conditional-admission-eca>) policy for more details.

Read the Required Tests for GTA Eligibility (<http://bulletin.du.edu/graduate/admission-and-enrollment-policies/additional-standards-for-non-native-english-speakers/required-tests-for-gta-eligibility>) policy for more details.

Additional Standards for International Applicants

Per Student & Exchange Visitor Program (SEVP) regulation, international applicants must meet all standards for admission before an I-20 or DS-2019 is issued, [per U.S. Federal Register: 8 CFR § 214.3(k)] or is academically eligible for admission and is admitted [per 22 C.F.R. §62]. Read the Additional

Standards For International Applicants (<http://bulletin.du.edu/graduate/admission-and-enrollment-policies/additional-standards-for-international-applicants>) policy for more details.

Financial Aid

There are many different options available to finance your education. Most University of Denver graduate students are granted some type of financial support. Our Office of Financial Aid is committed to helping you explore your options.

Certificate Admission

Application Deadlines

- Fall 2018 Final Submission Deadline: July 20, 2018
- Fall 2018 Deadline for Applicants Educated Outside the U.S.: June 15, 2018
- Winter 2019 Final Submission Deadline: October 26, 2018
- Winter 2019 Deadline for Applicants Educated Outside the U.S.: September 28, 2018
- Spring 2019 Final Submission Deadline: February 8, 2019
- Spring 2019 Deadline for Applicants Educated Outside the U.S.: January 11, 2019
- Summer 2019 Final Submission Deadline: April 26, 2019
- Summer 2019 Deadline for Applicants Educated Outside the U.S.: March 29, 2019

Admission Requirements

- **Online Admission Application**
- **\$50.00 Application Fee**
- **University Minimum Degree and GPA Requirements**
- **Transcripts:** (<http://bulletin.du.edu/graduate/admission-and-enrollment-policies/admission-process-and-standards-for-all-applicants/transcripts-and-proof-of-degree>) One official transcript from each post-secondary institution.
- **Résumé:** The résumé (or C.V.) should include work experience, research, and/or volunteer work.

Admission Standards for Non-Native English Speakers

Official scores from the Test of English as a Foreign Language (TOEFL), International English Language Testing System (IELTS) or Cambridge English: Advanced (CAE) are required of all graduate applicants, regardless of citizenship status, whose native language is not English or who have been educated in countries where English is not the native language. The minimum TOEFL/IELTS/CAE test score requirements for the degree program are:

- **Minimum TOEFL Score (paper-based test):** 550
- **Minimum TOEFL Score (internet-based test):** 80 with minimum of 20 on each subscore
- **Minimum IELTS Score:** 6.5 with minimum of 6.0 on each band score
- **Minimum CAE Score:** 176 with minimum of 169 on each band score
- **English Conditional Admission Offered:** No, University College certificate programs do not offer English Conditional Admission.

Read the English Language Proficiency (<http://bulletin.du.edu/graduate/admission-and-enrollment-policies/additional-standards-for-non-native-english-speakers/english-language-proficiency-ielts-toefl>) policy for more details.

Read the English Conditional Admission (ECA) (<http://bulletin.du.edu/graduate/admission-and-enrollment-policies/additional-standards-for-non-native-english-speakers/english-conditional-admission-eca>) policy for more details.

Read the Required Tests for GTA Eligibility (<http://bulletin.du.edu/graduate/admission-and-enrollment-policies/additional-standards-for-non-native-english-speakers/required-tests-for-gta-eligibility>) policy for more details.

Additional Standards for International Applicants

Per Student & Exchange Visitor Program (SEVP) regulation, international applicants must meet all standards for admission before an I-20 or DS-2019 is issued, [per U.S. Federal Register: 8 CFR § 214.3(k)] or is academically eligible for admission and is admitted [per 22 C.F.R. §62]. Read the Additional Standards For International Applicants (<http://bulletin.du.edu/graduate/admission-and-enrollment-policies/additional-standards-for-international-applicants>) policy for more details.

