



**College of Information and Cyberspace
Schedule of Courses
Academic Year 2021-2022
Spring Semester**





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Office of Student Services

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Welcome

Located at Fort Lesley J. McNair on the Washington, DC waterfront, the College of Information and Cyberspace (NDU CIC) is the largest of five graduate-level colleges that comprise the National Defense University. The CIC educates future thought leaders and change agents who will make the difference in government and strives to meet your workforce education needs for information leadership and management.

The CIC Office of Student Services processes admissions and registration, maintains students' academic records, and publishes the CIC ***Schedule of Courses***. The Office of Student Services also manages the admission and enrollment systems used by students, faculty, and advisors.

Information about our programs and courses is available on our website at <https://cic.ndu.edu/>. Please let us know if you need additional information by contacting the Office of Student Services at 202-685-6300 or by email at CICOSS@ndu.edu.

ENROLLMENT PROCEDURES

Course Registration

Students who are admitted to the CIC at NDU will be sent detailed instructions regarding course registration, account information for online systems, and advisor information. In order to be registered for a course, a course request form must be completed for each enrollment requested. The course request form is available on the CIC website at <https://cic.ndu.edu/Current-Students/Student-Registration/>.

Members of special program cohorts will receive registration instructions from the program director.

IA Compliance and Registration

The National Defense University (NDU) provides all of its students with access to the Internet, wireless networks, curricula, and research tools -- all via Department of Defense (DoD) Information Systems. Access to NDU information systems is predicated on user compliance with DoD/NDU cybersecurity regulations. Students will not be enrolled in a course until all IA compliance requirements have been met and confirmed by NDU IT. Non-compliant students will be placed on the course waitlist until compliance is confirmed. Compliance instructions can be found on the CIC website at http://www.ndu.edu/Students/IA_NonJPME/.

Confirmation of Course Registration

Students will receive a course status email (enrolled/waitlisted) within 7 to 10 business days of their course request. The CIC may send additional reminders and attendance confirmation requests prior to the course start date. Students should promptly respond to requests for information.

Multiple Registrations Policy

Students may register for two DL courses concurrently. Students on an academic probation status must seek permission for entry to multiple DL offerings. Requests must be submitted to the CIC Office of Student Services in writing (CICOSS@ndu.edu; Fax: 202-685-4860) no later than 2 weeks prior to the course start date.

REGISTRATION PERIODS

Registration opens on the dates below and will close on the Thursday prior to the Course Start Date (CSD).

Registration Opens

April 15, 2021
 October 15, 2021
 February 15, 2022

Semester

Fall: September 2021 – December 2021
 Spring: January 2022 – April 2022
 Summer: May 2022 – July 2022

CONFIRMATION OF ENROLLMENT & CONTACT INFORMATION VALIDATION

Students who successfully register for a course section will receive a class acceptance notice to their preferred email address of record.

Please ensure the following contact information is up-to-date with the Office of Student Services:

- Preferred Email Address
- Preferred Contact Telephone Number
- Current Employer

The CIC will make every effort to reach the student prior to taking a drop action should the course section be cancelled. Students are encouraged to contact the Office of Student Services at any time prior to the Course Start Date to verify enrollment or to update contact information.

NDU CIC Office of Student Services
 202-685-6300
CICOSS@ndu.edu

COURSE AVAILABILITY IN BLACKBOARD

Each course section has a site on the CIC's online learning platform, Blackboard. This site will be available to students on the course start date. Students must access Blackboard and sign in immediately following the Course Start Date to begin course work. Please note that students will NOT see their course registration in Blackboard until noon on the course start date.

DROP POLICY

Students may dis-enroll at any time prior to the Course Start Date (CSD) via email notification to the Office of Student Services. Students who seek to withdraw from a course after the course start date must complete a Course Withdrawal Form. The form is available on the CIC website at <https://cic.ndu.edu/Current-Students/Student-Registration/>.

In accordance with academic policy, any drop on or after the Course Start Date will result in a grade being assigned in the course. See the online CIC Catalog for the complete grading policy.

Course Models

NOTE

Each course section has a site on the CIC's online learning platform, Blackboard. This site will be available to students at **12:00pm (noon) on the Course Start Date for Distributed Learning (DL) courses**. Students must access Blackboard and sign in immediately following the Course Start Date.

NDU CIC Spring 2022 *Intensive Courses* will be offered in the following format:
Distributed Learning.

Distributed Learning (DL)

The Distributed Learning (DL) format engages students and faculty virtually over 12 weeks via Blackboard. The first 10 weeks of course, students are engaged in online seminar. The final two weeks is dedicated for assessment completion. The end-of-course assessment is typically a substantive paper or project that allows students to demonstrate their mastery of the intended learning outcomes. To receive credit for a course, students must be actively engaged virtually in every DL lesson as assigned by faculty. Final assessments are due no later than the Monday following the 12th week. Assessments are due no later than the Monday following the 12th week. The last day to withdraw from a DL course is the Monday of the 4th week of class.

