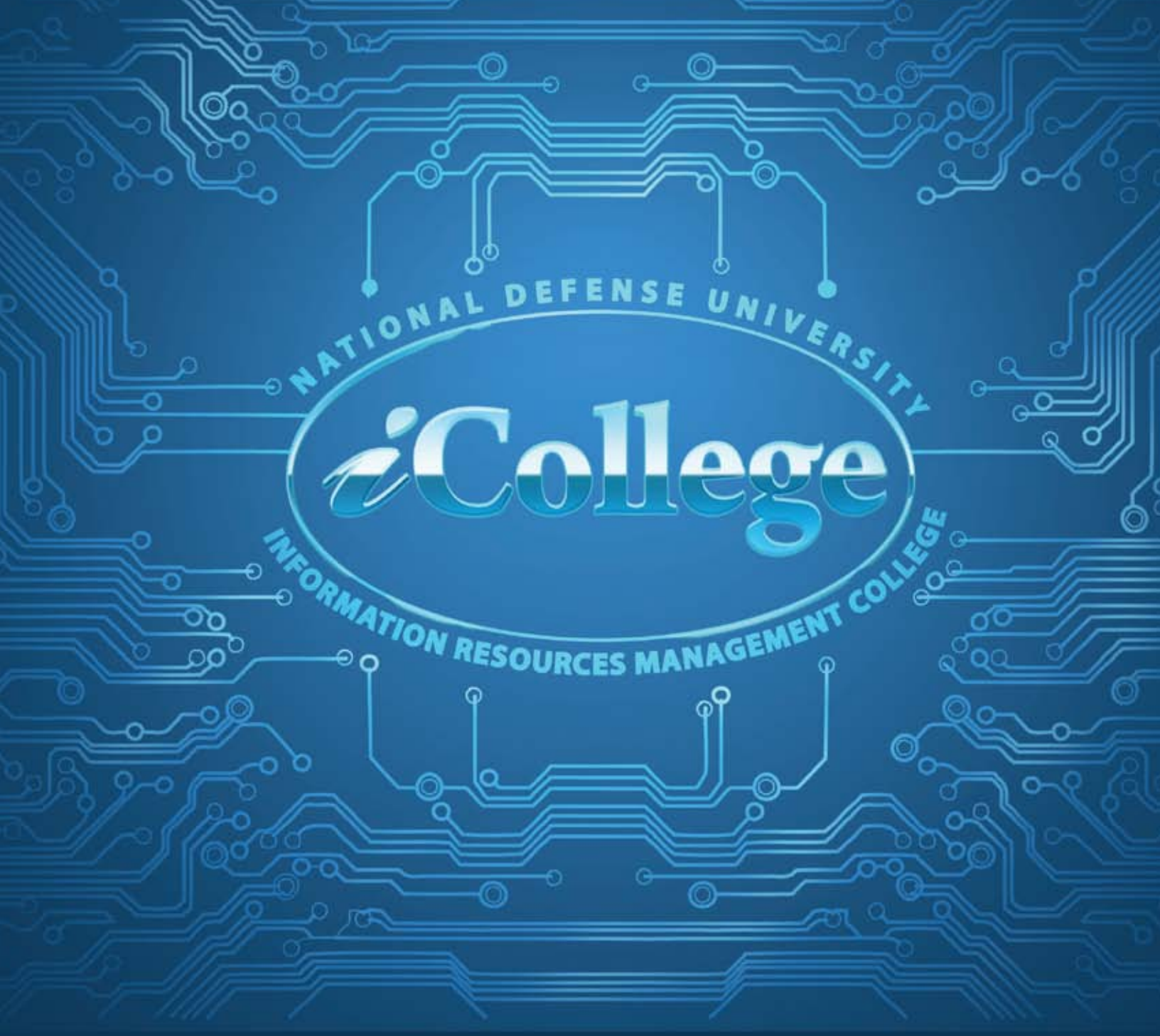


EDUCATE ★ INFORM ★ CONNECT

2015 - 2016

Catalog

and Student Handbook

Table of **Contents**

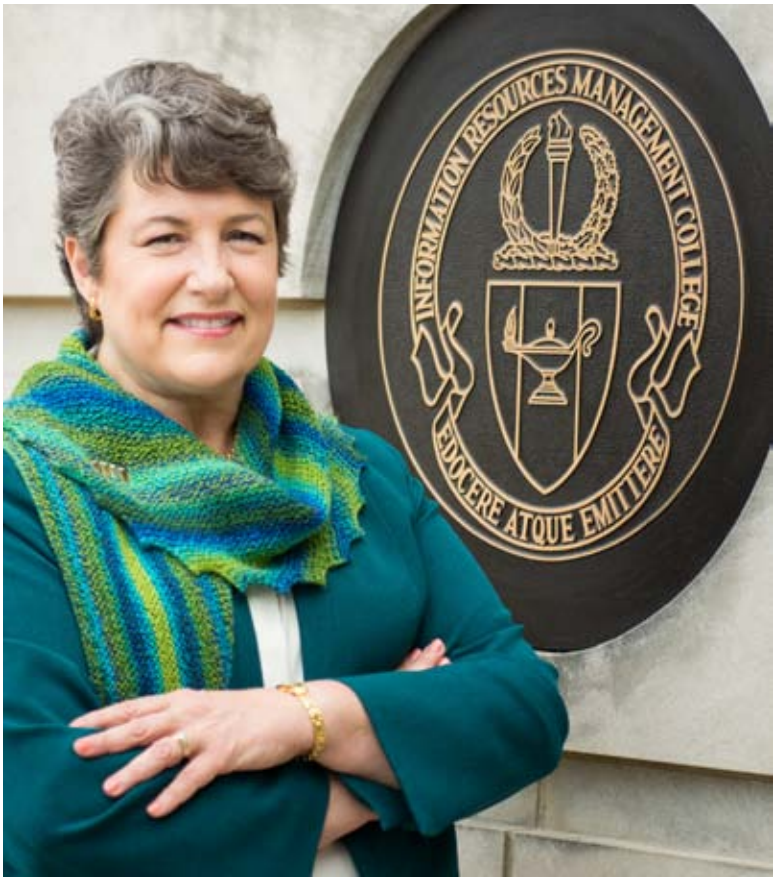
Every effort has been made to ensure this NDU iCollege Catalog and Student Handbook is accurate. However, all policies, procedures, and academic schedules are subject to change at any time and without prior notification by the iCollege Chancellor or the University administration. The NDU iCollege reserves the right to publish and revise an electronic version of the Handbook. This updated version is posted on the iCollege website at: http://www.icollege.ndu.edu. The online version will take precedence over the printed copy. The Handbook published for the current academic year supersedes all previous versions. Any corrections or suggestions for improvement of the iCollege Student Handbook should be directly communicated to the Office of the Dean at iCollegedean@ndu.edu.

MESSAGE FROM THE CHANCELLOR

In 1965, the Department of Defense Computer Institute (DODCI) was established to teach DoD students the fundamentals of digital computer capabilities. For 25 years, DODCI met that mission by providing excellent training to personnel who were only beginning to learn how computers might be put to work to help tackle tedious, detail oriented work for the Department. As our use of, and uses for, computers grew, it became widely recognized that DoD needed to provide more than just training. It needed to provide an opportunity for more sophisticated education about how computer based systems and technologies can be real force multipliers across the spectrum of military uses – in the office and in the field. As a result, the decision was made to transform DODCI into the Information Resources Management College (IRMC). The IRMC became the 4th college of the National Defense University (NDU). The change upgraded the level and focus of the faculty and its academic programs and morphed it from a computer trade school into a graduate level educational institution for rising senior leaders.

The IRMC, which became known as the iCollege, became the center of gravity for developing senior leaders who understood how to invest, manage, operate and leverage information and information technologies as an advantage for the DoD and to interagency, private sector and international partners. We also fielded innovative programs that have helped solidify a whole of government approach to national security in the information domain.

Last year the iCollege celebrated its own 25th anniversary. During the iCollege's 25 years a transformation in how DoD views information and information technology has taken place. DoD now recognizes that advanced information technology not only plays a role in how we conduct the business and functional support operations for our military and our nation, but that it also plays a role in the defense of our national security and in the conduct of offensive operations. The world of cyber operations has broken wide open, and once again the iCollege is being called upon to transform to meet the educational needs of the future. Once again we are stepping up to meet that need with a freshly tuned mission statement and new programs to meet the challenge.



In Academic Year 2015-2016 the iCollege is welcoming the first cohort for a pilot Senior Service College program crafted to develop senior leaders who are ready to develop and implement cyberspace strategies. The 10-month residential program will cover the key aspects of critical thinking and strategy development, the limitations and opportunities created when operating from a man-made terrain, the legal and policy issues surrounding cyberspace operations, the integration of kinetic and non-kinetic activity within the Joint Planning

Process and most importantly the study of leadership within the complex domain that is cyberspace. Students will also have the opportunity to take elective courses from the broad portfolio of National Defense University electives. Graduates of the pilot program will earn a Master of Science in Government Information Leadership with a Cyberspace Strategy Concentration and, upon Joint Staff accreditation of the program, will receive Joint Professional Military Education (JPME) Level II credit.

This new program pulls together the many threads resident in iCollege courses that support our existing Master's Degree and graduate certificate programs. We will continue to offer the Master of Science in Government Information Leadership with various degree concentration options through our flexible learning approaches. Additionally, our graduate level certificate programs deliver world-class, focused development for Chief Information Officer (CIO), Cybersecurity, Cyber Leadership, Chief Financial Officer leadership and Information Technology Program Management. The iCollege Advanced Management Program is fine-tuned to make it possible to maximize student throughput while retaining the quality of this impactful program. Now known as the CIO Leadership Development Program, it will continue to provide the intense learning experience for which it is known. The many different ways that students can affiliate with the iCollege means that we are able to have the greatest possible impact on the effectiveness of DoD and other organizations in the face of an uncertain future.

I am extremely fortunate to have joined this team as Chancellor at this point in the iCollege's history. We truly are developing tomorrow's leaders. I look forward to seeing you among them!

All the best,

RADM (Ret) Jan Hamby, USN
Chancellor, NDU iCollege

NDU iCollege Mission

The NDU Information Resources Management College (NDU iCollege) educates and prepares selected military and civilian leaders and advisors to develop and implement cyberspace strategies, and to leverage information and technology to advance national and global security.

The iCollege **Overview**

The NDU iCollege offers a wide spectrum of educational activities, services, and programs to prepare information leaders to play critical roles in national security in the Information Age. Whether in pursuit of the Master of Science in Government Information Leadership, a NDU iCollege Certificate, or a graduate level course for professional development— iCollege students bring diverse perspectives to contribute to a rich and dynamic learning environment. They are motivated to learn and share knowledge, experience, and best practices. Our students are encouraged to become better leaders and decision-makers and to master the tools of lifelong learning. Students, graduates, employers, leaders, and practitioners create a global learning community to foster innovation and creativity.

The Chancellor of the NDU iCollege provides strategic direction and vision for all faculty, staff, and students, while the Dean of Faculty and Academic Programs oversees faculty, curriculum, and instruction.

Academic **Departments**

The following academic departments conduct the College's educational programs:

CFO Academy & CIO

The CFO Academy is sponsored by the DOD Comptroller and endorsed by the Federal CFO Council. The Academy offers graduate-level courses and educational services for middle- to senior-level personnel in the government financial management community to prepare them to create and lead 21st Century government organizations. The CFO Academy sponsors the CFO Leadership Certificate and its concentration in the Master of Science (M.S.) Degree Program.

The CIO Department focuses on the strategic-level concepts and practices necessary for successfully managing an organization's information resources. This perspective, based on the Clinger-Cohen Act (CCA) of 1996, includes delivering courses which address policy, planning and budgeting, performance measurement, process improvement, and portfolio management. Together, these and other courses form the iCollege's CIO Certificate Program. The department works closely with other departments to prepare iCollege graduates for leadership positions in the offices of CIOs across DOD and the Federal Government. In addition to the CIO Certificate, the CIO Department also delivers its concentration in the M.S. Degree Program.

Information, Communications, & Technology

The ICT Department sponsors the IT Program Management (ITPM) certificate and its concentration in the Master of Science (M.S.) degree program. The department also offers courses to support students completing the soon to be discontinued Enterprise Architecture (EA) Certificate and M.S. degree concentration (effective September 30, 2015). ICT courses focus on developing students for successful

application of project and program management leadership skills, policies, best practices, and tools to acquire and manage an enterprise's information systems, software, and services. Additionally, ICT courses examine IT program management, acquisition, enterprise architecture strategies, business case development, and data management strategies.

Cyber Security

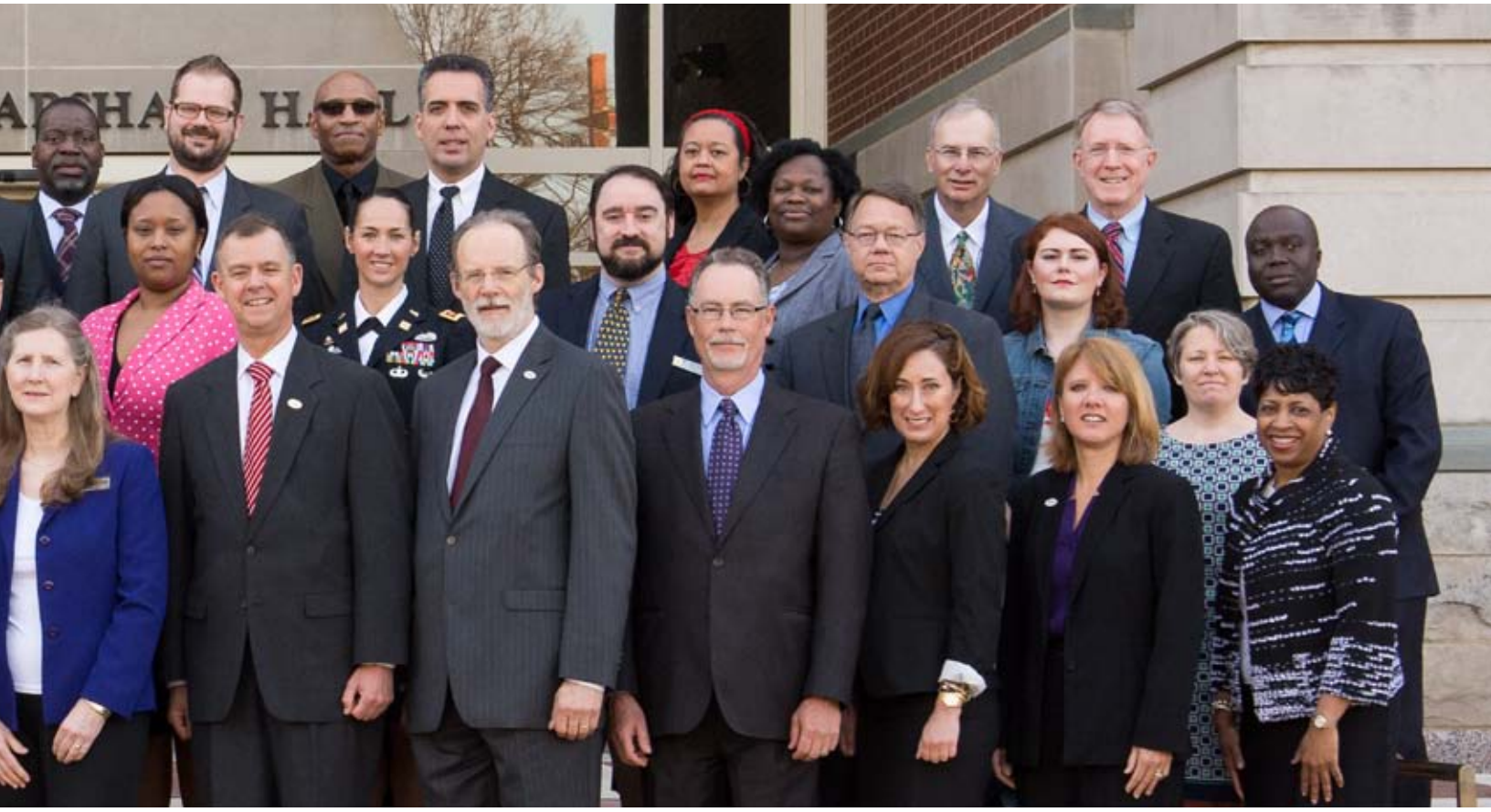
The CS Department focuses on information assurance, cyber security, government strategic leadership, and the supporting role of information integration in the planning and execution of national and military strategy. The Cyber Security (Cyber-S) Certificate Program and Cyber Security M.S. concentration consist of nested certificates that emphasize cyber security issues and fundamental approaches to the protection of the nation's information infrastructure. These certificates include: National Security Telecommunications and Information Systems Security standard for Information Systems Security Professionals (NSTISSI No. 4011), Committee on National Security Systems standard for Senior Managers (CNSSI No. 4012), National Security Telecommunications and Information Systems Security standard for System Security Certifiers (NSTISSI 4015), Committee on National Security Systems standard for Risk Analysts - Advanced (CNSSI 4016A), and the Chief Information Security Officer (CISO) Certificate.

Cyber Leadership & Joint Education

The CLJ Department focuses on developing the skills and the desired leadership attributes necessary to be an effective strategic leader in the Cyberspace Domain. The Department does this through the Cyber-Leadership Certificate Program which focuses on the strategic leadership attributes and knowledge necessary to integrate and conduct cyberspace operations to achieve national security objectives. The Department also provides focused instruction on the use of cyberspace information in the planning and execution of national security policies, military strategy, and joint operations as a component of the Joint Professional Military Education (JPME) taught by the National Defense University.

National Center of Academic Excellence in Information Assurance Education

The NDU iCollege is a National Center of Academic Excellence (CAE) in Information Assurance Education as certified by the National Security Agency and the Department of Homeland Security. The College was originally certified in the year 2000 and subsequently re-certified three times. The College established the Center for Information Assurance Education to conduct education and research focused on concepts and best practices related to information assurance for national security. In its leadership role in information assurance strategies, the Center facilitates understanding of the status and practices of information assurance, and conducts and disseminates research on information security, information operations, homeland security, and Critical Information Infrastructure Protection.



Active Student-Centered Learning Through **Technology**

All iCollege instructional facilities are equipped with audio/visual components to deliver resident courses. Our distance learning courses use a variety of online resources to include the Blackboard course management system, Google Apps for Education, web conferencing and various communication and collaboration tools. Other web based tools may be used depending on the course. The iCollege faculty frequently experiment with web based instructional tools to enhance the online learning experience.

