College of Information and Cyberspace
Schedule of Courses
Academic Year 2024-2025
Fall Semester

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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.

ENROLLMENTPROCEDURES

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. Instructions on how to register for courses through NDU Connect can be found on our website at Course Registration

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

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

Semester	Registration Opens	Registration Closes
FALL 9 September 2024 – 1 December 2024	1 July 2024	3 September 2024
SPRING 13 January 2025 – 6 April 2025	15 October 2024	6 January 2025
SUMMER 28 April 2025 – 20 July 2025	17 February 2025	21 April 2025

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 Friday before 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 Friday before 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 Friday before the Course Start Date.** Students must access Blackboard and sign in immediately following the Course Start Date.

NDU CIC Fall 2025 *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. Most DLs are asynchronous with a few optional live synchronous sessions weaved in for guest speakers etc., most synchronous sessions will be recorded for student who can't attend. During the 12 weeks student engage in weekly lessons, assignments and discussion boards. Each course will end with a final assessment which 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.

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
9 September 2024 – 1 December	30 September 2024

CIO (6303) – CIO 2.0 Roles and Responsibilities

Students in the CIO 2.0 course 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.

CYI (6232)– Cyber Intelligence

This course examines the cyber leader's role in cyber intelligence. As decision makers, cyber leaders both enable and consume cyber intelligence: as enablers, they formulate and implement intelligence policy and strategy, acquire and deliver enterprise level information technology ("strategic IT") systems, and plan, program, budget for, and execute intelligence programs in cyberspace; as consumers, they plan and execute intelligence activities in cyberspace or make decisions based on threats emanating in or through cyberspace. This course includes perspectives and issues applicable to the U.S. Intelligence Community (IC) in general and elements unique to cyberspace. It is not intended to impart intelligence-specific skills and tradecraft to professional intelligence officers, and no prior experience in or knowledge of intelligence is required.

SEC (6201) – Cyber Security for Information Leaders

This course exercises strategic leadership and critical thinking in the development and use of cybersecurity strategies, plans, policies, enabling technologies, and procedures in cyberspace. It especially explores concepts

and practices of strategic thinking and decision-making in leading cyber operations. This course explores network security, threats, vulnerabilities, and risks with the help of specific cases. It analyzes major challenges in cyberspace, assesses specific challenges for cyber leaders, and examines offensive and defensive cyber operations. It provides cyber leaders with an opportunity to explore the intersection of academic and practical, operational knowledge.

DSG (6419) – Data Strategy and Governance

This course explores data strategy and data governance as key components for operationalizing data as a strategic asset to enable more effective and efficient organizations. It examines the principles, essential capabilities, and goals set forth in Federal agency data strategies and the governance processes necessary to achieve those goals. Case studies allow students to explore the real-world benefits of data governance policies, standards and practices and how they are implemented. The course is designed to provide leaders with the knowledge, skills, and attributes to develop and assess data strategies and governance programs for their organizations that enable data discovery and sharing and facilitate innovation.

EDT (6443) – Emerging and Disruptive Technologies

This course examines the core concepts of information technology and its rapidly expanding role in solving problems, influencing decision making and implementing organizational change. Students will be introduced to an array of emerging technologies at various levels of maturity. Students analyze how emerging technologies using qualitative and quantitative evaluation methods. Student assess emerging technologies using forecasting methodologies such as monitoring and experts' opinion, examining future trends, and assessing international perspectives.

FIE (6167) – Foundations of the Information Environment

This course introduces and explores the foundational concepts of cyberspace as a component of the information environment. We first examine the information environment – the physical, virtual, and human aspects — in order to understand how and why our actions have strategic value. Then we consider the actions themselves from the technical and human perspective, with particular focus on information-related capabilities and activities in and through cyberspace, in order to understand how to deploy them. Finally, we learn about how to generate, acquire, and manage the resources for cyber and information operations.

IWS (6151) – Information Warfare Strategy

This course provides theories, frameworks, and tools for strategic planning and strategy execution. It weds direct and indirect methods of influence. Upon successful completion, students will be able to plan and implement strategies with emphasis on the information instrument of state power in a way that is practical, actionable, and intrepid. These strategies support every warfighting function and all the instruments of state power.