Financial Aid

There are many different options available to finance your education. Most University of Denver graduate students are granted some type of financial support. Our Office of Financial Aid is committed to helping you explore your options.

Master of Science in Security Management with a Concentration in Emergency Planning and Response

Degree Requirements

Code	Title	Credits
Core coursework requirements		
SMGT 4050	Security Concepts Overview	4
SMGT 4100	Business Function of Security	4
SMGT 4350	Business Assets Protection	4
SMGT 4910	Research Practices and Applications	4
SMGT 4901	Capstone Project	4
or SMGT 4902	Capstone Seminar	
or SMGT 4904	Interdisciplinary Capstone Seminar	
Concentration requirements		
SMGT 4210	Critical Incident Management	4
SMGT 4220	Hazardous and Radiological Material Preparedness	4
SMGT 4230	Mitigation for Emergency Managers	4
SMGT 4400	Emergency Planning	4
Elective requirements (Choose three courses):		12
SMGT 4150	Risk Management	
SMGT 4300	Security Administration	
SMGT 4400	Emergency Planning	
SMGT 4500	Human Factors in Security	
Total Credits		48

Minimum number of credits required: 48

Students may choose from the elective options above, or they may work with their advisor to choose electives.

A satisfactory quality of achievement with a grade point average of "B" (3.0) or better is required in graduate coursework accepted for the degree. The average is determined on the basis of the University's grading system. In no case, may more than one-fourth of the hours accepted toward the degree be of "C" grade. A grade lower than "C" renders the credit unacceptable for meeting degree requirements. Students must earn a grade of B- or better in the Capstone Project or Capstone Seminar.

Master of Science in Security Management with a Concentration in Information Security

Degree Requirements

Code	Title	Credits
Core coursework requirements		
SMGT 4050	Security Concepts Overview	4
SMGT 4100	Business Function of Security	4
SMGT 4350	Business Assets Protection	4
SMGT 4910	Research Practices and Applications	4
SMGT 4901	Capstone Project	4
or SMGT 4902	Capstone Seminar	
or SMGT 4904	Interdisciplinary Capstone Seminar	
Concentration requirements		
SMGT 4200	Integrated Security Systems	4
SMGT 4250	IS: Threats in Security	4
SMGT 4450	Legal & Ethical Issues in Security Management	4
SMGT 4500	Human Factors in Security	4
Elective requirements (Choose three courses):		12
SMGT 4150	Risk Management	

SMGT 4300	Security Administration	
SMGT 4400	Emergency Planning	
Total Credits		48

Minimum number of credits required: 48

Students may choose from the elective options above, or they may work with their advisor to choose electives.

A satisfactory quality of achievement with a grade point average of "B" (3.0) or better is required in graduate coursework accepted for the degree. The average is determined on the basis of the University's grading system. In no case, may more than one-fourth of the hours accepted toward the degree be of "C" grade. A grade lower than "C" renders the credit unacceptable for meeting degree requirements. Students must earn a grade of B- or better in the Capstone Project or Capstone Seminar.

Master of Science in Security Management with a Concentration in Organizational Security

Degree Requirements

Code	Title	Credits
Core coursework requirements		
SMGT 4050	Security Concepts Overview	4
SMGT 4100	Business Function of Security	4
SMGT 4350	Business Assets Protection	4
SMGT 4910	Research Practices and Applications	4
SMGT 4901 or SMGT 4902 or SMGT 4904	Capstone Project Capstone Seminar Interdisciplinary Capstone Seminar	4
Concentration requirements		
SMGT 4150	Risk Management	4
SMGT 4300	Security Administration	4
SMGT 4400	Emergency Planning	4
SMGT 4500	Human Factors in Security	4
Elective requirements (Choose three courses)		12
SMGT 4200	Integrated Security Systems	
SMGT 4250	IS: Threats in Security	
SMGT 4450	Legal & Ethical Issues in Security Management	
Total Credits		48

Minimum number of credits required: 48

Students may choose from the elective options above, or they may work with their advisor to choose electives.