BYOD - Bring Your Own Device:

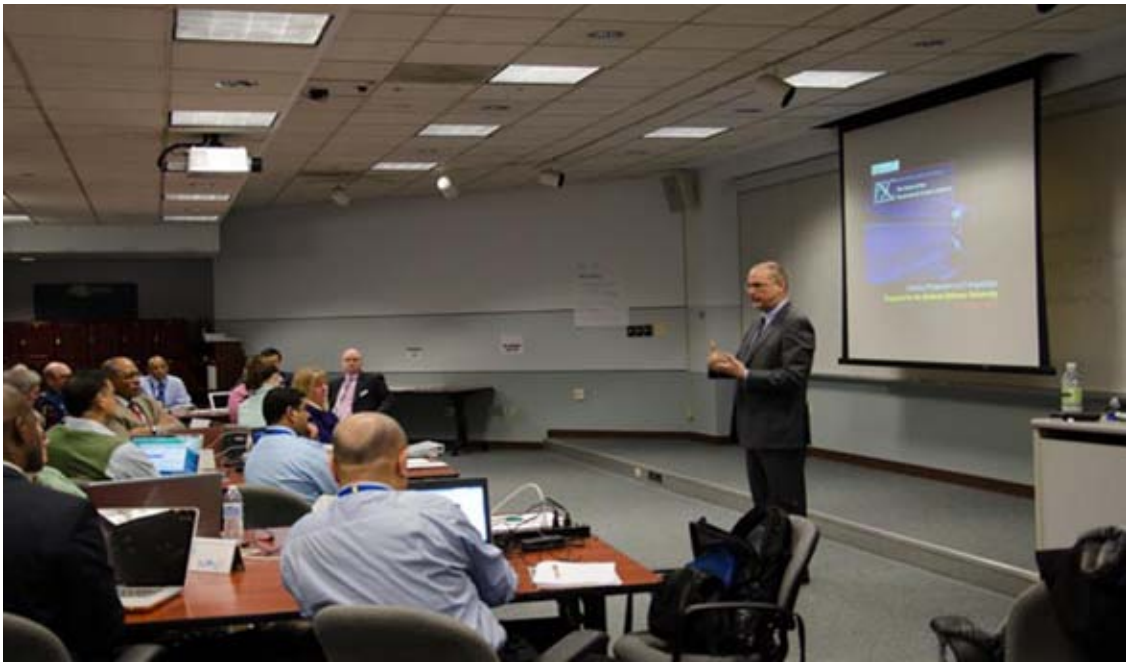
NDU provides a campus-wide wireless network for student use. All students attending a residential class at the iCollege must bring their own device to class and will be required to sign a user agreement in order to access the academic wireless network. Students are strongly advised against bringing government furnished equipment (GFE) due to recurring incompatibility issues with GFE on the wireless network. More information about the policy can be found at the NDU iCollege website at icollege.ndu.edu

Cyber Security - Attack & Defend/SCADA Labs:

As an NSA-designated Center of Academic Excellence in Information Assurance Education, the iCollege operates two cyber security labs addressing threats to information systems. The Cyber Attack/Defend Lab provides an environment to examine computer and network defense through exercises in intrusion techniques, mitigation, and forensics. The Supervisory Control and Data Acquisition (SCADA) Lab simulates realistic exploits of and protections for various industrial control systems, such as used in the electrical, oil, gas, water, and transportation industries.

Virtual Labs:

Virtual laboratories provide faculty with a toolkit to implement learning outcomes, remove hardware constraints, and produce real-world case studies for senior leaders. This lab provides online students and workshop attendees with hands-on laboratory exercises via a virtual desktop. The virtual labs enable the creation, exportation, and execution of customizable virtual computers, servers, and network environments.



Course Delivery **Formats**

NDU iCollege courses are offered to domestic and international students through our blended (eResident) model, distributed learning (DL), as well as the new CIO Leadership Development Program. See the NDU iCollege Schedule of courses for beginning and ending dates of courses.

The Blackboard Course Management System (Bb) supports the virtual classroom environment for all students and faculty around the world. Online library resources are available via web access through the Student Resources Portal in Bb where students can access the library as long as they are active students at the NDU iCollege. The College regularly pilots new technologies to enhance the teaching and learning process and provides students and their organizations with flexible learning options to accommodate their location, work schedule, and learning preferences.

eResident

The eResident format uses a blended model in which students and faculty engage in both online and resident activities that ensure high quality interaction and feedback, student learning and assessment, and academic rigor. Each section of five (5) weeks consists of four (4) components: preparation, seminar, synthesis, and assessment.

Preparation

The first week of an eResident course is an asynchronous DL lesson designed to prepare students for the face-to-face component of the course that starts in the second week. Students begin by signing in to Blackboard (Bb), retrieving their readings, assignments, and other course instructions. During this preparation week of virtual engagement, students must complete the assigned readings, participate online, and complete the assignments.

The faculty leading the course section will assign a grade of "W" (Withdrawal) to students who do not sign into Blackboard and satisfactorily engage in the required activities during the preparation week (i.e., a grade of "W" will drop the student from the course on Friday afternoon.) Students who receive a "W" may not attend the seminar (resident) portion the following week.

All students must meet the requirements of the preparation week whether taking a course for credit or for professional development.

Seminar

Immediately following the preparation component, students attend a five-day, in-residence seminar. During this full-time week of seminar, students and faculty participate in an interactive learning environment in NDU iCollege classrooms at Ft. McNair (or other designated location). The seminar is conducted from 8 to 5 Monday through Friday, with homework often assigned to prepare for the next day's lessons.

Synthesis

In the week immediately following the seminar, students and faculty engage virtually in a one-week asynchronous DL lesson designed to synthesize learning and prepare students for the follow-on graded final assessment. Participation in synthesis is required and graded for students seeking credit for the course.

Assessment

Students enrolled for certificate/graduate credit must complete an end-of-course assessment, typically a substantive paper or project. Students may engage virtually with the faculty and/or other students as appropriate. Normally, assessments are due no later than the Monday, 2 ½ weeks after the last day of the synthesis (as noted as the last day of the course section in the schedule).

Distributed Learning

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.

Other Formats

Elective courses are offered for students in residence at Fort McNair attending National War College, Eisenhower School, and the College of International Security Affairs.

Seminars, symposia, workshops, and other educational activities are conducted by faculty to meet particular learning needs of organizations on specific issues and topics. For event inquiries, contact Patricia Coopersmith, Director of Outreach & Partnerships, at coopersmithp@ndu.edu, 202-685-2117.

Master of Science in Government Information Leadership (GIL)

The Master of Science in Government Information Leadership (GIL) Degree Program is a selective program that addresses the educational needs of defense and government leaders who seek to lead complex and diverse 21st Century organizations. Participants from across defense and other federal, state, and local government organizations create a learning community hallmarked by partnerships, information sharing, and network synergies.

Goals of the Degree Program

Successful graduates of the Master of Science in Government Information Leadership will be able to:

- Employ information and information technology for strategic advantage
- Evaluate the role, challenges, and opportunities of their organizations within the context of cyber, homeland, national, and global security
- Apply critical, strategic, ethical, and innovative thinking to achieve results-oriented organizational goals
- Collaborate across boundaries to leverage talent, resources, and opportunities to achieve mission outcomes and stretch vision
- Create resilient, adaptable, agile, and productive government organizations focused on national security in the Information Age
- Lead Information Age government organizations
- Commit to lifelong development of self and others as reflective learners
- Communicate at the strategic level demonstrating command of the topic, logical organization, compelling argument, and excellence in English grammar and syntax.

Curriculum and Degree Concentrations

The 36 credit curriculum of the GIL Degree offers a combination of information management, technology, and leadership intensive courses in a collaborative and interactive environment. Students select the concentration area, which correspond to the College's certificate programs, at the time of admission. Concentration areas include: Chief Financial Officer Leadership (CFO), Chief Information Officer (CIO), Cyber Leadership (Cyber-L), Cyber Security (Cyber-S), Enterprise Architecture (EA - Soon to be discontinued effective September 30, 2015), and Information Technology Program Management (ITPM).

Subject to graduation time limit requirements, a student may only use up to eight eligible NDU iCollege courses completed prior to MS program admission (i.e. while in certificate-seeking status) toward attaining the MS degree. No courses from other institutions are accepted for transfer. Courses taken for non-credit/professional development are not eligible. All coursework applied toward a M.S. degree must be completed within seven years of the award of the degree. Course which exceed the seven-year time limit are invalidated and subject to repeat. See admissions section of catalog or the iCollege website (https://icollege.ndu.edu) for more information. Current and prospective MS students should refer to policies section of the handbook for specific Master of Science admission and academic policies and procedures.

Cornerstone Seminar

Admitted Master of Science students will be automatically registered in, and must successfully complete, an online not-for-credit cornerstone seminar within six credits of program admission. The cornerstone seminar helps students develop the critical thinking, communication, and collaboration skills necessary for success in iCollege courses and in their careers as government information leaders. Students research a current issue in their concentration and develop clear and cogent positions in both academic and executive level formats.

Capstone Course

Only admitted Master of Science students are eligible to enroll in and complete the Capstone course. Master of Science students register for the GIL Capstone (CAP) course as the final course for degree completion. While enrolled in CAP, students complete a capstone synthesis project in his or her area of concentration.

Joint Professional Military Education Pilot Program

The NDU iCollege provides a JPME Phase II curriculum that produces national security leaders and advisors who develop the strategies and the necessary doctrine to successfully leverage information and cyberspace operations within the broader national security framework. The NDU iCollege's JPME curriculum focuses on the information/cyberspace instrument of national security. It provides graduate-level education to senior military and civilian leaders with an emphasis on the military, governmental, and private sector dimensions of information/cyberspace as a critical component of national security strategy. The iCollege program concentrates on developing the habits of mind, conceptual foundations, and cognitive faculties graduates will need at their highest level of strategic responsibility.

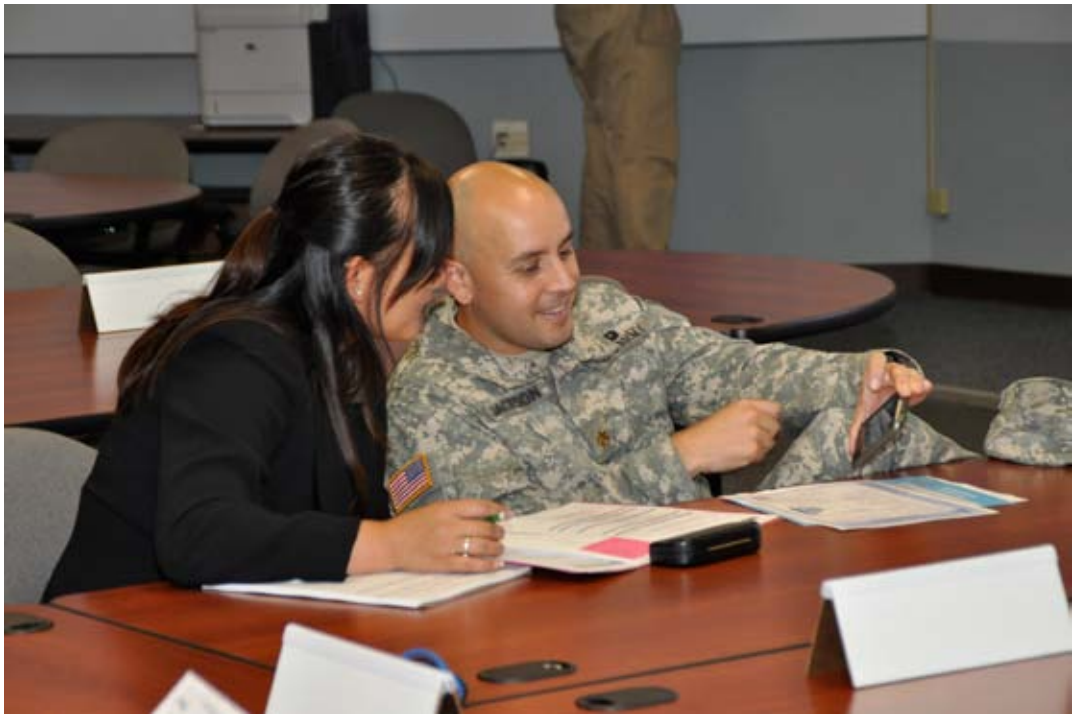
Students in the JPME II program earn a Master of Science in Government Information Leadership with a concentration in Cyberspace Strategy

Students in the Cyberspace Strategy Program will be able to:

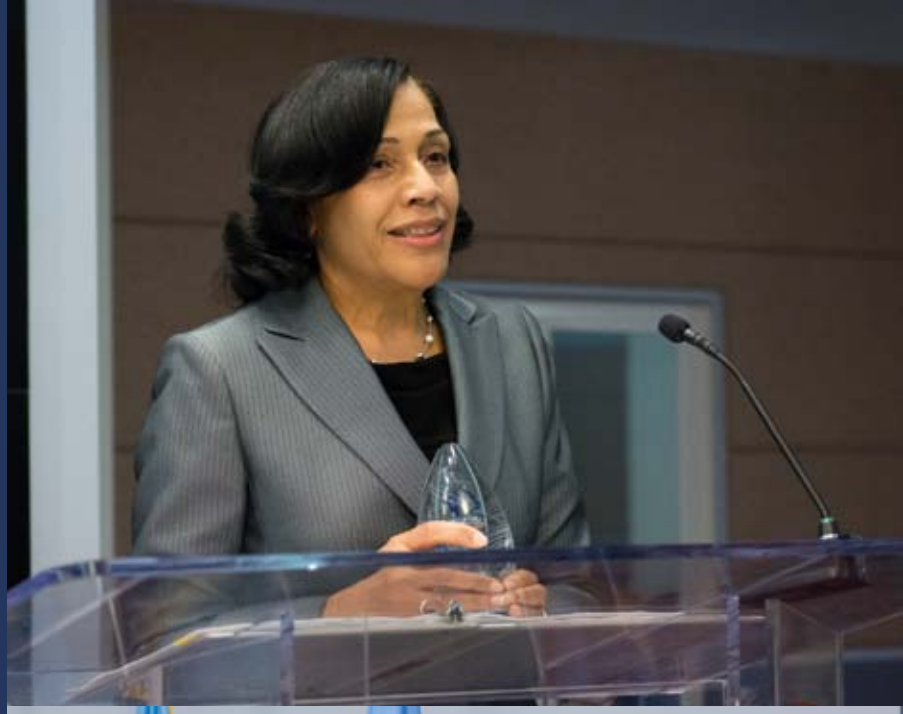
- Apply a perspective that is Joint, Interagency, Intergovernmental, and Multinational (JIIM)
- Demonstrate an expertise in strategic leadership, creative and critical thinking, and decision-making, combined with a thorough understanding and commitment to ethical conduct and exemplary leadership
- Evaluate and apply the lessons of history with special focus on the impact of information access and dissemination
- Evaluate the dynamics of international relations and the formulation of the information/cyberspace aspects of foreign policy
- Apply the JIIM perspectives for the employment of information/cyberspace instruments
- Evaluate the man-made terrain that underpins information and cyberspace operations
- Evaluate how actions in cyberspace can at once be both strategic and tactical
- Assess the health and strategic direction of the information/cyberspace industrial base
- Evaluate the IT/cyber acquisition processes, resource policies, resource management, and operational contract support

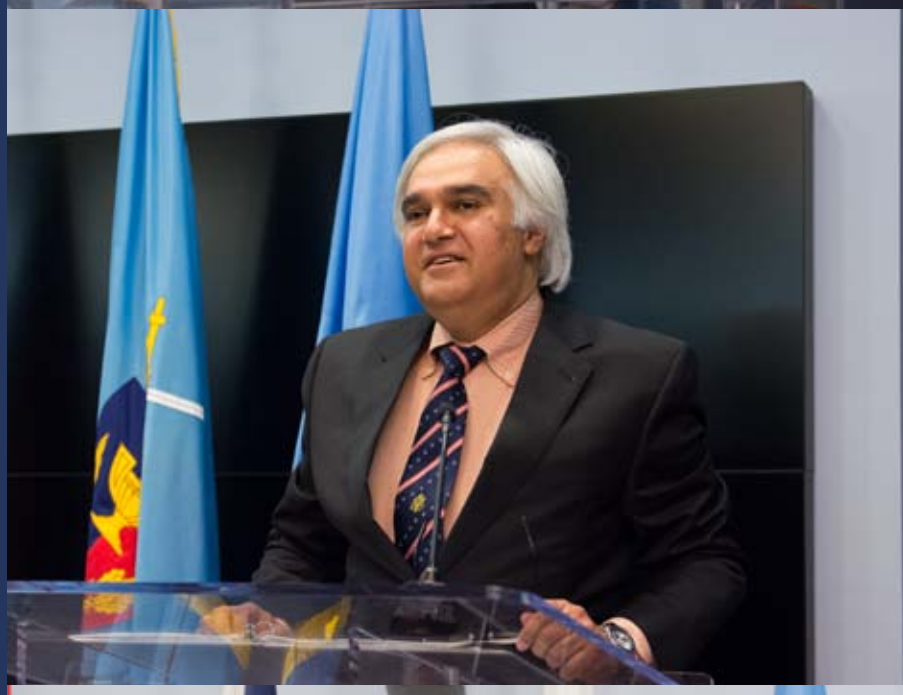
Student Criteria:

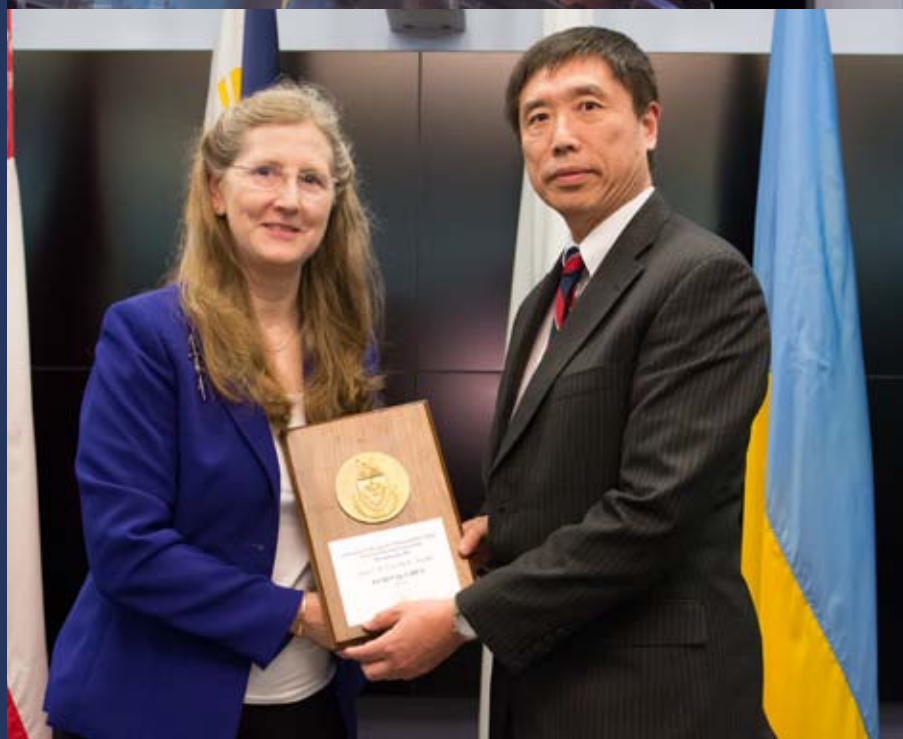
Students for the NDU iCollege pilot must be in the grade of 0-5 and 0-6 who have already received credit for completing a CJCS-accredited program of JPME Phase I or received equivalent JPME Phase 1 credit as articulated in CJCSI 1800.01E. Civilian students are equivalent to GS-15 and SES-1. The desired mix of seminar students includes military officers from all three Military Departments, the U.S. Coast Guard, international officers, DoD civilians, Federal Agency civilians, and the private sector. The curriculum is designed for students who currently serve in, have an interest in, or may have the need to develop strategy with those who serve in the information/cyberspace domain. A successful student does not need technical expertise, but must possess the intellectual curiosity that makes them receptive to new ideas and new approaches to understanding national security.