DL	Last Day to Withdraw
1/10/2022 – 4/03/2022	1/31/2022

Key Terms

Key terms found in the *Schedule of Courses* or website:

- **Course Number** – Course Number is the four digit identifier of the class. For example, for the course titled “Continuation of Operations,” the Course Number is 6504. The Course Number can be found in the Class Listing section of the *Schedule of Courses* and in the Course Listing page of the CIC website.
- **Course Start Date** – The Course Start Date of a class is the first day of the active learning period. All courses (e-Resident and DL) will require active engagement with the faculty effective this date. See the **DL Format** definition above.
- **Course End Date** – The Course End Date is the final day of the active learning period. See the **DL Format** definition above.
- **Student Arrival** – The Student Arrival date represents the start date of the face-to-face portion of the class. There is no face-to-face portion for Distributed Learning courses. See the **DL Format** definition above.
- **Student Departure** – The Student Departure date represents the end date of the face-to-face portion of the class. There is no face-to-face portion for Distributed Learning courses. See the **DL Format** definition above.

Class Schedule by Course

**Please recall that the last day to withdraw from a course with a grade of 'W' is:
Distributed Learning - The Monday of the 4th week of class:**

DL	Last Day to Withdraw
1/10/2022 – 4/03/2022	1/31/2022

CAP (6700) - Capstone*

The Capstone course is the culminating learning experience of the Government Information Leadership (GIL) Master of Science Degree Program. While enrolled in CAP, students complete a Capstone synthesis project in their area of concentration. The NDU CIC department responsible for each Master of Science concentration will define the specific nature and detailed requirements for the type of project suitable for the respective concentration and decide how a particular project type is assigned to a specific student.

Section	Course Start Date	On Campus		Course End Date	Format/Comment
		Student Arrival	Student Departure		
00	1/10/2022	DL	DL	4/03/2022	Distributed Learning

***CAPSTONE is the final course for the M.S. degree. CIC Academic Affairs will register candidates for the appropriate section. Students will receive a course confirmation when registration is complete.**

CBL (6204) - Cyberlaw

The Cyber Law course presents an overview of the structure of the US domestic and international legal systems. It introduces students to the philosophical foundation of the legal system and the sources of domestic and international law. During the course, students will be taught the process of legal reasoning and how the process is broadly applicable in professional writing and speaking, and will be given the opportunity to practice the skills they learn. Among other things, the course will discuss the role of attorneys in national security and international law; how senior leaders interact with attorneys and their advice; and the use of legal reasoning in the development of policy and strategy. Throughout the course, the relevance of all the topics discussed to cyberspace, cyber operations, and information as an instrument of national power is paramount.

Section	Course Start Date	On Campus		Course End Date	Format/Comment
		Student Arrival	Student Departure		
05	1/10/2022	DL	DL	4/03/2022	Distributed Learning
06	1/10/2022	DL	DL	4/03/2022	Distributed Learning

CIO (6303) - CIO 2.0 Roles and Responsibilities

Students examine the essential analytic, relational, technological, and leadership competencies that government CIOs and their staffs need to respond to and shape the 21st Century environment. Students assess the high information and IT demands of customers; examine the potential and perils of ubiquitous technology and information saturation; and weigh the tradeoffs of resource constraints, legal and policy mandates, and security in an open environment. The dynamic and multi-dimensional roles and responsibilities of government CIOs and their staffs are scrutinized to assess opportunities and challenges for improving governance, resource management, and decision making. Students analyze critical internal (CTO, CFO, Commander, Agency Head, Operations Chiefs) and external (other governmental agencies, OMB, Congress, and the private sector) relationships that CIOs and their staffs need to foster in order to satisfy their mission-related, legal, organizational, and political mandates.

Section	Course Start Date	On Campus		Course End Date	Format/Comment
		Student Arrival	Student Departure		
01	1/10/2022	DL	DL	4/03/2022	Distributed Learning
02	1/10/2022	DL	DL	4/03/2022	Distributed Learning

COO (6504) - Continuity of Operations

This course focuses on developing and implementing effective continuity of operations (COOP) plans in public sector agencies. Using federal regulations and policies as a backdrop, the course examines the technological, human capital, legal, and business factors involved in creating and maintaining a COOP plan. Topics include determining business requirements, selecting alternate sites, employing technology to increase organizational resilience, developing exercises, and creating and implementing emergency plans. Through a series of exercises, students develop skills in creating, evaluating and implementing continuity of operations policies and plans.

Section	Course Start Date	On Campus		Course End Date	Format/Comment
		Student Arrival	Student Departure		
01	1/10/2022	DL	DL	4/03/2022	Distributed Learning

CSF (6211) - Cybersecurity Fundamentals

This course provides an overview of the fundamentals of cybersecurity from the perspective of a DoD or federal agency senior leader. The course provides a foundation for analyzing the cyber and information security of information systems and critical infrastructure. Law, national strategy, public policy, and risk management methodologies are examined for assuring the confidentiality, integrity, and availability information systems and assets.