A satisfactory quality of achievement with a grade point average of "B" (3.0) or better is required in graduate coursework accepted for the degree. The average is determined on the basis of the University's grading system. In no case, may more than one-fourth of the hours accepted toward the degree be of "C" grade. A grade lower than "C" renders the credit unacceptable for meeting degree requirements. Students must earn a grade of B- or better in the Capstone Project or Capstone Seminar.

Certificate in Security Management with a Concentration in Emergency Planning and Response

Program Requirements

Code	Title	Credits
Concentration requirements		
SMGT 4210	Critical Incident Management	4
SMGT 4220	Hazardous and Radiological Material Preparedness	4
SMGT 4230	Mitigation for Emergency Managers	4
SMGT 4400	Emergency Planning	4
Elective requirements (Choose two courses):		8

SMGT 4150	Risk Management	
SMGT 4300	Security Administration	
SMGT 4400	Emergency Planning	
SMGT 4500	Human Factors in Security	
Total Credits		24

Minimum number of credits required: 24

Certificate in Security Management with a Concentration in Information Security Program Requirements

Code	Title	Credits
Concentration requirements		
SMGT 4200	Integrated Security Systems	4
SMGT 4250	IS: Threats in Security	4
SMGT 4450	Legal & Ethical Issues in Security Management	4
SMGT 4500	Human Factors in Security	4
Elective requirements (Choose two courses):		8
SMGT 4150	Risk Management	
SMGT 4300	Security Administration	
SMGT 4400	Emergency Planning	
Total Credits		24

Minimum number of credits required: 24

Certificate in Security Management with a Concentration in Organizational Security Program Requirements

Code	Title	Credits
Concentration requirements		
SMGT 4150	Risk Management	4
SMGT 4300	Security Administration	4
SMGT 4400	Emergency Planning	4
SMGT 4500	Human Factors in Security	4
Elective requirements (Choose two courses):		8
SMGT 4200	Integrated Security Systems	
SMGT 4250	IS: Threats in Security	
SMGT 4450	Legal & Ethical Issues in Security Management	
Total Credits		24

Minimum number of credits required: 24

Courses

SMGT 4050 Security Concepts Overview (4 Credits)

This course provides an introduction to the main principles and issues in business and organizational security management. Topics include protection of, and assessing the loss potential of, personnel, facilities, and information, and continuity of operations. The course makes extensive use of case studies and analyses, field exercises and research.

SMGT 4100 Business Function of Security (4 Credits)

This course covers the role of security in an organization or business context. Topics include budgets, contracts, financial analyses, how the security functions support the overall mission of the organization, and the relationship of security to other essential business functions. Students will also learn how to defend the costs of the security systems and security operations to high-level executives.

SMGT 4150 Risk Management (4 Credits)

Students will learn to identify and manage risks, crises and disasters, and to prepare emergency and contingency plans. Students will learn how to prevent losses, mitigate losses and accelerate recovery from security events or natural disasters. This will be accomplished through case studies and practical exercises.

SMGT 4200 Integrated Security Systems (4 Credits)

This course covers the integration of physical, personnel, and information security, including the use of information technology to enhance physical and personnel security. Students will learn the essential elements of system design, development of procedures, testing and maintenance of integrated security systems. This will be accomplished through case studies and practical exercises.

SMGT 4210 Critical Incident Management (4 Credits)

All communities are vulnerable to a variety of hazards. Emergency management provides a structure for anticipating and dealing with emergency incidents. Emergency management involves participants at all governmental levels and in the private sector. Activities are geared according to phases before, during, and after emergency events. The effectiveness of emergency management rests on a network of relationships among partners in the system. The goal of this course is to introduce students to the fundamentals of emergency management as an integrated system, surveying how the resources and capabilities of all functions at all levels can be networked together in all phases for all hazards. Included is an in-depth look at the four phases of comprehensive emergency management: mitigation, preparedness, response, and recovery.