Certificates and M.S. Degree Concentrations







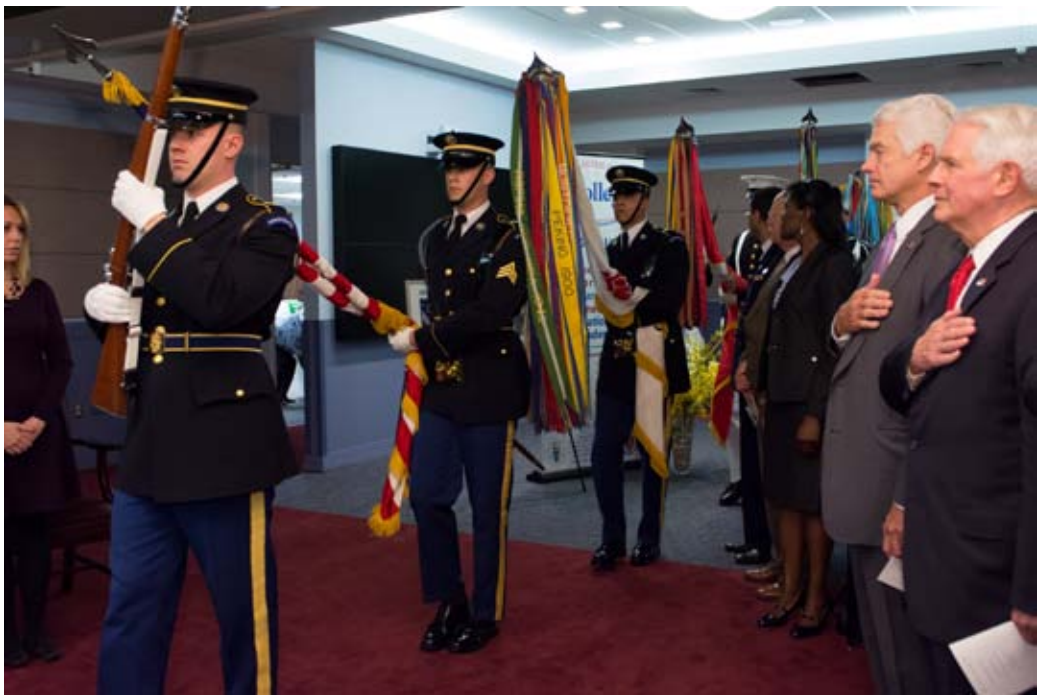
Chief Financial Officer (CFO) Leadership

The U.S. Chief Financial Officer (CFO) Council, in conjunction with the DOD Comptroller, launched the CFO Academy in the summer of 2008 at the NDU iCollege. The CFO Academy offers graduate-level courses and services for middle- to senior-level personnel in the government financial management community to prepare them to create and lead 21st Century government organizations. All CFO Academy programs support and comply with DoD Comptroller's Financial Management Competencies.

The primary educational programs offered by the CFO Academy are the CFO Leadership Certificate and the CFO concentration in the Government Information Leadership Master of Science degree program. The CFO Leadership program is noted for a strategic leadership curriculum that is dynamic and relevant to the evolving needs of the government financial management community, including personnel who work in accounting and finance, budget formulation and execution, cost analysis, auditing, and resource management. It focuses on current and future challenges and opportunities facing government financial professionals. The program highlights the changing role of CFOs as organizational leaders of 21st century government.

Successful CFO graduates will be able to:

- Lead within and across organizational boundaries by leveraging financial resources, information, technology, human resources, for strategic advantage;
- Achieve the goals of the Department of Defense financial management certification by evaluating the development and implementation of financial management strategies, policies, processes, operations and systems;
- Lead in an ethical manner at the enterprise level by linking critical decisions regarding resources, people, processes, and technologies to mission performance, decision support, information assurance, financial reporting, and financial systems security requirements;
- Synthesize theory and best practices from government, private sector, and not-for-profits to achieve organization's missions, and
- Communicate at the strategic level demonstrating command of the topic, logical organization, compelling argument, and excellence in English grammar and syntax.

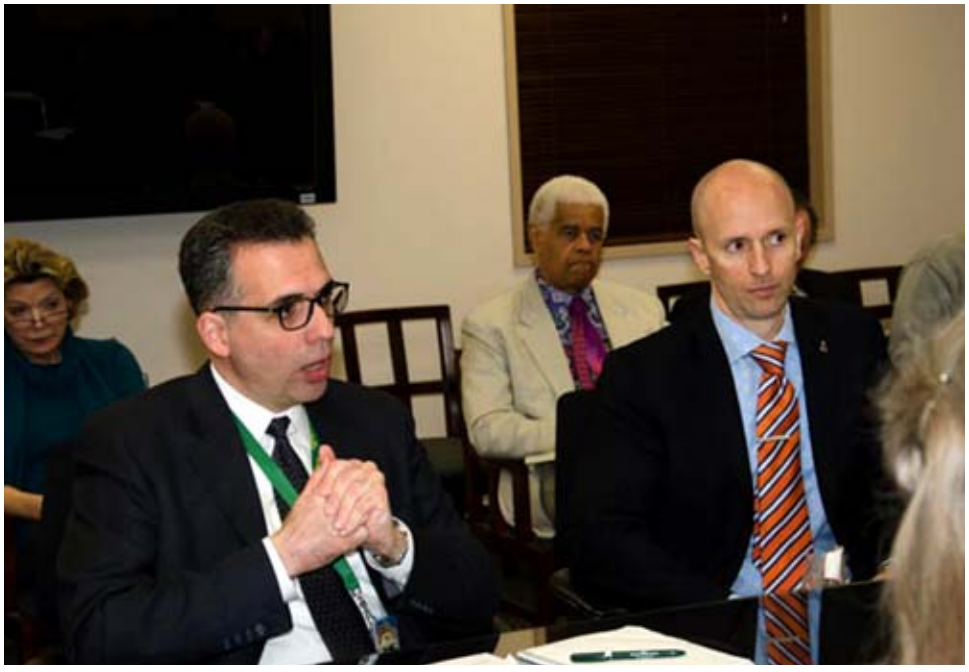


CFO Leadership Certificate
6 Courses Required

Core (4)	BCP (6606)	White House, Congress, and the Budget
	CFF (6601)	Changing World of the CFO
	FFR (6607)	The Future of Federal Financial Information Sharing
	RIA (6608)	Risk Management, Internal Controls and Auditing for Leaders
Electives (2)		**Choose two Courses from Pool A or Choose one Course from Pool A and one Course from Pool B**
Pool A	AII (6203)	Information Assurance and Critical Infrastructure Protection
	ARC(6412)	Enterprise Architecture for Leaders
	COO (6504)	Continuity of Operations
	DMG (6323)	Decision Making for Government Leaders
	IPL (6411)	Information Technology Program Leadership
	ITP (6416)	Information Technology Project Management
	LDC (6301)	Leadership for the Information Age
	MAC (6512)	Multi-Agency Information-Enabled Collaboration
	OCL (6321)	Organizational Culture for Strategic Leaders
	PFM (6315)	Capital Planning and Portfolio Management
	PRI (6333)	Strategies for Process Improvement
	SPB (6328)	Strategic Performance and Budget Management (Previously MOP)
Pool B	DMS (6414)	Data Management Strategies and Technologies
	SEC (6201)	Cyber Security for Information Leaders
	WGV (6435)	Web-Enabled Government

Government Information Leadership (GIL) MS Degree
Chief Financial Officer (CFO) Concentration
12 Courses Required

Foundational (3)	CYS (6326)	Cyberspace Strategies
	OCL (6321)	Organizational Culture for Strategic Leaders
	CAP (6700)	Capstone Course
Core (4)	BCP (6606)	White House, Congress, and the Budget
	CFF (6601)	Changing World of the CFO
	FFR (6607)	The Future of Federal Financial Information Sharing
	RIA (6608)	Risk Management, Internal Controls and Auditing for Leaders
Leadership (2)	AII (6203)	Information Assurance and Critical Infrastructure Protection
	ARC (6412)	Enterprise Architecture for Leaders
	DMG (6323)	Decision Making for Government Leaders
	IPL (6411)	Information Technology Program Leadership
	LDC (6301)	Leadership for the Information Age
	MAC (6512)	Multi-Agency Information-Enabled Collaboration
Management (2)	COO (6504)	Continuity of Operations
	ITP (6416)	Information Technology Project Management
	PFM (6315)	Capital Planning and Portfolio Management
	PRI (6333)	Strategies for Process Improvement
	SPB (6328)	Strategic Performance and Budget Management (Previously MOP)
Technology (1)	DMS (6414)	Data Management Strategies and Technologies
	SEC (6201)	Cyber Security for Information Leaders
	WGV (6435)	Web-Enabled Government



Chief Information Officer (CIO)

The NDU iCollege CIO Program is the recognized leader in graduate education for Federal CIO leaders and agency personnel. It directly aligns with the Federal CIO Council-defined CIO competencies and addresses the Clinger-Cohen Act and other relevant legislation mandates as well as the current administration's interpretations and implementations of these legislative actions.

Successful CIO graduates will be able to:

- Leverage CIO policy and organization competencies to lead within and across federal organizational boundaries by linking critical decisions regarding resources, people, processes, and technologies to mission performance.
- Balance continuity and change in the development, implementation, and evaluation of government information resources and management strategies and policies while meeting legislative and executive mandates.
- Demonstrate abilities to construct and implement mission-aligned information and communication technology strategies [including gathering, analyzing, and reporting data; making decisions; implementing decisions; and evaluating organizational performance] in an ethical manner.
- Communicate at the strategic level demonstrating command of the topic, logical organization, compelling argument, and excellence in English grammar and syntax.

CIO Program graduates earn a certificate signed by the DOD CIO and the NDU iCollege Chancellor that recognizes they have earned an education in the Federal CIO competencies. The CIO Certificate Program is organized around subject areas directly related to CIO competencies identified by the Federal CIO Council. Selected courses allow students to tailor their CIO program of study to meet their organization's needs and priorities. Additionally, the CIO Certificate is a concentration in the Government Information Leadership Master of Science Degree.

Courses are based on each CIO competency. Students work with their supervisors and the iCollege's Academic Advisor to tailor their program to fit their professional and/or organizational needs within the guidelines set by the CIO Council. Students earn the CIO Certificate by successfully completing six (6) courses:

- Three required core courses
- One course from three different Security courses
- One course from four different Technology courses
- One course from six different Leadership/Management courses

Students may apply their certificates, equivalent to at least 15 graduate-level credit hours, toward select master's or doctoral degree programs at several partner institutions of higher education. See the Academic Partner page in this catalog or the NDU iCollege website for additional information.

CIO Leadership Development **Program**

Leadership Development Program

For Academic Year (AY) 2015-16, the NDU iCollege's Advanced Management Program (AMP) is being renamed the Chief Information Officer Leadership Development Program (CIO LDP, or LDP for short). After 50 cohorts graduating from the AMP since 1990, the college has recrafted the program to better meet the needs of today's workforce. In the coming weeks, we will announce the program's specific changes; however, the CIO LDP still has the major components of a multi-week program where students cover teambuilding, leadership, domestic field studies, and completing the Chief Information Officer Certificate Program.

The CIO LDP will remain the iCollege's flagship resident program for rising senior-level managers and leaders responsible for promoting and attaining national and international security goals through the strategic use of information and information technology. The CIO LDP is administered in a multi-week intensive, and highly interactive, student-centered educational experience emphasizing leadership skills and abilities. CIO LDP students form a learning community that fosters multiple perspectives on a wide range of issues.

The CIO LDP curriculum provides participants with the Chief Information Officer certificate as well as course work toward the Master of Science in Government Information Leadership (CIO Concentration).

FALL COHORT

August 10 - November 20, 2015

SPRING COHORT

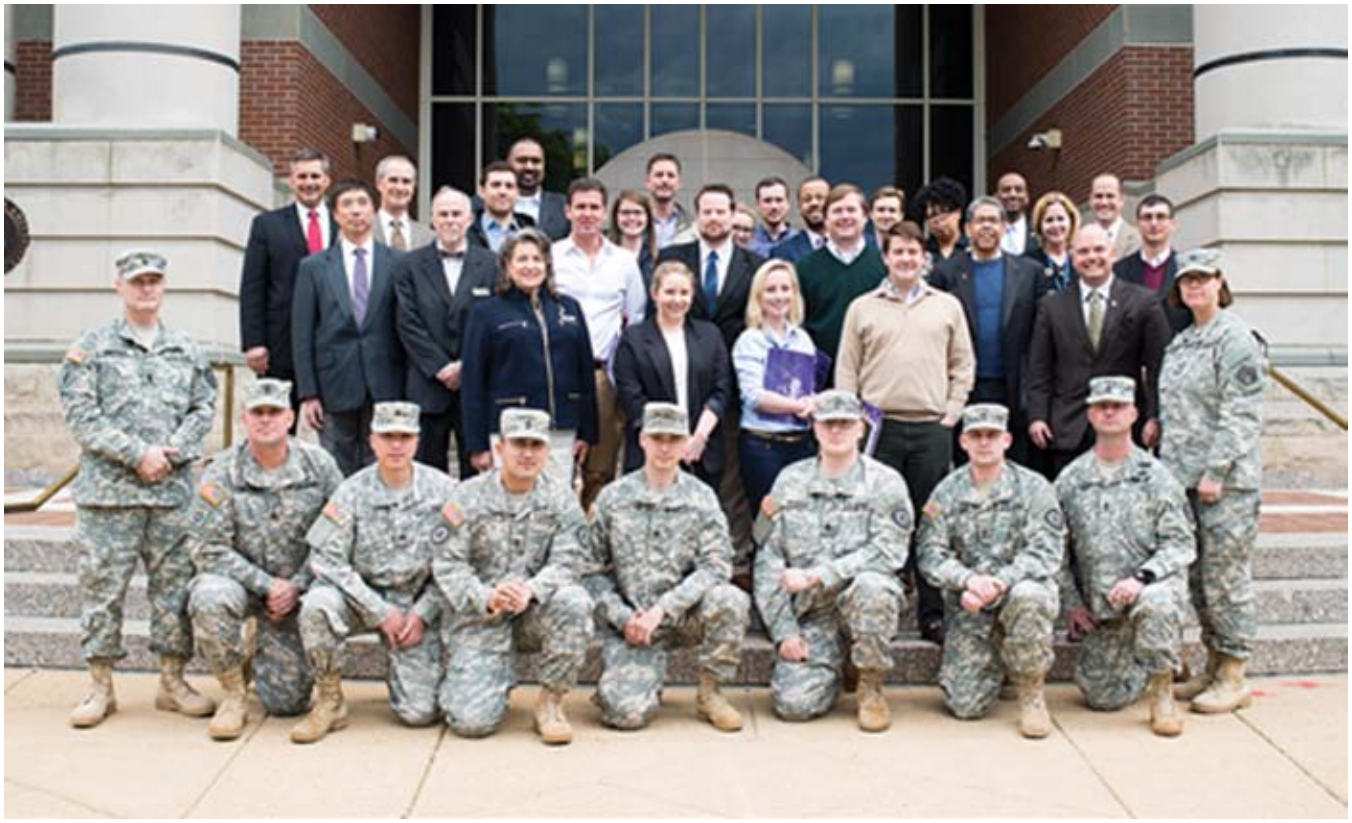
Applications Due November 15, 2015
Start/End: January 4, 2016 - April 15, 2016

CIO LDP Application Instructions

Refer to the Admission Policies section for program eligibility and application instructions, and the Student Services Section for fees and payment instructions.

CIO Certificate
6 Courses Required

Core (3)	CIO (6303)	CIO 2.0 Roles and Responsibilities
	ITA (6415)	Strategic Information Technology Acquisition
	SPB (6328)	Strategic Performance and Budget Management (Previously MOP)
Security (1)	AII (6203)	Information Assurance and Critical Infrastructure Protection
	ESS (6206)	Enterprise Information Security and Risk Management
	SEC (6201)	Cyber Security for Information Leaders
Technology (1)	GEN(6206)	Global Enterprise Networking and Telecommunications
	DMS (6414)	Data Management Strategies and Technologies: A Managerial Perspective
	EIT (6442)	Emerging Information Technologies
	WGV (6435)	Web-Enabled Government: Facilitating Collaboration and Transparency
Leadership/ Management (1)	ARC (6412)	Enterprise Architectures for Leaders
	DMG (6323)	Decision Making for Government Leaders
	IPL (6411)	Information Technology Program Leadership
	ITP (6416)	Information Technology Project Management
	LDC (6301)	Leadership for the Information Age
	PFM (6315)	Capital Planning and Portfolio Management



Government Information Leadership (GIL) MS Degree
Chief Information Officer (CIO) Concentration
12 Courses Required

Foundational (3)	CYS (6326)	Cyberspace Strategies
	OCL (6321)	Organizational Culture for Strategic Leaders
	CAP (6700)	Capstone Course
Core (4)	CIO (6303)	CIO2.0 Roles and Responsibilities
	ITA (6415)	Strategic Information Technology Acquisition
	PFM (6315)	Capital Planning and Portfolio Management
	SPB (6328)	Strategic Performance and Budget Management
Leadership/ Management (3)	ARC (6412)	Enterprise Architectures for Leaders
	DMG (6323)	Decision Making for Government Leaders
	IPL (6411)	Information Technology Program Leadership
	ITP (6416)	Information Technology Project Management
	LDC (6301)	Leadership for the Information Age
	MAC (6512)	Multi-Agency Information-Enabled Collaboration
	PRI (6333)	Strategies for Process Improvement
Technology (1)	DMS (6414)	Data Management Strategies and Technologies: A Managerial Perspective
	EIT (6442)	Emerging Information Technologies
	GEN (6205)	Global Enterprise Networking and Telecommunications
	WGV (6435)	Web-Enabled Government: Facilitating Collaboration and Transparency
Security (1)	AII (6203)	Information Assurance and Critical Infrastructure Protection
	COO (6504)	Continuity of Operations
	ESS (6206)	Enterprise Information Security and Risk Management
	SAC (6444)	Strategies for Assuring Cyber Supply Chain Security
	SEC (6201)	Cyber Security for Information Leaders
	TCC (6215)	Terrorism and Crime in Cyberspace

Cyber Leadership (Cyber-L)

The NDU iCollege Cyber Leadership (Cyber-L) program focuses on developing the skills and desired leadership attributes necessary to be an effective strategic leader in the cyberspace domain. The program achieves this through a rigorous curriculum that enhances the understanding of all aspects of cyberspace and how to best integrate cyberspace with the other elements of national power to achieve the nation's strategic objective.