ICC (6154) – International Challenges in Cyberspace

This course is designed to provide students with an overview of the issues surrounding cyberspace, including global governance and policy frameworks, international investment, and other national policies relevant to

cyberspace. Students will be introduced to the goals and perspectives of critical state and non- state actors as well as social, political, economic, and cultural factors that lead to diverse international perspectives to better understand how the US and allied states should formulate strategy and policy for cyberspace.

NSS (6159) – National Security Strategy

In this course, students gain understanding of the origins, formulation, and application of national security strategic logic to the cyber domain and information environment. In so
doing, students comprehend their role and duty in the greater tradition of national security strategy, while gaining appreciation of the value they will bring as practitioners of national security strategy for cyber and information. Through the use of readings, case studies, exercises and writing assignments, participants will assess how strategic logic can be used to define context and desired ends, identify necessary means, design ways, and assess costs, risks and viability, with specific focus on the global cyber domain and information environment. Upon completion of NSS, students will be strongly positioned to apply discerning and incisive strategic analysis to their thesis projects, the balance of the courses they will take at CIC and NDU, and in their future careers as professional strategic analysts and leaders.

SLF (6168) – Strategic Leader Foundations Course

his course provides students with a common intellectual foundation essential for success in the College of Information and Cyberspace curriculum and longer-term success as senior leaders. The course will provide a foundation to develop the skills for creative and critical thinking; explore the concepts, principles, and skills to help understand the global security environment and address the challenges of strategic leadership; introduce students to the Joint Force and the strategic aspects of Joint Professional Military Education; and provide a foundation in cyberspace fundamentals and information theory and strategic principles.

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.

STC (6164) – Strategic Thinking and Communication

This course provides students with an introduction to graduate-level research, writing, and communication, with a particular focus on the critical and creative thinking that drives strategic decision-making. In support of the NDU and CIC missions, the goal is to enrich strategic thinking and provide support throughout the program for both writing and oral communication. This is the course where students can fully synthesize what they have learned across all their courses and articulate the ideas that will help them succeed beyond CIC.

BCP (6606) – White House, Congress. And Budget Management

This course presents a strategic understanding of Federal budgeting and appropriations, with particular attention to the role of the White House and Congress. The course focuses on developing leadership strategies to shape the fiscal environment to achieve agency strategic outcomes, examining topics such as the impact of current fiscal issues.

Class Schedule by Date

Course Offering Number	Abbreviation	Section	Course Start Date	On-Site Course Start Date	On-Site Course End Date	Course End Date
CIC-6303_FAL24-25_SEM_01	CIO	01	9/9/2024	DL	DL	12/1/2024
CIC-6232_FAL24-25_SEM_01	CYI	01	9/9/2024	DL	DL	12/1/2024
CIC-6201_FAL24-25_SEM_01	SEC	01	9/9/2024	DL	DL	12/1/2024
CIC-6419_FAL24-25_SEM_01	DSG	01	9/9/2024	DL	DL	12/1/2024
CIC-6443_FAL24-25_SEM_02	EDT	02	9/9/2024	DL	DL	12/1/2024
CIC-6167_FAL24-25_SEM_05	FIE	05	9/9/2024	DL	DL	12/1/2024
CIC-6151_FAL24-25_SEM_05	IWS	05	9/9/2024	DL	DL	12/1/2024
CIC-6154_FAL24-25_SEM_05	ICC	05	9/9/2024	DL	DL	12/1/2024
CIC-6159_FAL24-25_SEM_05	NSS	05	9/9/2024	DL	DL	12/1/2024
CIC-6168_FAL24-25_SEM_05	SLF	05	9/9/2024	DL	DL	12/1/2024
CIC-6328_FAL24-25_SEM_01	SPB	01	9/9/2024	DL	DL	12/1/2024
CIC-6164_AY24-25_SEM_05	STC	05	9/9/2024	DL	DL	5/15/2025
CIC-6606_FAL24-25_SEM_01	BCP	01	9/9/2024	DL	DL	12/1/2024