SMGT 4220 Hazardous and Radiological Material Preparedness (4 Credits)

Hazardous materials plan development is a difficult and challenging job that requires a high level of skill and knowledge from planners charged with these responsibilities. Due to local funding shortages and frequent staff turnover at the state and local levels in the planning arena, and because of the complexity of hazardous materials planning requirements, there continues to exist a significant performance problem and training requirement for hazardous materials planning. This course provides students the assistance and confidence needed to effectively plan for and respond to hazardous materials incidents, through sound emergency planning and with the highest level of safety for response personnel within the student's jurisdiction. This course also addresses the fundamental principles of radiation as well as the nuclear threat.

SMGT 4230 Mitigation for Emergency Managers (4 Credits)

As the costs of disasters continue to rise, governments and ordinary citizens must find ways to reduce hazard risks to our communities and ourselves. Efforts made to reduce hazard risks are easily made compatible with other community goals; safer communities are more attractive to employers as well as residents. As communities plan for new development and improvements to existing infrastructure, mitigation can and should be an important component of the planning effort.

SMGT 4250 IS: Threats in Security (4 Credits)

This course explores emerging protection concepts for the information age. Students will identify threats to security systems, discover vulnerabilities, and suggest and design protection systems. Topics include management of information security and data processing facilities, data theft, misuses of information technologies, computer viruses and hacking, and network protection. The course also covers information technology laws, privacy issues, and information security planning.

SMGT 4300 Security Administration (4 Credits)

Students apply principles of management to security administration. Topics include personnel management, security planning, organizational leadership and communication, and recruitment and training.

SMGT 4350 Business Assets Protection (4 Credits)

Students examine the application of security knowledge and techniques to the protection of business assets. The security planning process is examined by the study of risk analysis, security surveys, and financial planning and decision making for development of security programs and countermeasures.

SMGT 4400 Emergency Planning (4 Credits)

Students discuss the role of the security manager in the identification, analysis, and response to a variety of human and natural crises. They examine threats resulting from riots, demonstrations, product tampering, work stoppage activities, terrorism, and natural disasters.

SMGT 4450 Legal & Ethical Issues in Security Management (4 Credits)

This course is an overview of important legal and ethical issues with which the business and organizational security management professional must deal. Students examine such issues as personnel law and obligations; negotiations; contract management; constitutional rights of individuals; legal liability of security professionals and organizations; legal compliance; and ethical standards.

SMGT 4500 Human Factors in Security (4 Credits)

This course focuses on historical and contemporary perspectives of human behavior. Theories of behavior in the context of threat-producing activities are discussed. Contemporary issues such as substance abuse, violence, ideologies, and similar themes are examined.

SMGT 4701 Topics in Security Management (1-6 Credits)

The content of this course varies each time it is offered. The topics may include time-sensitive issues from the film industry, elective courses that are not scheduled regularly during the course of the year, or advanced inquiry into core-course subjects. Each time the course is offered, the specific content is announced in the quarterly course schedule. Depending on the subject matter, students may be required to have completed prerequisite courses.

SMGT 4901 Capstone Project (4 Credits)

The Capstone Project provides students the opportunity to research a topic, problem, or issue within their field of study, and work individually with a Capstone advisor. Similar in weight to a thesis, but more flexible, this final project will synthesize and apply core concepts acquired from the program. The student will select an appropriate Capstone advisor who is knowledgeable in the field of study to work closely with and whom can guide the research project. Evaluation will be focused on the quality and professionalism of applied research and writing; critical and creative thinking; problem-solving skills; knowledge of research design, method, and implementation; and contribution to the field and topic of study. Please see the Capstone Guidelines for additional details. Prerequisites: A Capstone Proposal that has been approved by both the Capstone Advisor and the Academic Director, acceptance as a degree candidate, completion of at least 40 quarter-hours (including all core courses) with a cumulative GPA of 3.0 or better. A final grade of B- or better is required to pass.