Successful Cyber-L graduates will be able to:

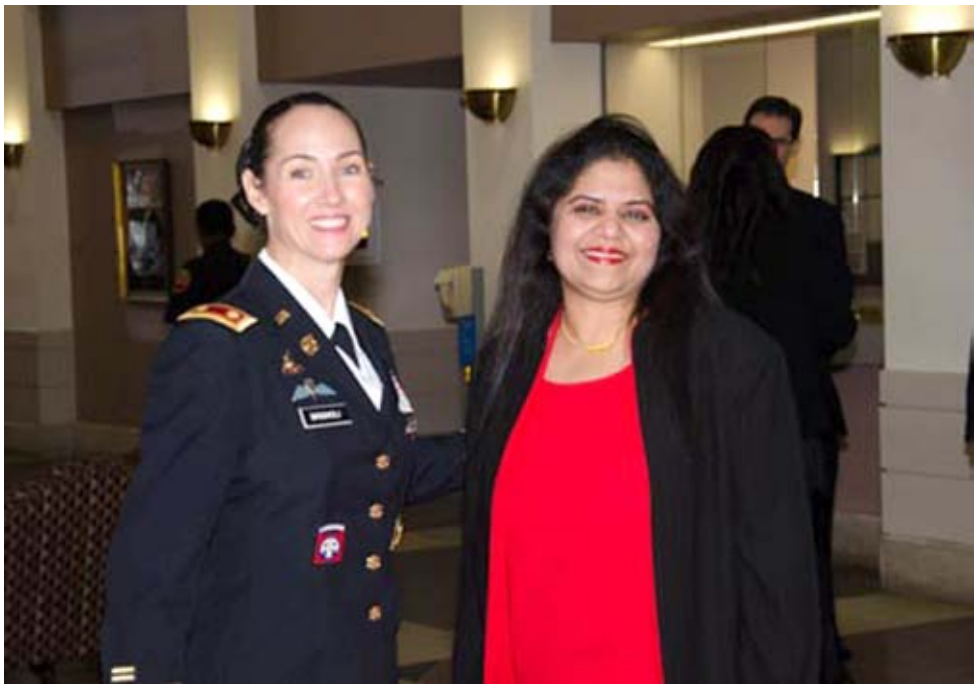
- Employ critical, strategic, ethical, and innovative thinking to lead 21st Century organizations.
- Exercise strategic leadership and critical thinking in the development and use of cyberspace, information, and information technology as an instrument of national power.
- Understand the technology and processes that create and support the man-made terrain that underpins information and cyberspace operations.
- Facilitate collaboration and integration of cyberspace and information technology capabilities in a multi-stakeholder environment.
- Communicate at the strategic level demonstrating command of the topic, logical organization, compelling argument, and excellence in English grammar and syntax.

Cyber-L Certificate
6 Courses Required

Core (4)	CYI (6232)	Cyber Intelligence
	CYS (6326)	Cyberspace Strategies
	IPC (6228)	International Perspective on Cyberspace
	MAC (6512)	Multi-Agency Information-Enabled Collaboration
Electives (2)	CBL (6204)	Cyberlaw
	CIP (6230)	Critical Infrastructure Protection
	DMG (6323)	Decision Making for Government Leaders
	EIT (6442)	Emerging Information Technologies
	LDC (6301)	Leadership for the Information Age
	SAC (6444)	Strategies for Assuring Cyber Supply Chain Security
	TCC (6215)	Terrorism and Crime in Cyberspace
	WGV (6435)	Web-Enabled Government: Facilitating Collaboration and Transparency

Government Information Leadership (GIL) MS Degree
Cyber Leadership (Cyber-L) Concentration
12 Courses Required

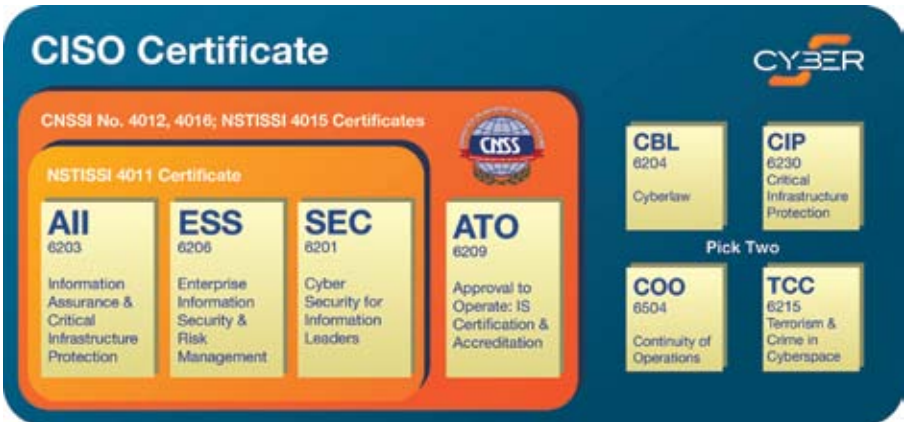
Foundational (3)	CYS (6326)	Cyberspace Strategies
	OCL (6321)	Organizational Culture for Strategic Leaders
	CAP (6700)	Capstone
Core (5)	CBL (6204)	Cyberlaw
	CYI (6232)	Cyber Intelligence
	IPC (6228)	International Perspective on Cyberspace
	MAC (6512)	Multi-Agency Information-Enabled Collaboration
-Choose One-	CIP (6230)	Critical Infrastructure Protection
	SAC (6444)	Strategies for Assuring Cyber Supply Chain Security
Leadership (2)	ARC (6412)	Enterprise Architectures for Leaders
	DMG (6323)	Decision Making for Government Leaders
	LDC (6301)	Leadership for the Information Age
Technology (1)	EIT (6442)	Emerging Information Technologies
	GEN (6205)	Global Enterprise Networking and Telecommunications
	SEC (6201)	Cyber Security for Information Leaders
	WGV (6435)	Web-Enabled Government: Facilitating Collaboration and Transparency
Management (1)	COO (6504)	Continuity of Operations
	PFM (6315)	Capital Planning and Portfolio Management
	TCC (6215)	Terrorism and Crime in Cyberspace



Cyber Security (Cyber-S)

The Cyber-S program is a source of graduate-level information security education for those serving as the Chief Information Security Officer (CISO), Senior Agency Information Security Officers (SAISO), their staffs, and cyber security managers. This program provides advanced education to respond to the requirements set forth in the Federal Information Security Management Act (FISMA) and requirements for secure use of national security information systems set by the Committee for National Security Systems (CNSS).

The Cyber Security (Cyber-S) program prepares graduates to:



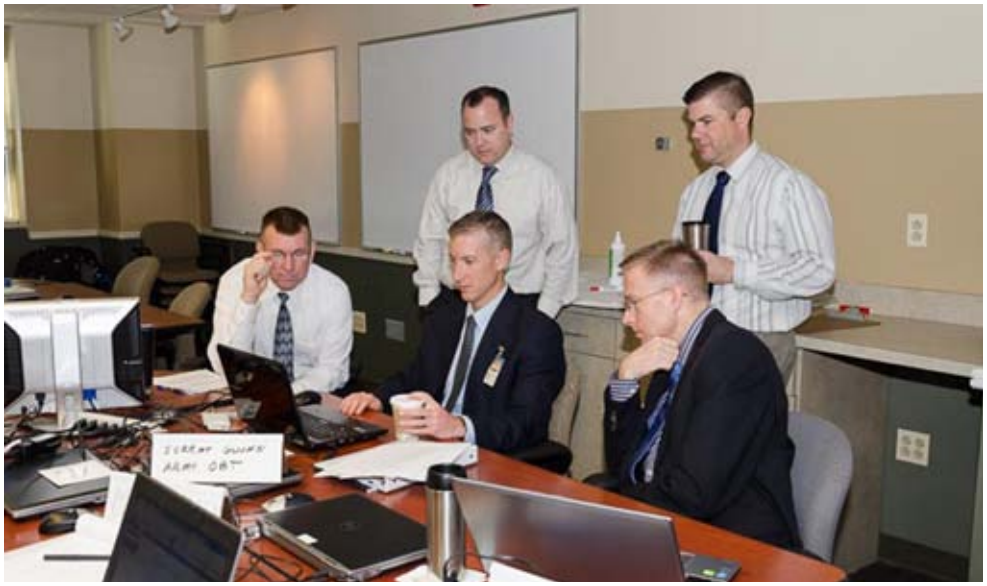
- Exercise strategic leadership and critical thinking in the development and use of cyber security strategies, plans, policies, enabling technologies, and procedures in cyberspace.
- Develop and lead programs to provide cyber security, security awareness training, risk analysis, certification and accreditation, security incident management, continuity of operations, and disaster recovery
- Link people, processes, information, and technology to critical cyber mission decisions to share information in a secure environment
- Develop and lead, in accordance with laws and regulations, an enterprise IA program that promotes and attains national security, agency, and inter-agency goals.
- Communicate at the strategic level demonstrating command of the topic, logical organization, compelling argument, and excellence in English grammar and syntax.

Cyber-S Certificates - 4011; 4012/15/16; CISO

NSTISSI 4011 Certificate (3 Courses)		
	AII (6203)	Information Assurance and Critical Infrastructure Protection
	ESS (6206)	Enterprise Information Security and Risk Management
	SEC (6201)	Cyber Security for Information Leaders
CNSSI No. 4012, 4016, NSTISSI 4015 Certificates (4 Courses)		
4011 + ATO	ATO (6209)	Approval to Operate: Information System Certification and Accreditation
CISO Certificate (6 Courses)		
4012 + 2 Electives	CBL (6204)	Cyberlaw
	CIP (6230)	Critical Information Infrastructure Protection
	COO (6504)	Continuity of Operations
	TCC (6215)	Terrorism and Crime in Cyberspace

Government Information Leadership (GIL) MS Degree
Cyber Security (Cyber-S) Concentration
12 Courses Required

Foundational (3)	CYS (6326)	Cyberspace Strategies
	OCL (6321)	Organizational Culture for Strategic Leaders
	CAP (6700)	Capstone
Core (5)	AII (6203)	Information Assurance and Critical Infrastructure Protection
	ATO (6209)	Approval to Operate: Information System Certification and Accreditation
	ESS (6206)	Enterprise Information Security and Risk Management
	SEC (6201)	Cyber Security for Information Leaders
- Choose One -	CBL (6204)	Cyberlaw
	CIP (6230)	Critical Infrastructure Protection
Leadership (1)	DMG (6323)	Decision Making for Government Leaders
	IPL (6411)	Information Technology Program Leadership
	LDC (6301)	Leadership for the Information Age
	MAC (6512)	Multi-Agency Information-Enabled Collaboration
Technology (2)	EIT (6442)	Emerging Information Technologies
	GEN (6205)	Global Enterprise Networking and Telecommunications
	WGV (6435)	Web-Enabled Government: Facilitating Collaboration and Transparency
Management (1)	COO (6504)	Continuity of Operations
	ITP (6416)	Information Technology Project Management
	IPC (6228)	International Perspective on Cyberspace
	TCC (6215)	Terrorism and Crime in Cyberspace



Enterprise Architecture (EA)

The iCollege Enterprise Architecture (EA) Program (certificates and degree concentration) will cease accepting new applications as of September 30, 2015 and has entered a teach-out mode.

The iCollege will no longer offer the Defense Enterprise Architecture (DAC), Modeling for Enterprise Architecture (MEA), and Planning and Managing Enterprise Architecture Programs (PMA) courses after June 30, 2017. The iCollege encourages all EA students to complete the core courses in the Architect and Enterprise Architect certificates before the conclusion of AY 2017-18.

The Enterprise Architecture (EA) Program prepares architects with the leadership, policy, and technical competencies required for the levels of EA responsibilities recently identified by the Office of Personnel Management. The NDU iCollege's EA programs consist of two certificates (Architect, Enterprise Architect) that document increasing levels of technical and leadership competence. Generally, courses may be completed in any order; however, a few courses have prerequisites. The Architect certificate must be awarded before the Enterprise Architect certificate can be awarded. As each certificate is completed, graduates grow in their knowledge and ability to lead the application of Department of Defense and other federal approaches, methods, techniques, and work products. EA is also a concentration in the Government Information Leadership Master of Science Degree Program

Government leaders who successfully complete the EA Program are empowered to:

- Lead the development, implementation, and management of an EA to support organizational effectiveness, efficiency, and strategic planning
- Leverage people, capabilities, and technology to shape an organization's current and target environments and implement a plan to transition to a successful future
- Meet their Clinger-Cohen responsibilities for "developing, maintaining, and facilitating the implementation of a sound and integrated information technology architecture for the executive agency"
- Communicate at the strategic level demonstrating command of the topic, logical organization, compelling argument, and excellence in English grammar and syntax.

EA Certificates
4 Courses for Each Level

Architect Certificate (4 Courses)		
Core (3)	ARC (6412)	Enterprise Architecture for Leaders
	DAC (6438)	Defense Enterprise Architecture
	MEA (6439)	Modeling for Enterprise Architecture
Elective (1)	AII (6203)	Information Assurance and Critical Infrastructure Protection
	EIT (6442)	Emerging Information Technologies
	DMS (6414)	Data Management Strategies and Technologies
	PRI (6333)	Strategies for Process Improvement
Enterprise Architect Certificate (4 Courses + Architect Certificate)		
Core (3)	ASA (6436)	Analytics and Simulation for Enterprise Architecture
	PMA (6432)	Planning and Managing EA Programs
	SPB (6328)	Strategic Performance and Budget Management
Elective (1)	ATO (6209)	Approval to Operate
	PFM (6315)	Capital Planning and Portfolio Management

Government Information Leadership (GIL) MS Degree
Enterprise Architecture (EA) Concentration
12 Courses Required

Foundational (3)	CYS (6326)	Cyberspace Strategies
	OCL (6321)	Organizational Culture for Strategic Leaders
	CAP (6700)	Capstone
Core (6)	ARC (6412)	Enterprise Architectures for Leaders
	ASA (6436)	Analytics and Simulation for Enterprise Architecture
	DAC (6438)	Defense Enterprise Architecture
	MEA (6439)	Modeling for Enterprise Architecture
	PMA (6432)	Planning and Managing Enterprise Architecture Programs
	SPB (6328)	Strategic Performance and Budget Management
Electives (3)		**Choose one (1) course from each pool for a total of three (3) electives.**
Pool A (1)	AII (6203)	Information Assurance and Critical Infrastructure Protection
	DMS (6414)	Data Management Strategies and Technologies: A Managerial Perspective
	EIT (6442)	Emerging Information Technologies
	PRI (6333)	Strategies for Process Improvement
Pool B (1)	ATO (6209)	Approval to Operate
	PFM (6315)	Capital Planning and Portfolio Management
Pool C (1)* ***Take one additional course not used to fulfill a requirement above.**	AII (6203)	Information Assurance and Critical Infrastructure Protection
	ATO (6209)	Approval to Operate: Information System Certification and Accreditation
	COO (6504)	Continuity of Operations
	DMG (6323)	Decision Making for Government Leaders
	DMS (6414)	Data Management Strategies and Technologies: A Managerial Perspective
	ESS (6206)	Enterprise Information Security and Risk Management
	GEN (6205)	Global Enterprise Networking and Telecommunications
	LDC (6301)	Leadership for the Information Age
	MAC (6512)	Multi-Agency Information-Enabled Collaboration
	PFM (6315)	Capital Planning and Portfolio Management
	PRI (6333)	Strategies for Process Improvement
	SEC (6201)	Cyber Security for Information Leaders
	TCC (6215)	Terrorism and Crime in Cyberspace
	WGV (6435)	Web-Enabled Government: Facilitating Collaboration and Transparency

Information Technology Program Management (ITPM)

Information Technology Program Management (ITPM) is a Certificate and a concentration in the Government Information Leadership Master of Science Degree Program. The ITPM program is designed to meet the ever-increasing call for program managers across the federal government. The ITPM certificate is designed to assist agencies in complying with Office of Management and Budget (OMB) direction. The OMB requires that project managers qualified in accordance with CIO Council guidance manage all major information technology projects. The ITPM Certificate requires successful completion of a graduate-level curriculum to satisfy competencies established by the Office of Personnel Management (OPM) Interpretive Guidance for Project Management Positions and the CIO Council Clinger-Cohen Core Competencies. The certificate complements general project management training and the ANSI-recognized Guide to the Project Management Body of Knowledge. It also provides formal educational credit, one of the qualifications required for award of the PMI Project Management Professional (PMP) Certificate.

Successful ITPM graduates will be able to:

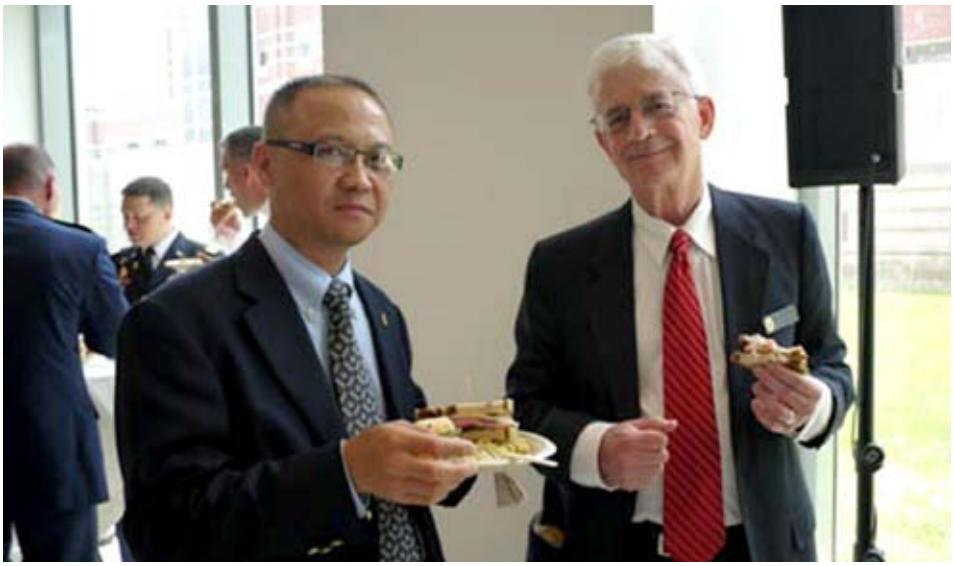
- Lead and manage complex IT acquisition and other projects and programs that create value for their organizations through enhanced mission performance.
- Apply higher order skills in critical thinking, negotiation, collaboration, and persuasion to synthesize solutions to program management challenges within and across organizational boundaries.
- Identify critical ethical issues facing IT project and program managers, evaluate them using both applicable standards of conduct and sound ethical reasoning, and implement ethical decisions consistent with the values of the project management discipline and government service.
- Evaluate the organizational value of new information technologies and develop strategies for employing them for strategic advantage.
- Communicate effectively using traditional and more innovative methods.