Section	Course Start Date	On Campus		Course End Date	Format/Comment
		Student Arrival	Student Departure		
02	1/10/2022	DL	DL	4/03/2022	Distributed Learning

DAL (6420) Data Analytics for Leaders

This course examines how organizations can improve mission execution by employing data analytics capabilities. Establishing and maturing these capabilities requires leadership as well as an ability to both conduct analytics and interpret analytic results. Students will apply qualitative and quantitative measures on data sets to better enable organizations to meet mission needs and organization priorities. The quality of data and the sources from which data are collected are explored. Compliance, security and the 'ethical' use of data will also be topics of discussion within the course.

Section	Course Start Date	On Campus		Course End Date	Format/Comment
		Student Arrival	Student Departure		
01	1/10/2022	DL	DL	4/03/2022	Distributed Learning

FFR (6607) – The Future of Federal Financial Information Sharing (*For CFO Program Students Only*)

This course focuses on the changing directions of financial and management reporting for Chief Financial Officers in a dynamic environment. In response to evolving citizen and shareholder expectations, financial statement reporting, budgetary reporting, and cash reporting must be accurate, transparent, and accountable, and result in "clean" audit

opinions. New reporting expectations and changing accounting standards require new relationships among federal, state, and local governments, and government contractors, as well as enhanced reporting to internal constituents of the CFO, including program managers and the organizational head. Successful reporting can be facilitated by enterprise architecture, financial systems, and data management techniques.

		On Campus			
Section	Course Start Date	Student Arrival	Student Departure	Course End Date	Format/Comment
02	1/10/2022	DL	DL	4/03/2022	Distributed Learning

IUC (6217) – Illicit Activities in Cyberspace

This course explores illicit uses of cyber (e.g., terrorism, crime, human trafficking, etc.) and the impact of these activities on national and global security. The course explores the identity of actors engaged in these activities, their motivation, techniques, and what countermeasures can be adopted to mitigate their impact. The course provides a risk management framework to help information leaders leverage the benefits of cyber technologies while minimizing risks.

		On Campus			
Section	Course Start Date	Student Arrival	Student Departure	Course End Date	Format/Comment
01	1/10/2022	DL	DL	4/03/2022	Distributed Learning
02	1/10/2022	DL	DL	4/03/2022	Distributed Learning

RIA (6608)—Risk Management, Internal Controls, and Auditing for Leaders (For CFO Program Students Only)

This course presents a strategic understanding of risk management, internal controls, and auditing as they relate to the functions and responsibilities within the CFO and audit communities. This course examines how effective leadership can enhance efficiency, effectiveness, accountability, and transparency of an organization to include federal, state, and local governments. The primary focus is on the importance of identifying and assessing risks, describing, and improving internal controls techniques and practices, and evaluating and recommending audit management strategies. The course includes practical discussions to illustrate how these processes can be integrated and leveraged to solve problems, make informed decisions, and minimize compliance costs.

		On Campus			
Section	Course Start Date	Student Arrival	Student Departure	Course End Date	Format/Comment
01	1/10/2022	DL	DL	4/03/2022	Distributed Learning

RMF (6218)—Risk Management Framework for Strategic Leaders

Course description TBD.

		On Campus			
Section	Course Start Date	Student Arrival	Student Departure	Course End Date	Format/Comment
01	1/10/2022	DL	DL	4/03/2022	Distributed Learning

SPB (6328) - Strategic Performance and Budget Management

This course is an executive-level view of strategic planning, performance management, and performance budgeting in public-sector organizations. Using the Government Performance and Results Act and Kaplan & Norton's Balanced

Scorecard as frameworks, students examine the linkage of mission to strategic planning, performance management, measurement, operational strategies, initiatives, and budgets to support senior-level decision making. Emphasis is on transparency, outcomes, and linkage between organizational performance and the organization's budget. With this critical understanding, students develop leadership strategies that shape fiscal budgets to achieve agency strategic outcomes.

Section	Course Start Date	On Campus		Course End Date	Format/Comment
		Student Arrival	Student Departure		
02	1/10/2022	DL	DL	4/03/2022	Distributed Learning

Class Schedule by Date

Course Number	Abbreviation	Section	Course Start Date	On-Site Course Start Date	On-Site Course End Date	Course End Date
6700	CAP	00	1/10/2022	DL	DL	4/03/2022
6204	CBL	05	1/10/2022	DL	DL	4/03/2022
6204	CBL	06	1/10/2022	DL	DL	4/03/2022
6303	CIO	01	1/10/2022	DL	DL	4/03/2022
6303	CIO	02	1/10/2022	DL	DL	4/03/2022
6504	COO	01	1/10/2022	DL	DL	4/03/2022
6211	CSF	02	1/10/2022	DL	DL	4/03/2022
6420	DAL	01	1/10/2022	DL	DL	4/03/2022
6217	IUC	01	1/10/2022	DL	DL	4/03/2022
6217	IUC	02	1/10/2022	DL	DL	4/03/2022
6607	FFR	02	1/10/2022	DL	DL	4/03/2022
6608	RIA	01	1/10/2022	DL	DL	4/03/2022
6218	RMF	01	1/10/2022	DL	DL	4/03/2022
6328	SPB	02	1/10/2022	DL	DL	4/03/2022