SMGT 4902 Capstone Seminar (4 Credits)

The Capstone Seminar is a graduate seminar in which students utilize the knowledge and skills gained through the degree program to create a culminating work that critically addresses a problem in their degree field of study. The students produce a Capstone of 7000-8000 words that presents a position on a relevant problem, supports the position with professional and academic literature, analyzes and tests the proposed solution, and discusses the findings as related to the field of study. The seminar is dependent upon quality, collegial discussion, and feedback of students' research and work products, under the facilitation of a faculty member. The course structure guides the students through the process of independent, secondary research and writing of a Capstone. No primary research is allowed. Students generate the course content through ongoing discussion and peer feedback on the Capstone process and individual topic areas under investigation. Students professionally and academically communicate through written work and oral presentation. Students must have: Acceptance as a degree candidate, completion of at least 40 quarter-hours (including all core courses) with a cumulative GPA of 3.0 or better. A final grade of B- or better is required in this course to meet degree requirements. Students must complete the Capstone Seminar in one quarter; no incomplete grades are assigned.

SMGT 4904 Interdisciplinary Capstone Seminar (4 Credits)

The Interdisciplinary Capstone Seminar is a graduate seminar in which students utilize the knowledge and skills gained through the degree program to create a culminating work that critically addresses a problem or issue in the degree field of study. Members of the class will include students from various UCOL programs, representing multiple topics of study. On campus offerings of this course include required online components. The student produces a paper of 7000-8000 words that presents a position on a relevant problem or issue, supports the position with professional and academic work in the field, analyzes and tests the paper position, and discusses the role of the findings within the field of study. Students professionally and academically communicate their findings through written work and oral presentations. The seminar is dependent upon active and collegial discussion and critique of student research and work under the facilitation of a faculty member, and it is governed by the quality of participation and contributions of the students. Students must have: Acceptance as a degree candidate, completion of at least 40 quarter-hours (including all core courses) with a cumulative GPA of 3.0 or better. A final grade of B- or better is required in this course to meet degree requirements. Students must complete the Capstone Seminar in one quarter; no incomplete grades are assigned.

SMGT 4910 Research Practices and Applications (4 Credits)

This course develops competency in principles of research and measurement for use in the professional setting. As an initial course in the program of study, students will learn research methods to apply to program and systems design and evaluation to achieve successful measurement of outcomes and goals. Students will become critical consumers of pertinent literature to provide background and support for the choice and application of proper qualitative and quantitative research methods and data analysis for professional application. Critical thinking through comparing and contrasting cause and effect is used to build logic models. Research, design, and evaluation processes that address issues of implementation, feasibility, and sustainability are emphasized. At the conclusion of this course students will be prepared to apply and clearly communicate the practice of scientific research principles in the professional environment to ensure that the question being asked can be answered through rigorous research and the design and formative assessment of the program or system. Completion of Institutional Review Board (IRB) training via CITI Program is required as a basis for discussion of research ethics and IRB procedures. Competencies gained in this course, including practices of inquiry, self-analysis, and evaluation, will be applied and integrated throughout the course of study and demonstrated in the culminating capstone work of the master's degree. This course is required of all degree-seeking students and should be taken in the first three quarters of enrollment.

SMGT 4980 Internship (1-4 Credits)

The internship is designed to offer students a purposeful experience in a practical, industry related setting. The internship is an individualized learning experience and a training plan is created for each student in conjunction with the internship site to provide experiences related to the skills and knowledge covered in the certificate and master's programs.

SMGT 4991 Independent Study (1-8 Credits)

This is an advanced course for students wishing to pursue an independent study. The student must be accepted in a degree program, have earned a grade point average of 3.0 or better, obtained the approval of the department director, and have completed the Independent Study form and filed the form with all appropriate offices before registering for the independent study. Independent study is offered only on a for-credit basis.

SMGT 4992 Directed Study (1-5 Credits)

This is an advanced course for students wishing to pursue a directed course of study, which is based on an existing course. However, the existing course is not offered in a reasonable time frame to accommodate the student. The student must be accepted in a degree program, have earned a grade point average of 3.0 or better, obtained the approval of the department director, and have completed the Independent Study form and filed the form with all appropriate offices before registering for the directed study. Directed study is offered only on a for-credit basis.