ITPM Certificate
6 Courses Required

Core (6)	EIT (6442)	Emerging Information Technologies
	IPL (6411)	Information Technology Program Leadership
	ITA (6415)	Strategic Information Technology Acquisition
	ITP (6416)	Information Technology Project Management
	PFM (6315)	Capital Planning and Portfolio Management
	SAC (6444)	Strategies for Assuring Cyber Supply Chain Security

Government Information Leadership (GIL) MS Degree
Information Technology Program Management (ITPM) Concentration
12 Courses Required

Foundational (3)	CYS (6326)	Cyberspace Strategies
	OCL (6321)	Organizational Culture for Strategic Leaders
	CAP (6700)	Capstone
Core (6)	EIT (6442)	Emerging Information Technologies
	IPL (6411)	Information Technology Program Leadership
	ITA (6415)	Strategic Information Technology Acquisition
	ITP (6416)	Information Technology Project Management
	PFM (6315)	Capital Planning and Portfolio Management
	SAC (6444)	Strategies for Assuring Cyber Supply Chain Security
Leadership (1)	ARC (6412)	Enterprise Architectures for Leaders
	DMG (6323)	Decision Making for Government Leaders
	LDC (6301)	Leadership for the Information Age
	MAC (6512)	Multi-Agency Information-Enabled Collaboration
Technology (1)	DMS (6414)	Data Management Strategies and Technologies: A Managerial Perspective
	GEN (6205)	Global Enterprise Networking and Telecommunications
	SEC (6201)	Cyber Security for Information Leaders
	WGV (6435)	Web-Enabled Government: Facilitating Collaboration and Transparency
Management (1)	COO (6504)	Continuity of Operations
	ESS (6206)	Enterprise Information Security and Risk Management
	PRI (6333)	Strategies for Process Improvement
	SPB (6328)	Strategic Performance and Budget Management
	TCC (6215)	Terrorism and Crime in Cyberspace



Course **Descriptions**

AII

Information Assurance and Critical Infrastructure Protection (6203)

This course provides a comprehensive overview of Information Assurance and Critical Infrastructure Protection. Information assurance of information assets and protection of the information component of critical national infrastructures essential to national security are explored. The focus is at the public policy and strategic management level, providing a foundation for analyzing the information security component of information systems and critical infrastructures. Laws, national strategies and public policies, and strengths and weaknesses of various approaches are examined for assuring the confidentiality, integrity, and availability of critical information assets.

ARC

Enterprise Architecture for Leaders (6412)

This course examines enterprise architecture (EA) as a strategic capability organizational leaders use for enterprise planning, resource investment, management decision-making, and key process execution. Students explore leadership competencies and strategies needed to advance EA adoption and assess the integration of EA with governance, strategic planning, budgeting, portfolio management, capital planning, and information assurance. They critique EA prescriptive frameworks that guide EA development activities and review EA evaluative frameworks used to assess organizational EA management capacity and capability. Students evaluate challenges to organizational EA adoption and consider strategies to address them.

ASA

Analytics and Simulation for Enterprise Architecture (6436)

Prerequisite: MEA

This course examines analytical techniques and simulation models through analysis and evaluation of qualitative and quantitative data sets. Students use descriptive analytics and statistics to collect, categorize and analyze data to discover numerical and visual patterns and create usable information. Students explore a sampling of simulation techniques to assess how they can be used to inform enterprise architect practitioners and leaders about new methods of analyzing data in a discreet or continuous manner. Students evaluate different presentation techniques to evaluate their efficacy for highlighting relevant information in the decision-making process.

ATO

Approval to Operate: Information System Certification and Accreditation (6209)

This course examines the information security certification and accreditation principles leading to final Approval to Operate (ATO) an information system. The course examines roles, responsibilities, documentation, organizational structure, directives, and reporting requirements to support the Designated Accrediting Authority (DAA) in approving the security control functionality level of an information system and granting ATO at a specified level of trust. The course provides an overview of DOD and Federal department and agency certification and accreditation processes (e.g., Defense Information Assurance Certification and Accreditation Process; NIST Certification and Accreditation Process), information assurance acquisition management, and system security architecture considerations.

BCP

White House, Congress, and the Budget (6606)

CFO Program students only

This course presents a strategic understanding of Federal budgeting and appropriations, with particular attention to the role of the White House and the Congress. With this critical understanding, students develop leadership strategies to shape the fiscal environment to achieve agency strategic outcomes. The course focuses on topics such as the impact of current fiscal issues including the competition between discretionary and nondiscretionary spending and its likely impact upon agency activities, the dynamic interaction between agency, executive, and Congressional committees and staffs in developing a budget and gaining an appropriation.

CAP

Capstone (6700)

The CAP 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 his or her area of concentration. The NDU iCollege 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.

CBL

Cyberlaw (6204)

This course presents a comprehensive overview of ethical issues, legal resources and recourses, and public policy implications inherent in our evolving online society. Complex and dynamic state of the law as it applies to behavior in cyberspace is introduced, and the pitfalls and dangers of governing in an interconnected world are explored. Ethical, legal, and policy frameworks for information assurance personnel are covered. Various organizations and materials that can provide assistance to operate ethically and legally in cyberspace are examined. Topics include intellectual property protection; electronic contracting and payments; notice to and consent from e-message recipients regarding monitoring, non-repudiation, and computer crime; and the impact of ethical, moral, legal, and policy issues on privacy, fair information practices, equity, content control, and freedom of electronic speech using information systems.

CFF

Changing World of the CFO (6601)

CFO Program students only

This course focuses on the changing environment for the government Chief Financial Officer (CFO). Students explore the fundamental role of the collaborative and networked community as the critical ingredient of success. The course provides an overview of the essential elements of the current and future roles of government CFO's and their senior staffs. It surveys the various roles of the executive and strategic leader in the world of government financial management including budget officer, compliance officer, internal controls/risk manager, strategic planner, fiduciary reporter, and reporter of management and financial information. The course discusses the policies, challenges and opportunities associated with decision support to management, financial reporting, business process improvement, systems integration, financial systems, workforce development, performance management, budget, and portfolio management. Students discuss standards, accountability, privacy, and transparency issues.

CIO

CIO 2.0 Roles and Responsibilities (6303)

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.

CIP

Critical Information Infrastructure Protection (6230)

This course examines the security of information in computer and communications networks within infrastructure sectors critical to national security. These include the sectors of banking, securities and commodities markets, industrial supply chain, electrical/smart grid, energy production, transportation systems, communications, water supply, and health. Special attention is paid to the risk management of information in critical infrastructure environments through an analysis & synthesis of assets, threats, vulnerabilities, impacts, and countermeasures. Students learn the importance of interconnection reliability and methods for observing, measuring, and testing negative impacts. Critical consideration is paid to the key role of Supervisory Control And Data Acquisition (SCADA) systems in the flow of resources such as electricity, water, and fuel. Students learn how to develop an improved security posture for a segment of the nation's critical information infrastructure.

COO

Continuity of Operations (6504)

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.

CYI

Cyber Intelligence (6232)

This course examines the cyber leader's role in cyberspace intelligence. As decision makers, cyber leaders both enable and consume intelligence related to cyberspace: 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.

CYS

Cyberspace Strategies (6326)

This course examines the cyberspace strategies used by the United States, key nations, and non- state actors. Students examine relevant policies and constraints which will significantly impact strategies and achieving desired goals. Cyberspace risks, conflicts, and potential resolutions are proposed and discussed within this course. Students evaluate cyberspace leadership, operational features, strategic trends, and enforcement and dispute mechanisms. Students assess the cyberspace strategies employed by individual citizens, the federal government (such as commerce, defense, and intelligence), private industry, non-governmental organizations, transnational and international organizations, and organized crime. Students examine the consequences, repercussions, and likely outcomes of next-generation cyberspace strategies and how they could possibly address and shape issues within the continually evolving cyberspace domain.

DAC

Defense Enterprise Architecture (6409)

Prerequisite: ARC

This course presents examines Department of Defense (DoD) policy, direction; guidance related to Enterprise Architecture development and implementation; and major DoD enterprise architectures direction such as the Joint Information Environment (JIE), Information Enterprise Architecture (IEA) and the Business Enterprise Architecture (BEA).

DMG

Decision Making for Government Leaders (6323)

This course examines the environment, opportunities, and challenges of leadership decision making in government agency and interagency settings from individual, managerial, and multi-party perspectives. Decision contexts and the consequences for federal government leaders and organizations are viewed using the multiple perspectives of governance, policy, technology, culture, and economics. Students actively explore and reflect on how and why decisions are made by immersing themselves into complex issue scenarios and using leading-edge decision tools.

DMS

Data Management Strategies and Technologies: A Managerial Perspective (6414)

This course explores data management and its enabling technologies as key components for improving mission effectiveness through the development of open, enterprise-wide, and state-of-the-art data architectures. It examines management issues such as the implementation of the data component of the Enterprise Architecture specified by OMB. The course considers key data management strategies, including the DOD Net-Centric Data Strategy, and the Federal Enterprise Architecture (FEA) Data Reference Model and their enabling information technologies including data warehousing, electronic archiving, data mining, neural networks, and other knowledge discovery methodologies. Students explore

data management issues and implementation. The course provides sufficient insight into the underlying technologies to ensure that students can evaluate the capabilities and limitations of data management options and strategies.

EIT

Emerging Information Technologies (6442)

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 information technologies at various levels of maturity. Students analyze how emerging information technologies evolve. They evaluate the international, political, social, economic and cultural impacts of emerging information technologies using qualitative and quantitative evaluation methods. Students assess emerging information technologies using forecasting methodologies such as monitoring and expert opinion, examining future trends, and assessing international perspectives.

ESS

Enterprise Information Security and Risk Management (6206)

This course explores three themes, based on the Certified Information Security Manager® (CISM®), critical to enterprise information and cyber security management areas: information security risk management, information security/assurance governance, and information security/assurance program management. Examining the concepts and trends in the practice of risk management, the course analyzes their applicability to the protection of information. Information security/assurance governance is illuminated by exploring oversight, legislation, and guidance that influence federal government information security/assurance. The course explores the challenges of implementing risk management and governance through enterprise security/assurance program management. This includes enterprise information and cyber security strategies, policies, standards, controls, measures (security assessment/metrics), incident response, resource allocation, workforce issues, ethics, roles, and organizational structure.

FFR

The Future of Federal Financial Information Sharing (6607)

CFO Program students only

This course focuses on the vital role Chief Financial Officers and financial managers have in providing federal financial information. To fully support decision making, this actionable financial information must be timely, accurate, transparent, accountable, and result in "clean" audit opinions. To evaluate the quality of Federal financial information sharing, the course explores the current stovepipes of financial statements, budgetary reporting, program/project cost reporting, and financial standards, as well as a holistic view of crosscutting information such as financial and non-financial dashboards. In addition, successful financial information sharing in the current dynamic environment can be facilitated by financial systems, data management techniques, and effective communication with internal and external users.

GEN

Global Enterprise Networking and Telecommunications (6205)

This course focuses on the effective management of network and telecommunications technologies in a government-sector global enterprise. The course examines current and emerging network and telecommunications technologies, including their costs, benefits, and security implications, placing emphasis on enabling military and civilian network-centric operations. Topics analyzed include network-centric concepts, spectrum management, data networks and associated Internet technologies, telephony, the role of public policy, and the significance of industry as a service provider and as an engine of innovation.

IPC

International Perspective on Cyberspace (6228)

This course provides an overview of the issues surrounding transnational cyberspace policies, international investment strategies, and implementation of information and communication technologies (ICT) that affect the global economy and transforms the flow of information across cultural and geographic boundaries. Students examine the cyberspace policies that empower ICT innovation, various global governance frameworks, and organizations that

shape and transform cyberspace. Students explore the cyberspace policies and strategies of various countries and regions as well as the cultural factor that leads to various international perspectives on cyberspace. Students also learn how to anticipate and respond to surprise and uncertainty in cyberspace.

IPL

Information Technology Program Leadership (6411)

This course examines the challenges of Federal program leadership in an Information Technology (IT) context. Students gain theoretical insight, supplemented by practical exercises, covering a variety of program/project leadership concepts and techniques. Particular areas of focus include customer service, stakeholder relations, decision-making methods, processes and pitfalls, interpersonal skills, organizational awareness and dynamics, and written and oral communication skills. The course explores the role of oversight in the management and leadership of Federal IT acquisition programs.

ITA

Strategic Information Technology Acquisition (6415)

This course examines the role senior leaders in both government and industry play in the successful acquisition of information technologies and services to achieve strategic organizational goals. Using the framework of the systems development life-cycle, it explores regulatory policies, acquisition strategies, requirements management, performance measurement, and deployment and sustainment activities that directly impact IT acquisition. Acquisition best practices such as performance-based contracting, risk management, use of service-level agreements, trade-off analyses, as well as the pros and cons for use of commercial off-the-shelf products are explored. Significant focus is placed on contracting issues including; the role of the contracting officer, building a solid request-for -proposal, how to prepare for and run a source selection and the role of oral presentations.

IWS

Information, Warfare, and Military Strategy (6202)

Prerequisite: Secret Clearance is required

This course examines key considerations for the planning and conduct of information operations at the theater and strategic levels. The course emphasizes inter-agency and international considerations in the planning and conduct of Information Operations (IO). Students examine selected non-U.S. approaches to the strategies for and uses of the full spectrum of information operations by current and potential global competitors and adversaries. They examine strategic legal implications and considerations and the use/misuse of IO strategies against an adaptive adversary. The course concludes with a snapshot of current U.S. military IO strategies.

ITP

Information Technology Project Management (6416)

This course focuses on project and program management in an Information Technology (IT) context, including financial systems. Students explore industry-accepted project management processes, e.g., the Project Management Institute's (PMI) Project Management Body of Knowledge (PMBOK) framework, and apply project management concepts. Major topics include planning and management of project communications, scope, time, cost, quality, risk, human resources, procurement, and project integration. Factors that make IT projects unique and difficult to manage are explored, along with tools and techniques for managing them. This course challenges students to gain hands-on project management experience by performing complex project management tasks leading to the development of a project management strategy/plan.

LDC

Leadership for the Information Age (6301)

This course examines Information Age leadership and organizations. It describes the successful Information Age leader and organization as constantly learning and adapting to an increasingly complex, changing, and information-rich environment. Emphasis is placed on "out-of-the-box" thinking, individual and organizational innovation, and the processes and structures that enhance an organization's ability to learn, adapt, and compete in the Information Age.

The course explores the role of information and technology in the Information Age organization; the relationships among learning, change, and strategic planning; and the new abilities required for leading in the Information Age.

MAC

Multi-Agency Information-Enabled Collaboration (6512)

The course focuses on multi-agency collaboration in support of national and homeland security and national preparedness planning, decision-making and implementation. It examines current and proposed strategies, means and models for substantially improving the effectiveness of collaboration at the federal, state and local levels, and beyond to include multilateral situations with non-governmental, media, and international organizations and coalition partners. The course assists students to synthesize the underlying principles that define effective collaboration, and critical lessons learned from past challenges and current experiments. Legal, budgetary, structural, cultural and other impediments that inhibit inter-agency mission effectiveness are assessed, as are strategies for addressing them. The course explores evolving network structures, collaborative tool-sets including social media, cross-boundary information-sharing and work processes, emergent governance arrangements, and the behaviors and skills of collaborative leadership as a key component of government strategic leadership.

MEA

Modeling for Enterprise Architecture (6439)

Prerequisite: ARC or instructor permission.
Students must be able to install a provided EA modeling repository tool on a non-iCollege computer.

This course explores the use and effectiveness of architectural modeling to describe an organization and examines model-based products to support, influence, and enable organization planning, and decision-making. Students gain practical experience with work-products common to the DOD Architecture Framework (DODAF) and the Common Approach to Federal EA (CAFEA), as well as other established frameworks. Models examined in the course include: object-oriented models (e.g., Unified Modeling Language (UML)) covering process, data, and systems; and Structured models (e.g. IDEF). Emphasis is placed on the efficacy of modeling styles and the interpretation of the descriptive models.

OCL

Organizational Culture for Strategic Leaders (6321)

This course explores the strategic and persistent effects of culture on mission performance. Students examine the ways in which leaders can employ this powerful influence to nurture organizational excellence or to stimulate changes in organizational behavior. They investigate organizational sciences for traditional and Information Age perspectives on organizational behavior, on frameworks for assessing organizational cultures, and on strategies to initiate and institutionalize strategic mission-oriented change. Cross-boundary, inter-agency, cross-generational, and global influences, issues, and challenges are examined from a cultural perspective.

PFM

Capital Planning and Portfolio Management (6315)

This course focuses on state-of-the-art strategies for portfolio management, with an emphasis on assessing, planning, and managing information technology (IT) as a portfolio of projects from the perspectives of CIOs and CFOs. The three phases of the investment management process are considered: selection, control, and evaluation of proposals; on-going projects; and existing systems. The relationship of performance measures to mission performance measures is explored. The course examines the roles of the CIO, the CFO, and other managers in developing investment assessment criteria, considers how the criteria are used in planning and managing the portfolio, and explores the Office of Management and Budget's (OMB) portfolio perspective as found in Circular A-11, Part 7, Section 53, Information Technology and E-Government. Individual and team exercises are employed, including simulation of an IT investment portfolio review by the Investment Review Board.

PMA

Planning and Managing Enterprise Architecture Programs (6432)

Prerequisite: DAC or FAC

Students examine the management of enterprise architecture (EA) as a continuous organizational program. They analyze critical EA program management success factors such as obtaining and maintaining organizational leadership commitment, building effective EA program

management teams, and selecting an appropriate EA methodology. Students develop actionable EA program plans for: management, governance, and strategic communication; and develop requirements for select EA-support tool(s).

PRI

Strategies for Process Improvement (6333)

This course examines strategies, management processes and resources for process improvement within and across Federal agencies. The course provides an executive-level examination of business process improvement strategies, including business process re-engineering, activity-based costing/management, process architecting, Lean Six Sigma, and other quality improvement programs. An overview of the techniques and technologies that enable process-centric performance improvements in how agencies achieve their missions is provided. Attention is focused on the enterprise-level leadership challenges of process management, including initiation, collaboration, design, implementation, and portfolio project management of process-centric improvements within and across agencies.

RIA

Risk Management, Internal Controls, and Auditing for Leaders (6608)

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.

SAC

Strategies for Assuring Cyber Supply Chain Security (6444)

This course explores the strategies necessary to manage global supply chain risk within the Department of Defense and across the federal government. Students examine how cyber leaders (i.e. CIO, CTO, and IT Program Managers) can secure the supply chain through an understanding of trusted mission systems, supply chain risks and the role of supply chain participants. Students address the challenge of assessing global supply chain risk and delivering reliable and secure technology to agency staff and the warfighter. They examine a range of disciplines including governance, intelligence analysis, legal and regulatory compliance, and software and information assurance.

SEC

Cyber Security for Information Leaders (6201)

This course explores concepts and practices of defending the modern net-centric computer and communications environment. The course covers the 10 domains of the Certified Information System Security Professional (CISSP®) Common Body of Knowledge (CBK®). It covers a wide range of technical issues and current topics including basics of network security; threats, vulnerabilities, and risks; network vulnerability assessment; firewalls and intrusion detection; transmission security and TEMPEST; operating system security; web security; encryption and key management; physical and personnel security; incident handling and forensics; authentication, access control, and biometrics; wireless security; virtual/3D Worlds; and emerging network security technologies such as radio frequency identification (RFID) and supervisory control and data acquisition (SCADA) security. The course also defines the role of all personnel in promoting security awareness.

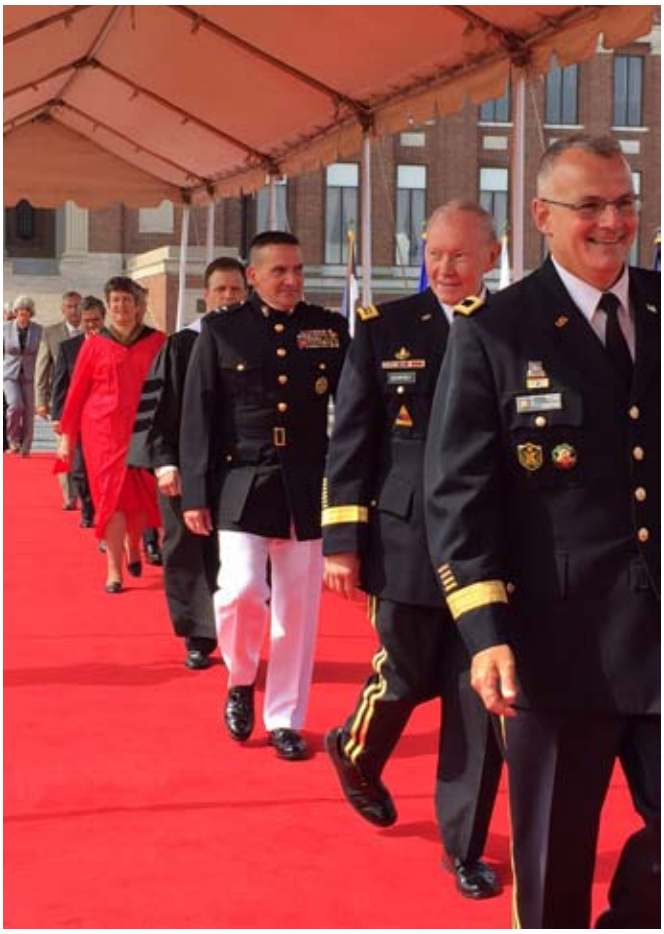
SIO

Strategic Information Operations (6214)

Top Secret/SCI Clearance Required
U.S. Citizens Only

The course explores the national security concept of "strategic fragility" as it applies to modern society's growing reliance on interconnected, complex, and potentially fragile critical infrastructures. The course covers the rise of fragile infrastructures, the role of the information infrastructure as a control mechanism, sources of vulnerability, examples of infrastructure attacks and their consequences, and potential means to mitigate risks and deter attacks by others on our strategic infrastructures. The course also

examines current roles and missions of various U.S. Government entities and military commands in light of the potential threat from strategic infrastructure attacks.



SPB

Strategic Performance and Budget Management (6328)

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.

TCC

Terrorism and Crime in Cyberspace (6215)

This course explores the nature of conflict in the cyber realm by focusing on two major Internet-based threats to U.S. national security: cyber terrorism and cyber crime. The course examines who is undertaking these cyber activities, what techniques they use, 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 Internet technologies while minimizing the risks that such technologies pose to their organizations.

WGV

Web-Enabled Government: Facilitating Collaboration and Transparency (6435)

This course explores the capabilities, selection, and application of new and emerging web technologies to enable more creative, collaborative, and transparent government. The course examines and assesses the use of current and emerging web technologies and best practices of significant government interest, e.g., cloud computing, social media and networking, geographic information services technology, and security. Students consider web technology evaluation criteria, methodologies, and risks to enable them to adapt the evaluation criteria and apply selected web technologies within and/or across government.

Academic **Partners**

Want to transfer your iCollege credits to a partner school? The NDU iCollege continues to form academic partnerships with regionally accredited universities across the United States, signing Memoranda of Understanding (MOUs) with schools that are Centers of Academic Excellence (CAEs) in Information Assurance/Cyber Education and with universities whose programs align well with the iCollege's certificates. Graduates from the college's many certificate programs can apply to a number of partner institutions for completion of a Master's or Doctoral/PhD Degree. There are a multitude of degree choices for NDU iCollege graduates at the partner institutions.

Academic partners accept 9, 12, or 15 graduate semester credits depending on which certificate program and how many courses were completed at the NDU iCollege. Please note that due to the iCollege reducing certificate requirements after July 1, 2014, students completing fewer courses under this new model will typically receive a maximum of 12 transfer credits. Students enrolled in iCollege programs prior to mid-2014, generally still receive the higher amount of credits. For example, students completing the CIO Certificate with 8 courses will receive 15 transfer credits, while students in the revised CIO program who complete the now-required 6 courses will receive 12 transfer credits.

Currently, there are more than 30 current NDU iCollege academic partners, which are listed below. Many academic partners provide full-time, part-time, and/or online educational opportunities. Several iCollege partner universities updated their agreements over the previous year to include new degrees and acceptance of additional NDU iCollege certificates. Please check our website often for changes and additions (under the Academics tab).

Questions about the Academic Partner Program should be directed to Patricia Coopersmith, Director of Outreach & Partnerships, at coopersmithp@ndu.edu, 202-685-2117. Specific questions about degree programs, admission requirements, or remaining courses should be directed to the academic partner institution Point of Contact (POC).

Current NDU iCollege **Academic Partners**

- Auburn University (AL)
- California State University, San Bernardino (CA)
- Capitol Technology University (MD)
- Central Michigan University (MI)
- East Carolina University (NC)
- Florida Institute of Technology (FL)
- Fort Hays State University (KS)
- George Mason University (VA)
- Global Information Assurance Certification (GIAC)
- Illinois Institute of Technology (IL)
- James Madison University (VA)
- Johns Hopkins University (MD)
- Missouri University of Science & Technology (MO)
- New Jersey City University (NJ)
- New Mexico Tech (NM)
- Northeastern University (MA)
- Pace University (NY)
- Regis University (CO)
- San Diego State University (CA)
- Southern Methodist University (TX)
- Syracuse University (NY and DC)
- University of Arkansas at Little Rock (AR)
- University of Detroit Mercy (MI)
- University of Illinois at Springfield (IL)
- University of Maryland Baltimore County (MD)
- University of Maryland University College (MD)
- University of Nebraska at Omaha (NE)
- University of North Carolina at Charlotte (NC)
- University of Texas at San Antonio (TX)
- University of Tulsa (OK)
- University of Washington (WA)
- Walsh College (MI)

Professional Development **Opportunities**

Non-Degree Seeking Students

Students not wishing to pursue a certificate or degree program may enroll in the iCollege as non-degree seeking status. These students may take courses for either graduate/certificate credit (academic credit) or pass/fail (non-credit). Students may transfer credit bearing courses taken while in a non-degree seeking status toward a certificate requirement at any time. This will allow undecided students to sample courses before applying to a certificate program. For courses to count toward a certificate, the Master's Degree, or as a prerequisite, students must take them for credit.

Students Electing Courses for Non-Credit

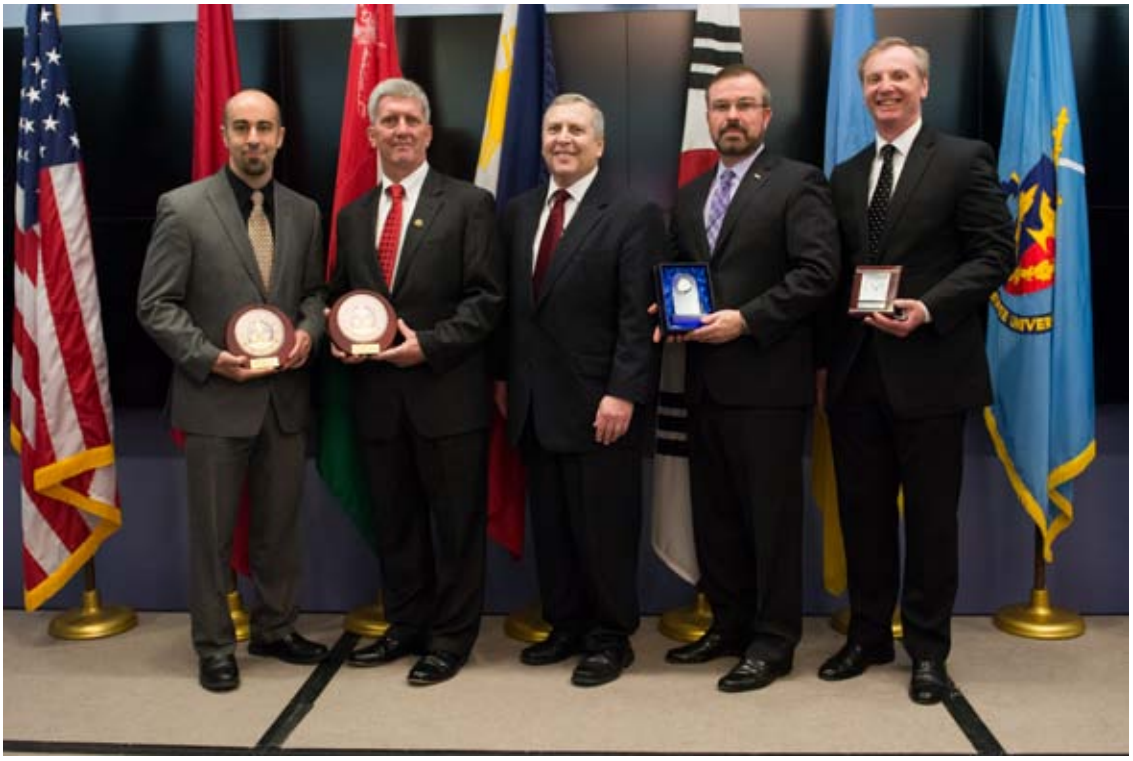
Certificate/Degree seeking students may also elect to take a course pass/fail. Students must discuss their intent to take a course for non-credit with each Section Leader, and satisfy attendance and participation requirements for the course as outlined in its assessment plan. See the academic policies section for more information.

Why You Might Choose a Course for Professional Development

- You are looking for courses designed to enhance your ability to perform your job more efficiently and effectively.
- You completed a certificate with the iCollege and/or have an advanced degree and are now focused on specific tasks or duties that require additional knowledge or perspectives.
- You are an information leader who wants to refresh your knowledge by taking new courses.
- You are new to the iCollege and interested in trying out the courses before you commit to a certificate program.
- Your career field requires you to take continuing education courses to satisfy or maintain certifications.

Talk with your personnel office to ensure you are enrolling in the correct courses.

You may enroll in the NDU iCollege as a non-degree seeking student through the NDU iCollege website (https://icollege.ndu.edu).



Admissions, Registration, and **Program Completion Policies**

Minimum Admission **Eligibility Criteria**

Certificate Programs (includes PD) Chief Information Officer Leadership Development Program Master of Science	Federal civil service pay grade of GS-13 or equivalent/military officer rank of O-4 or above. Non-federal employees, to include state and local government, must be of an equivalent grade. Private sector employees must be of an equivalent grade and work in a field relevant to the iCollege.
CFO Leadership Certificate Program (CFO)	Federal civil service pay grade of GS-14 or equivalent/military officer rank of 0-5 or above. (High performing GS-13s and O-4s are also eligible on a case by case basis.) Non-federal employees, to include state and local government, must be of an equivalent grade. Private sector employees must be of an equivalent grade and work in a field relevant to the iCollege curriculum. All applicants must provide a resumé detailing last 5 years of employment history. Documented Knowledge of Financial Management/ Experience: Undergraduate or Graduate degree in finance or business field, CPA, CGFM or CDFM or three years of federal financial management experience is required.
Education	All applicants must possess a Bachelor's degree from a regionally accredited U.S. institution or the equivalent from a foreign institution, as evaluated by AACRAO. **Additional for M.S. Degree Program** The minimum grade point average considered for admission is a 3.0 on a 4.0 scale for all previous undergraduate work. In cases where the undergraduate GPA is below 3.0 a cumulative GPA of 3.5 in 12 or more graduate credit hours (from the NDU iCollege or other accredited graduate programs) may be used to determine eligibility.

Admission to Multiple Academic Programs

Students may apply for, and be admitted to, more than one NDU iCollege academic program at a time. However, students may only pursue and be awarded one area of concentration in the Government Information Leadership Master of Science Degree Program.

International Students

Non-U.S. citizens who are members of defense agencies of other countries must apply through their governments. Applications should be in the form of an education and training request for approval and processing through the appropriate Security Assistance Training Field Activity (SATFA) country program manager, who should forward the request to:

SATFA Contact:

TRADOC SATFA (ATTG-TRI-SXX), Bldg. 950,
950 Jefferson Ave.,
Fort Eustis, Va.
23604-5724

In addition to the SATFA application process, students must submit an iCollege student application, available on the iCollege website.

International students must demonstrate comprehension through listening, reading, and general grammar structures via the Defense Language Institute's English Comprehension Level (ECL) Exam with a score of at least 85 prior to acceptance. Students will take the exam in their home country. Because of the seminar-based active-learning model used in this program, oral communication skills are critical. The NDU iCollege reserves the right to administer the ECL exam after the student arrives per AR 12-15, the Joint Security Assistance Training (JSAT) regulation, Section 10, if English comprehension is in question. International students should also possess basic competencies in the use of personal computers.

English Language Proficiency

ECL or TOEFL scores (as necessary). Applicants whose native language is not English are required to demonstrate their English proficiency by passing an English comprehension test with either an ECL of 85 or TOEFL of 213 (computer based), unless their university degree is from an institution where the curriculum was taught exclusively in English. Contact the NDU iCollege Office of Student Services for further details.

Pending Status

International Students will be placed in a Pending Status until Admissions Documents have been received and accepted. Students who do not provide required documentation prior to course completion cannot receive course graduate credit.

Application **Requirements**

(See next page for descriptions of required admission documents)See next page for descriptions of required admission documents

Chief Information Officer Leadership Development Program	• Application for Admission • Resumé (All Applicants) • Nomination Letter
Certificate and Professional Development Programs (excluding CIO LDP and CFO)	• Application for Admission • Resumé (Private Sector Applicants Only)
CFO Leadership Certificate Program	• Application for Admission • Resumé (All Applicants)
Government Information Leadership M.S. Program	The Government Information Leadership (GIL) Master of Science Degree is a selective degree program. Applicants must include all of the required documents listed below in the same application packet to be considered for admission. • Application for Admission • Resumé (All Applicants) • One supervisory letter of recommendation • One professional letter of recommendation • Official transcript(s) from a regionally accredited U.S. institution or the equivalent from a foreign institution. See next page for descriptions of required admission documents

To Apply:

U.S. applicants should submit all of the required documents in the same application packet. International applicants, please see previous section on international student enrollment for SATFA guidance.

Mail completed packets to:
NDU iCollege Office of Student Services
300 5th Avenue, Marshall Hall
Fort McNair, Washington, DC 20319

Admission Documents Descriptions

1. Application for Admission

Application forms can be downloaded at https://icollege.ndu.edu

2. Résumé

A résumé (maximum 3 pages) should include the work history that describes the applicant's position title, organization, responsibilities, and accomplishments. If there are gaps in the résumé, a short paragraph is needed to explain them.

3. Letters of Recommendation

Recommendations should be completed on either the recommendation form provided on the NDU iCollege website, or on organizational letterhead. All recommendations, regardless of format, must address the questions asked on the form. For the M.S. program, at least one recommendation must come from a current or past supervisor. The second may come from another professional source. Both recommendations should be written by persons able to judge the applicant's ability to complete a challenging graduate-level degree program. Letters of recommendations must be included in the application packet in sealed envelopes.

4. Official Transcript(s)

Applicants must submit official transcripts from an accredited Bachelor's Degree granting institution and all graduate institutions where graduate work was earned or attempted (regardless of whether credit or degree was issued). The minimum grade point average (GPA) considered for admission is a 3.0 on a 4.0 scale for all previous undergraduate work. In cases where the undergraduate GPA is below a 3.0, a GPA of 3.5 in 12 or more graduate credit hours (from NDU iCollege or other graduate courses) may be used to determine eligibility. Transcripts must bear the official seal of the issuing institution and must be included in the same envelope with all other admissions documents. Do not send transcripts separately to the NDU iCollege Office of Student Services.

5. Nomination Letter

The letter of nomination should address the applicant's ability to complete a challenging graduate-level academic program in information resources management. In addition, the letter must indicate why the applicant is being nominated for the CIO LDP and how this program will benefit the nominating organization. Letters must be on organizational or corporate letterhead and be addressed to the NDU iCollege Office of Student Services. The subject line must indicate the student's name and the program the student is applying for. For example: "Subj: CIO LDP Letter of Nomination, LTC John Doe." The final signature on all correspondence must belong to the applicant's immediate supervisor.

Change in Eligibility:

The NDU iCollege will periodically review eligibility of active students. If a student's eligibility changes (employer, pay grade, rank, etc.), the student must notify the NDU iCollege Office of Student Services (OSS). In cases where course credit is earned after eligibility ceases, course credit may be revoked and/or the student may be held liable for tuition fees. NDU iCollege Office of Student Services (iCollegeOSS@ndu.edu; Fax: 202-685-4860).

Course Registration

Once accepted to the NDU iCollege, students in the Master of Science degree program, the Graduate Certificate programs, or the Professional Development program will be sent detailed instructions regarding course registration, account information for online systems, and advisor information. Course descriptions and section dates/formats are available on the college's website.

Members of special programmatic cohorts will receive registration instructions from the program POC. Cohort students are automatically enrolled in their respective courses.

Confirmation of Course Registration

Students will receive a course status email (enrolled/waitlisted) within 7 to 10 business days of their course request. The NDU iCollege 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 one or more eResident sections when instructional periods do not overlap (i.e., the instructional period in the first three weeks of a course). Additionally, students may concurrently register for one Distributed Learning (DL) section. Students are typically not allowed to take more than one DL course per semester.

Permission to register for more than one concurrent (DL) course may be granted by requesting an exception to policy (maximum 2 courses per session). Requests will only be considered for students who have successfully completed a previous DL course. Requests must be submitted to the NDU iCollege Office of Student Services in writing (iCollegeOSS@ndu.edu; Fax: 202-685-4860) no later than 2 weeks prior to the course start date. Note: A student who is granted permission but fails to complete both courses successfully may not be considered for concurrent registration in the future.

Dropping a Course

If prior to the Course Start Date (CSD), students are unable to attend a course, they must drop the course by sending an email to the Office of Student Services (iCollegeOSS@ndu.edu).

Students who drop a course on or after the Course Start Date (CSD) but before 25 percent of the course is completed will receive an academic grade of W (withdrawal).

Students who drop a course after 25 percent of the course is completed will receive a grade of F, unless he or she can provide documented evidence of extenuating circumstances (e.g. hospitalization, deployment to combat zone).

(See Academic Policies-Grading section for additional information.)

Tuition

Since the NDU iCollege is a U.S. Department of Defense (DoD) institution, there are no tuition fees for DoD civilian and military employees for NDU iCollege courses or academic programs. This includes all course sections and the Chief Information Officer Leadership Development Program, but may not include special sections such as executive or special seminars.

Fiscal Year 2015 - 2016 Tuition*		
Employer Category	Course	Chief Information Officer Leadership Development Program (CIO LDP)
DOD civilian, Active U.S. Military & Uniformed Services, Active Military Reserve or National Guard	None	None
Non-DOD civilian, State and Local government	$1125	$10750
Private Sector	$2050	$16900
*Fiscal Year 2015-2016: October 1, 2015 to September 30, 2016.		

Note: Military members in the Reserve or National Guard may apply for admission and tuition waivers based on their 'Fulltime Reserve or National Guard Duty Status' (i.e., drilling status). Documentation must be provided prior to attendance or the student will be liable for the full tuition owed. Contact the NDU iCollege Office of Student Services for detailed instructions.

Payment Instructions

Students should make all payments for courses no later than the first day of the section. If payment is not received, the account is considered delinquent and the student may not be admitted to the course. Future registrations will be revoked or disallowed until the account is made current.

The NDU iCollege cannot accept cash payments. Valid forms of payment are credit card, check, and Military Interdepartmental Purchase Request (MIPR). Detailed instructions for submitting payment are provided to the student by e-mail and on the student's invoice prior to the course start date.

Program Completion

Master of Science (M.S.) Degree Program: All coursework applied toward a M.S. Degree must be completed within seven (7) years of degree completion. Courses taken after the seven year deadline will be subject to repeat, although the credit itself will not be revoked.

Graduate Certificate Programs: All coursework applied toward a certificate must be completed within four (4) years of certificate completion. Courses taken after the four year deadline will be invalidated and subject to repeat.

Students must successfully complete at least one course every 12 months to maintain active status in NDU iCollege programs. Students not completing at least one class every twelve months will be administratively withdrawn. Students so withdrawn may reapply for admission. An approved leave of absence will stop the student's program completion timeline (see section General Policies- Leave-of-Absence).

Graduation Diplomas and Certificates (credentials)

Master's degree diplomas and program certificates are prepared annually for graduation exercises. Master's degree diplomas and ceremonial certificates are mailed to the home address of students who do not attend the ceremonies. Students are responsible for maintaining current mailing addresses in the student information system to ensure delivery is not delayed.

Completion Procedures

It is the student's responsibility to meet all program requirements and to timely apply for graduation. Students of the NDU iCollege who have completed program requirements must submit the "Application for Graduation" via email directly to the NDU iCollege.

To officially graduate from a program, the student must:

- Be admitted to and active in the academic program(s) he or she intends to complete.
- Complete all course requirements according to the program of study for their admitted program version year.
- Complete and submit the "Application for Graduation"

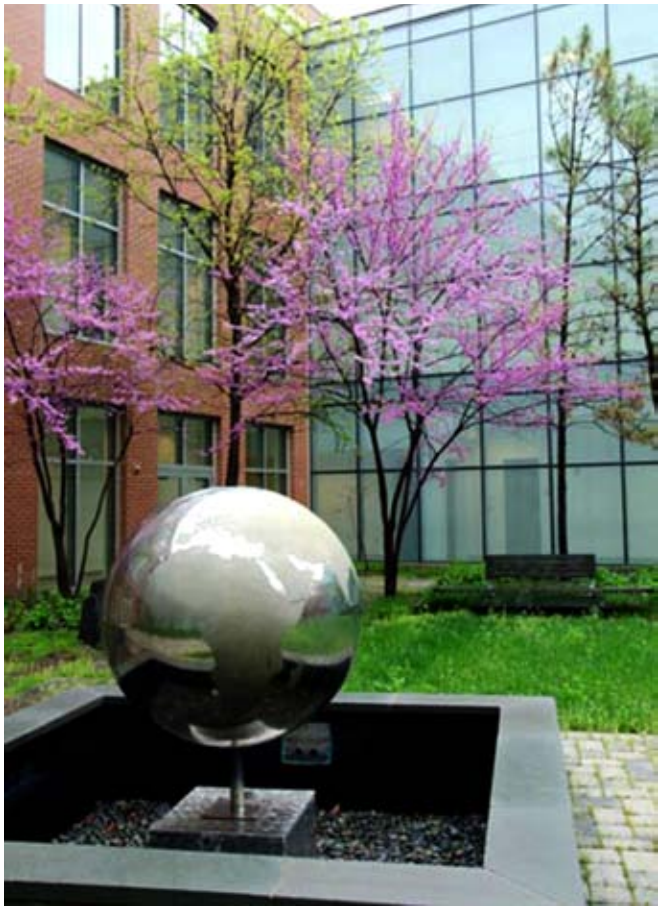
form, found on the iCollege website. A passing grade for all applicable courses must be posted to the student's transcript to be eligible for program completion. An ineligible applicant will not be processed for completion and the student must reapply when all coursework has been successfully completed and posted.

If there are questions regarding the requirements for graduation, contact the NDU iCollege's academic advisor.

After the student's transcript has been validated, the certificate name and completion date will be noted on the student's official transcript and the Office of Student Services will email a 'program completion letter' signed by the NDU iCollege Chancellor to the student's email address on record. The date noted in the program completion letter or official transcript is the official completion date. Dates on certificates awarded at the College's commencement ceremony reflect the ceremony date and should not be used for reporting purposes.

Commencement Exercises

Master of Science (M.S.) Degree Program: Master of Science in Government Information Leadership degree candidates may attend the National Defense University commencement ceremony held in early June of each year. Applications for graduation must be submitted to the iCollege Office of Student Services no later than 1 March.



Graduate Certificate Programs: The NDU iCollege certificate commencement is traditionally scheduled for the last week in April. (Check the NDU iCollege website for exact date and time.) Those who complete certificate programs throughout the year are eligible to attend.

The Office of Student Services (OSS) will contact all known and potential graduates at the students' preferred e-mail address as shown in the student information system approximately eight weeks prior to commencement exercises. This e-mail message will provide detailed timelines and procedures that students must follow to be included in the commencement planning. Students who do not receive this e-mail must contact OSS to notify them of program completion no later than six weeks prior to commencement. Ultimately, it remains the student's responsibility to accurately track their academic progress.

Students who are attempting to complete their programs within two months prior to commencement exercises in April are advised to work closely with their advisor and course instructors to ensure they meet requirements to participate in commencement exercises.

The iCollege recognizes distinguished graduates with the following awards:

Distinguished Graduates Certificate and Master of Science

Distinguished Graduate (DG) Award recognizes the academic achievement of graduates of NDU iCollege Certificate and Master of Science programs. Students who consistently exceed standards with the grade of A or A- in all courses that fulfill program requirements are eligible for the DG award and may be recommended as candidates for a sponsored award.

Chief Information Officer Leadership Development Program Distinguished Leader Award

The Chief Information Officer Leadership Development Program (CIO LDP) Distinguished Leader Award, sponsored by AFCEA, recognizes a member of the CIO LDP graduating class for outstanding academic performance, demonstrated leadership, and exemplary personal conduct. Candidates for the Distinguished Leader Award must earn an A or A- in each of their CIO LDP courses, and receive the majority of CIO LDP student and teaching faculty nominations based on their demonstrated leadership and exemplary personal conduct.

Sponsored Awards

Within each specific educational program, the iCollege recognizes and honors several graduate students that have shown academic achievement in their studies. These awards are sponsored by longstanding iCollege partner organizations. To receive an award, the graduate must be a DG in the Certificate earned.

Records Maintenance

The NDU iCollege maintains hard copies and electronic records as required for all prospective, current, and past students. Current students are responsible for ensuring their current biographic and demographic information are correct at all times in the student information system to assist the NDU iCollege in communicating expeditiously with students, and to meet Federal and Department of Defense directives and reporting requirements. Students are encouraged to notify the NDU iCollege Office of Student Services of any changes to their contact information (e.g., telephone number, email or physical address, etc.) for future correspondence.

Transcripts

Student academic records are confidential and may be released only with the student's written authorization and signature, in accordance with the Privacy Act of 1974.

Unofficial Transcripts

Students may request unofficial transcripts from the Office of Student Services. These requests will only be sent to the preferred email address on record.

Official Transcripts

An official transcript is a certified copy of student's permanent academic record that displays all courses taken at NDU and includes all grades received and is issued by the University Registrar. Official university transcripts are printed on purple SCRIP-SAFE security paper with the name of the university printed in white typed across the face of the document and do not require a raised seal. When photocopied, the word COPY appears prominently across the face of the entire document

Transcript Request Process

Students must request official transcripts through the University Registrar's Office. The NDU iCollege staff cannot request or print official NDU transcripts for a student. Transcripts may be obtained by completing the Transcript Request Form (http://www.ndu.edu/Academics/Registrar.aspx) and emailing, faxing or mailing the request to the University Registrar's Office at:

The National Defense University
University Registrar's Office (URO)
300 5th Avenue SW, Bldg 62
Washington, D.C. 20319-5066
Phone: (202) 685-2128 (DSN: 325)
Fax: (202) 685-3920 (DSN: 325)
University-Registrar@ndu.edu

General and Academic Policies

All students are responsible for knowing and understanding the academic policies of the university and their particular academic program, including deadlines, attendance, curriculum requirements, acceptable grades, and academic honesty.

Applying Coursework Earned Prior to Program Admission

Graduate Certificate Program Participants

If a student has completed NDU iCollege coursework under another program, the student may apply eligible courses to another certificate program. No courses from other institutions are accepted for transfer. Eligible courses are those that meet a program's requirements. Courses taken for non-credit are not applicable. All coursework applied toward a certificate must be completed within four years of the award of the certificate.

Master of Science Program Participants

Subject to the graduation time limit requirements, a student may use up to eight NDU iCollege classes passed with a grade of B or higher toward attaining the M.S. degree. No courses from other institutions are accepted for transfer. Courses taken for non-credit are not eligible. All coursework applied toward a M.S. degree must be completed within seven years of the award of the degree.

Program Actions

Leave of Absence

Students may apply for a leave of absence due to exceptional circumstances by submitting a written request to NDU iCollege Office of Student Services. The letter should provide a detailed explanation of the circumstances leading to the request and a justification of the time requested. Requests for a leave of absence may be made for up to one academic year. An approved leave of absence will stop the student's program completion timeline. Requests should be e-mailed to iCollegeOSS@ndu.edu. Confirmation will be provided by e-mail.

Program Withdrawal

Students who wish to end their participation in an NDU iCollege program may submit a written request to the NDU iCollege Office of Student Services. The request should state the student's name, e-mail address (if different than on record), program(s) from which the student wishes to withdraw, and a brief justification statement. Requests should be e-mailed to iCollegeOSS@ndu.edu. Confirmation of withdrawal will be provided by e-mail.

Adminstrative Withdrawal

Students not completing at least one class every twelve months will be administratively withdrawn. Students so withdrawn may reapply for admission.

Dismissal

The NDU iCollege may dismiss students from a program for a number of reasons that include, but are not limited to, unsatisfactory academic progress performance and/ or upon the decision of the Academic Review Board.

Reinstatement

Dismissed students who wish to request reinstatement must reapply for program admission. The NDU iCollege may grant reinstatement to a program on a case-by-case basis. Once eligibility is reviewed, it will be determined which previous courses, if any, may apply to the program of study.

Requirements for Continued Enrollment

Students enrolled at the NDU iCollege must maintain satisfactory progress by completing at least one course every 12 months and maintaining a 3.0 cumulative GPA. Students are expected to achieve a satisfactory grade (A, A-, B+, B) in all coursework attempted for academic credit.

Students will be automatically placed on probation upon receiving one (1) course grade of F and/or whenever his or her cumulative GPA falls below 3.0. A student on probation must attend a mandatory counseling session with their advisor, and if applicable, raise the GPA to a 3.0 at a timeline or credit load defined by the NDU iCollege Office of the Dean of Academic Programs. Students who receive a second course grade of F and/or who fail to raise their GPA within the prescribed timeline or credit load will be dismissed from the NDU iCollege.

Academic Policies

Student Preparation

The iCollege recognizes its students bring a wealth of knowledge and experience with them. Accordingly, the College's courses are structured to obtain the maximum exchange of views among faculty and students. Classes are typically conducted in seminars, but occasionally include lecture, panel discussions, question-and-answer sessions with guest speakers, and student exercises. Key to this learning process is student preparation and active participation in classroom discussions and practical exercises.

Students are expected to prepare for each session by reading the material assigned for that lesson. Readings may be the focus for a seminar discussion or be a key part of an in-class exercise or activity. In addition, readings provide a common knowledge base for additional information presented and discussed during the class. Faculty and seminar participants will assume that reading assignments have been completed by the start of the session.

Student Assessment

All NDU iCollege students must demonstrate a successful level of mastery of the intended learning outcomes of each course. Faculty members formally assess student achievement on learning outcomes as detailed in course assessment plans and provide detailed feedback to students on their performance as an essential component of the learning process. Faculty members develop an assessment plan documenting the proposed assessment techniques they will use and grading guidelines for all assignments and/or instruments (paper, project, presentation, participation). At the NDU iCollege, end-of-course assessments require students to apply the material through written papers or presentations based on their real-world environments (usually their own agencies or units). Final end-of-course assessments submitted for a grade cannot be rewritten or resubmitted.

Course Credits

NDU iCollege eResident and DL courses are worth three (3) credit hours unless otherwise noted. JPME Electives courses offered through the NDU electives program are worth two (2) credit hours.

Grading

The following letter grades and their achievement equivalents are used by the NDU iCollege to evaluate a student's performance in a course and in a program. Grade points corresponding to each letter grade determine a student's academic average and eligibility to graduate. Each grade, A through F, has a specific grade point value (see table below). Master of Science and Graduate Certificate students must maintain a grade point average (GPA) of at least 3.0 to graduate.

GPA is obtained by dividing the total number of letter grade credits taken in the graduate program into the total number of grade points earned in the graduate program. Only letter grades with GPA values will be used in computing the GPA. A student may repeat any course in which a grade of C or lower is received. The grade earned by repeating a course is used for computing the GPA in lieu of the grade originally earned, although the original grade will remain on the transcript.

C Grade: Only one grade of C may be used to fulfill certificate program requirements. The grade of C cannot be used to fulfill requirements for the Master of Science degree program. C grades may not be transferrable to other Universities' graduate level programs.

Grade Scale

GPA Grades (Credit Bearing Courses)		
Letter Grade	GPA Value	Description
A	4.0	Exceptional Quality
A-	3.7	Superior Quality
B+	3.3	High Quality
B	3.0	Expected/Acceptable Quality
C	2.0	Below Expected Quality
F	0.0	Unsatisfactory Quality
GPA Grades (Non-Credit Bearing Courses) For students enrolled in Professional Development Non-Credit courses, the grading is based on a Pass/Fail scale. The following Pass/Fail grades are approved for use in the determination of course performance.		
Letter Grade	Value	Description
P	0.0	Pass
F	0.0	Fail
Other/Non GPA Annotations/Actions (Academic Credit is Not Earned)		
I	Incomplete	
W	Withdrawal	

F Grade: When a grade of F is assigned, the student will not receive academic credit for the course and the GPA value of 0.0 will be calculated. This grade is used when:

- a student fails to meet minimum academic requirements
- a student chooses to drop from a course after 25 percent of the course is completed without documentation of extenuating circumstances; or a student is dismissed for violation of the NDU Academic Integrity Policy.

Other/Non-GPA Annotations

Incomplete (I): This grade is assigned to students who, due to unusual and extenuating circumstances (e.g. serious illness, deployment to combat zone), are granted an extension to complete the academic requirements (usually a final paper and/or project) past the course deadline. The requesting student must have satisfactorily met the attendance/participation requirements for the course and request an extension in writing to the Section Leader prior to the assignment deadline. The written request should detail the unusual and extenuating circumstances that justify an extension and provide a proposed deadline for submission. Requests made to accommodate professional work related demands, with the exception of deployment, will not be granted. Students are expected to balance their academic and professional responsibilities.

The Section Leader will deny or approve the request in writing. Approved extensions are not to exceed one week. Extensions which exceed one week must be approved by the Office of the Dean of Faculty and Academic Programs.

Non-Credit Bearing Pass/Fail (P/F): The Pass/Fail grade is assigned to students who elect to take a course for non-credit. Pass (P) is awarded to students who successfully complete requirements except the final assessment. Students must retake courses for credit if they want to apply them to a program. On the Friday of the seminar week (or Friday of the ninth DL week) students will declare in writing if he/she is taking the course for non-credit.

Course Withdrawal (W): Students who drop a course on or after the Course Start Date (CSD) but before 25 percent of the course is completed will receive an academic grade of W. The student must submit the request to withdraw in writing to the Office of Student Services. A grade of W also can be assigned by the faculty or the Office of Student Services for administrative purposes (such as unacceptable performance during the Preparation Week of an eResidence course). Students who drop a course after 25 percent of the course is completed will receive a grade of F, unless he or she can provide documented evidence of unusual and extenuating circumstances (e.g. serious illness, deployment to combat zone).

Capstone Grade

The grade of B is the lowest possible passing grade for Capstone. Students may retake the Capstone only once. Students who are unsuccessful after their first Capstone attempt may be required to meet additional graduation requirements (e.g. Successful completion of an outside writing course).

Grade Submission

The faculty will assign a grade for each student in a course based upon the grading policy. The faculty will submit the course grades to the University Registrar via the appropriate electronic resource. A faculty member cannot change any student's grade after the course grade has been submitted. Any grade change request must provide documentation specifying the reason and have the approval of the Dean of Faculty and Academic Programs and the University Provost.

Grade Appeal Policy & Process

A student may challenge a final course grade if the student has a reasonable belief the grade was assigned in an arbitrary or capricious manner and is unable to resolve his or her concerns with the faculty member who assigned the grade. This policy applies only to final course grades and does not apply to course work or other grades awarded during course.

A student may only challenge a final course grade under this policy, if the student has discussed the concern with the faculty member and can demonstrate that the grade was awarded in an arbitrary or capricious manner. For purposes of this policy, arbitrary or capricious means (a) the assignment of a final course grade was made on a basis other than the student's academic performance in the course (b) the assignment of a final course grade in a manner that substantially or unreasonably departed from the instructor's articulated standards.

This policy will not be used to review the judgment of an instructor in assessing the quality of a student's work, to require another faculty member to re-grade or re-examine a student's work, or in cases involving alleged violations of academic integrity.

1. If after discussion with the faculty member the student believes, in good faith, that the grade is arbitrary or capricious, or if there is an inability to reach the faculty member, the student may challenge the grade by sending a letter to the department chair no later than 30 calendar days after the grade has been posted. This letter must (a) identify the course, date, and faculty member that awarded the grade; (b) state the basis of the challenge, including all facts relevant to the challenge and the reasons the student believes the grade is arbitrary or capricious; (c) indicate the date(s) the student consulted with the faculty member regarding his or her concern(s) and summarize the outcome of those discussion(s); and (d) attach any supporting documentation the student believes should be considered in the challenge, including the syllabus.
2. Upon receiving a written challenge to a final course grade, the chair shall forward a copy of the challenge to the faculty member who assigned the grade. The faculty member then has 15 calendar days from receipt

of the challenge to provide a written response. The student will receive a copy of the faculty member's response; however, any information that would violate the privacy rights of other individuals will not be released to the student.

3. The chair will review the submissions and, if necessary, investigate to determine if the grade was arbitrary or capricious based on the definition outlined in this policy. A written decision will be issued to both parties within 15 calendar days.
4. Both parties have a right to appeal the chair's decision by filing a written appeal within 10 business days to the NDU iCollege of the Dean of Faculty and Academic Programs. The written appeal should state the basis for the appeal and attach all relevant written documentation.
5. The Dean shall forward the appeal to the NDU iCollege Academic Policy Committee. The Academic Policy Committee will review the submissions and may, at the Committee's discretion decide to hear statements from the parties. Following deliberations, the Committee will issue a recommendation to the Dean (or designee) indicating:
    1. whether the Committee finds the grade to be arbitrary or capricious and;
    2. the Committee's recommendations for the disposition of the appeal..
6. The Dean (or designee) will review the Committee recommendation and render a final decision in writing to the student, the faculty member, and the chair within 10 calendar days of receipt of the Committee's recommendation. The Dean's decision shall be final without further appeal.

Academic Integrity

The NDU iCollege has a zero tolerance policy toward plagiarism and other breaches of academic integrity, and will enforce the National Defense University Statement on Academic Integrity as summarized below. Students should consult the NDU website at http://www.ndu.edu/Academics/AcademicPolicies.aspx for the complete and/or most current NDU academic integrity policy.

Statement On Academic Integrity

NDU shall always foster and promote a culture of trust, honesty, and ethical conduct. This statement on academic integrity supports the above guiding principle and applies to all components of the National Defense University. The purpose of this broad university policy is to establish a clear statement for zero tolerance for academic dishonesty and to promote consistent treatment of similar cases across the University on academic integrity and the integrity of the institution. This document should not be interpreted to limit the authority of the University President or the Vice President for Academic Affairs. This policy includes two key areas: academic integrity as it applies to students and participants at National Defense University; and academic integrity as it applies to assigned faculty and staff.

Breaches of Academic Integrity

Breaches of academic integrity are not tolerated. Breaches include, but is not limited to: falsification of professional and academic credentials; obtaining or giving aid on an examination; having unauthorized prior knowledge of an examination; doing work or assisting another student to do work without prior authority; unauthorized collaboration; multiple submissions; and plagiarism.

Falsification of professional and academic credentials: Students are required to provide accurate and documentable information on their educational and professional background. If a student is admitted to the University with false credentials, he or she will be sanctioned.

Unauthorized collaboration is defined as students working together on an assignment for academic credit when such collaboration is not authorized in the syllabus or by the instructor.

Multiple submissions are instances in which students submit papers or work (whole or multiple paragraphs) that were or are currently being submitted for academic credit to other courses within NDU or at other institutions. Such work may not be submitted at the National Defense University without prior written approval by both the National Defense University professor/instructor and approval of the other institution.

Plagiarism is the unauthorized use of intellectual work of another person without providing proper credit to the author. While most commonly associated with writing, all types of scholarly work, including computer code, speeches, slides, music, scientific data and analysis, and electronic publications are not to be plagiarized. Plagiarism may be more explicitly defined as:

- Using another person's exact words without quotation marks and a footnote/endnote.
- Paraphrasing another person's words without a footnote/endnote.
- Using another person's ideas without giving credit by means of a footnote/endnote.
- Using information from the web without giving credit by means of a footnote/endnote. (For example: If a student/professor/instructor/staff member enrolled or assigned to NDU copies a section of material from a source located on the internet (such as Wikipedia) into a paper/article/book, even if that material is not copyrighted, that section must be properly cited to show that the original material was not the student's).

To remind students of possible breaches of academic integrity, they are encouraged to submit their papers and assessments for review by plagiarism detection software prior to turning the products in for grading.

Sanctions for Breaches of Academic Integrity

Sanctions for breaching the academic integrity standards include but are not limited to: disenrollment, suspension,

denial or revocation of degrees or diplomas, a grade of no credit with a transcript notation of "academic dishonesty;" rejection of the work submitted for credit, a letter of admonishment, or other administrative sanctions. Additionally, members of the United States military may be subject to non-judicial punishment or court-martial under the Uniformed Code of Military Justice. The authority for decisions and actions rests at the NDU iCollege.

Academic Review Board

The NDU iCollege Academic Review Board is responsible for reviewing cases of student performance that include breaches of the College's academic integrity policy.

The student will be notified by e-mail and U.S. mail that he or she has been referred to the Academic Review Board. The communication will include a summary of the reason for the referral and invite the student to appear before the Academic Review Board.

When a student's work is referred to the Academic Review Board, his or her record will be placed on "Academic Hold" status. All actions affecting their coursework, including grading, will be suspended pending outcome of the Academic Review Board's inquiry.

Non-Attribution Policy

Presentations by guest speakers, panelists, and renowned public officials and scholars constitute an important part of the curriculum. In order that these guests, as well as faculty and other officials, may speak candidly, the College offers its assurance that presentations will be held in strict confidence. This assurance derives from a policy of non-attribution that is morally binding on all who attend. Without the expressed permission of the speakers, nothing they say may be attributed to them directly or indirectly in the presence of anyone who was not authorized to attend the presentation. This policy is not intended to preclude references by students and faculty within the academic environment to opinions expressed by speakers; however, courtesy, good judgment, and the non-attribution policy preclude citing those views, even if the speaker is not identified by name, even when questioning subsequent guests. Specifically, the non-attribution policy provides that:

- Classified information gained during these presentations may be cited only in accordance with the rules applicable to its classification. Additionally, without consent, neither the speaker nor the College may be identified as the originator or source of the information.
- Unclassified information gained during lectures, briefings, and panels may be used freely within the academic environment; however, without consent, neither the speaker nor the College may be identified as the originator of the information.

Guest Speaker Procedures

Students are to be in their seats at least five minutes before the scheduled starting time, and will stand when the guest speaker(s) enters the room. As a courtesy, students will not enter late or leave the room before the conclusion of the question and answer session. It is customary to applaud the visiting speaker at the end of the introduction and to stand and applaud the visiting speaker at the end of the lecture and question and answer period.

Penetrating and thought-provoking questions are essential to a productive discussion session with the speaker. The iCollege expects students to be prepared and willing to ask good questions of the speaker. When asking questions, it is critical that the student identify him/herself and state his/her parent agency. This is a courtesy to help the speaker better answer the question. Speaker presentations and their associated question and answer session customarily are not recorded or transcribed and never without the expressed consent of the speaker. This policy is complementary to the non-attribution policy which encourages our speakers to discuss their subjects with candor.

Attendance Policy

Students are expected to participate in all scheduled class sessions and activities. The College will not issue course credit (or the grade of P for non-credit) if more than five percent of the class is missed.

Absence from class activities degrades the continuity and effectiveness of the educational process for all involved. Accordingly, absences may be authorized only under the most extenuating circumstances. Students are responsible for any course work missed.

The Course Manager may approve a maximum of two hours of missed class time. All absences exceeding two hours must be pre-approved by the Dean of Students.

Professional Standards

All incoming students at the NDU iCollege are bound by professional standards. Any deviation or misconduct on behalf of any of the students may result in but not limited to military or civilian non-judicial punishment. For uniformed military personnel, they are bound by the Uniform Code of Military Justice (UCMJ) and are hereby expected to conduct themselves in a matter that is expected of all uniformed military personnel.

Dress Policy

Military and civilian personnel are expected to exemplify professional standards of dress and appearance. A business suit with tie or conservative sport coat with tie is considered appropriate dress for men; commensurate attire is expected of women. Military students may wear either the class B uniform or civilian attire as described above. Some events will require military students to wear the Dress Uniform.

Student Appeals

Student appeals are directed though the Office of the Dean of Faculty and Academic Programs for review and decision. Only written appeals with written documentation will be considered. Appeals should be submitted via e-mail to the iCollegeDean@ndu.edu.

Student Services and **Resources**

NDU iCollege Office of Student Services

The NDU iCollege Office of Student Services (OSS) is located in Room 145 Marshall Hall. Students should consult the (OSS) for assistance with admissions, registration, course management, tuition processing, and online student information system operations. Office hours are 0700-1500. The Office of Student Services can be reached by phone at (202) 685-6300 and by e-mail at iCollegeOSS@ndu.edu.

Disability Support

The Americans with Disabilities Act (ADA) provides civil rights protection for persons with disabilities. This legislation guarantees a learning environment that provides for reasonable accommodation for students with disabilities. If you believe you have a disability requiring an accommodation, please contact the NDU iCollege Office of Student Services - 202.685.6300 or iCollegeOSS@ndu.edu.

Directions to Fort McNair

Ft. McNair Campus Fort Lesley J. McNair
300 5th Avenue, Building 62
Washington, DC 20319

Which Gate to Enter**:** There are two post entry points: 1) The Main Gate (on P Street, at stoplight) for vehicles with a DoD decal, 2) the Visitor's Gate (at 2nd Street SW) for any vehicle. DoD (military and civilian) or Government photo ID (state issued driver's license). DC area and facility badges (like NCR, MDW and your student badge) are not valid.

Post Security Inspection: Vehicles may be searched and are mandatory for some and random for all. If directed to report for a vehicle search, you must comply. All personal belongings brought into this post are subject to search.

Security

Students must show valid ID at the Marshall Hall Guard Desk upon entering Marshall Hall and wear ID badges in a visible place while participating in iCollege courses. The Guard Desk can be reached at (202) 685-3766. All personal property should be secured at all times. Do not leave purses or wallets in the classroom during breaks. Do not leave personal articles and clothing in the building overnight.

Class Hours

Classes start at 0800 and end by 1700 each day. Breaks are scheduled throughout the day. Students are expected to be prompt and prepared for all classes.

Transportation

The Washington, DC area has a number of public transportation options.
Information can be found at the following links:

- Washington Metro: http://www.wmata.com/
- Virginia Railway Express: http://www.vre.org/
- Maryland MARC Train: http://www.mtamaryland.com/services/marc/
- Amtrak Railway: http://www.amtrak.com/

Parking

Parking is available at the north end of Lincoln Hall in any unnumbered parking space. A parking permit will be issued to in-residence students during in-processing. The permit must be displayed on the dashboard and be clearly visible.

Lost and Found

Report or turn in lost/found articles to the security guard on duty in the building where the article was lost/found. If theft of an item is suspected, first check to see if it has been turned in to the security guard. If not, notify the iCollege Office of Student Services, the NDU Security Office, and the Fort McNair military police (MPs). After the MPs complete their report, the case is turned over to Fort Myer for investigation. When the investigation is completed, a claim can be made against the government. Government claims require two estimates of loss with the Standard Form (SF) 95 when filing at the Fort Myer Claims Office (703) 696-0761. In general, the government will not pay a claim unless the property was secured at the time it was stolen.

Inclement Weather

When adverse weather conditions in the Washington, DC area necessitate closing federal offices, the University will also close. Students should call (202) 685-4700 from an off-campus phone to obtain guidance. Press option #2 at the voice menu. Alternately, students can check the OPM website at: http://www.opm.gov/status. In instances when the iCollege is closed or has a two-hour delay, students should check with their instructors via Blackboard or email to determine whether alternate course plans will be implemented.

Campus Facilities

NDU Library

The NDU library, located in Marshall Hall, is open Monday through Friday 0700-1800. Weekend hours occasionally are posted. In addition to subscribing to 1,300 periodical titles, the library offers a collection of 500,000 titles in paper copy, microform, electronic, and audio-visual formats. There is also a large collection of national and international newspapers.

The library offers on-line search capabilities to LEXIS-NEXIS, DIALOG (500 + databases), CQ Washington Alert, OCLC, Joint Electronic Library, DTIC, DLSIE, InfoSouth, and the library's online public catalog. In addition, the library has FirstSearch, which offers access to WorldCat, the largest library catalog in the world, and other general interest databases.

The library includes information specific to the curriculum and needs of the iCollege. It includes a large collection of

books (both in print and electronic), documents, and over 100 journals that focus on automated information systems, computer and communications technology, and program management. The library's reference section includes titles such as Datapro Information Services and Data Decision Information Service, as well as government-issued publications relating to information management such as the FIPS and FIRMR.

The Classified Documents Center, located in Room 316 of the library, has a collection of over 10,000 documents available to authorized iCollege students.

All iCollege students are welcome to use library materials, study rooms, and equipment. Special texts for some courses are available in the Reserve Room. General information about the library and its policies can be obtained by calling (202) 685-6100.

- Research/Reference Service: A Reference Librarian is available during duty hours. Library Orientations and training classes may be arranged by calling (202) 685-3948.
- Circulation Service: Patron registration and loans are available to students while attending courses. Materials available for loan include books, CDs, DVDs, books on tape and CD, and videocassettes. Reference books, journals, and microforms are not loaned. Materials may be renewed if there are no outstanding requests.
- Reserve Room: Reserve materials are located in the Library's Reserve Room for the duration of the course. A list of reserve materials by faculty member and/or course is available in the library on-line catalog through the Library's Home Page: http://www.ndu.edu/library/index.cfm. The Reserve Room is open to all library patrons.

Food Service Operations

NDU's cafeteria is located in Lincoln Hall. The Lincoln Hall Café is open Monday through Friday, 0700-1430, in Room 1501 near the passenger elevators on the first floor. For more information call the cafeteria directly at (202) 685-7235.

The Fort McNair Officers' Club is located in building 60 on 2nd Avenue, three blocks west of the Marshall Hall front entrance. You can reach the Officer's Club at (202) 685-5800.

Vending machines containing snacks and beverages are located in hallways near classrooms.

Fitness and Recreation Facilities

The main fitness center is located across from the NDU Lincoln Hall parking lot. Additionally, fitness centers are also located within the Roosevelt, Eisenhower, and Coast Guard Buildings.

Medical Assistance

Routine medical care for military personnel are available on post at the Fort McNair Health Clinic, Building 58, from 0630-1500; call (202) 685-3100 for an appointment. Military sick call is on a walk-in basis from 0630-0830 and 1130-1300. Physicals, immunizations, and other services can be obtained by appointment.

U.S. Post Office

A branch office is located in Building 29 ((202) 523-2144), just inside the main gate. Hours of operation are 0815-1300 and 1400-1615 Monday through Friday. The facility is closed on Saturdays, Sundays, and recognized holidays.

Chapel

The Fort McNair Chapel, Building 45, is available for religious services, ceremonies, and programs. Call the Chaplain's Office at (202) 685-2856 for further information.

Shoppette/Gas Station

The Fort McNair Shoppette/Gas Station is open to everyone from 0800-1700, every day of the week and sells snack items, beer and wine, and gasoline. The phone number for the shoppette/gas station is (202) 484-5823.

State Department Federal Credit Union

Members of the State Department Federal Credit Union may conduct their banking at the Fort McNair branch in Building 41. The Credit Union can be reached at (703) 706-5127. Alternately, members of the Pentagon Federal Credit Union may conduct their banking at the Coast Guard Building.

Barber/Beauty Shop

Fort McNair's Barbershop and the Beauty Salon are located in Building 41. Hours vary; for more information, call (202) 484-2354.

ATM

There is a State Department Federal Credit Union ATM located in the north end of Marshall Hall on the first floor.

Telephone Services

In cases of emergency only, incoming calls for students should be made to the Office of Student Services during regular business hours (0700-1500). The Office of Student Services can be reached at (202) 685-6300 or DSN 325-6300. Students will be contacted in their classrooms for emergency calls.

Dialing from University phones:

- To dial DSN, dial 94 then the DSN number.
- To dial a commercial number, dial 991 then the area code and number, as appropriate.
- To dial internally within NDU, please press 685 and then the extension (ex)685-xxxx

Faculty & **Administration**

LEADERSHIP

Jan Hamby RADM (Ret) USN
Chancellor
B.A. University of North Carolina Chapel Hill
M.S. Boston University
M.B.A. Boston University
M.A. U. S. Naval War College

Mary S. McCully
Dean of Faculty and Academic Programs
B.S. Marygrove College
M.S. Air Force Institute of Technology
M.A. University of Northern Colorado
M.Ed. Marymount University
Air War College
Industrial College of the Armed Forces, National Defense University
Ph.D. Arizona State University
Harvard Senior Executive Fellow

Matt Hergenroeder COL USA
Dean of Students
B.S. United States Military Academy
M.A. University of Redlands
M.S. Industrial College of the Armed Forces, National Defense University

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M.S. Industrial College of the Armed Forces, National Defense University

Carl (Cj) Horn LTC USA
Chair - Cyber Leadership Department
B.S. United States Military Academy
M.A. Ph.D. The Ohio State University

Edward M. (Matt) Newman
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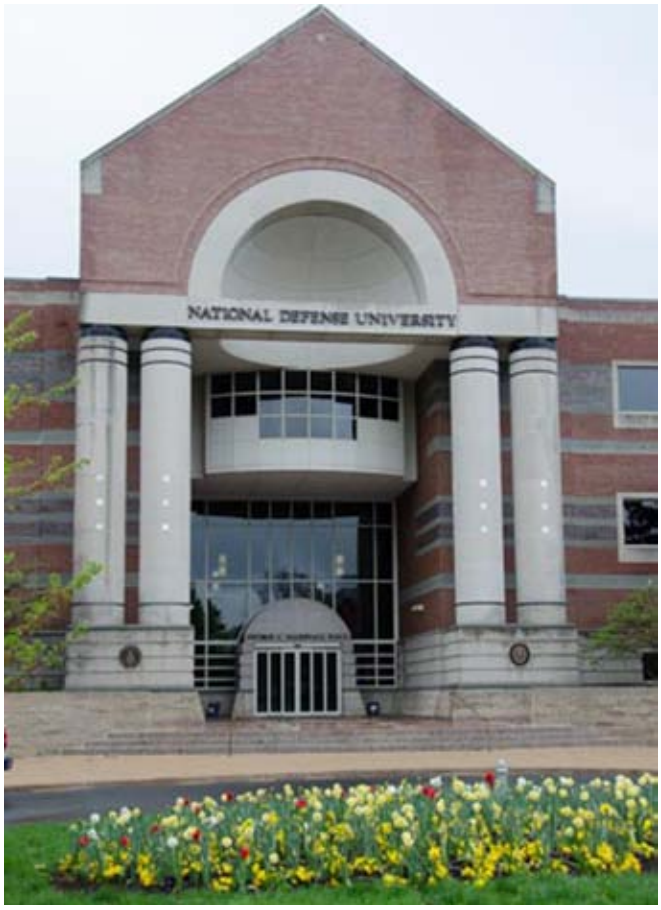

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