



# **SCHEDULE OF CLASSES 2008-2009**





## **CONTACT DIRECTORY**

**INTERNET HOME PAGE:**

<http://www.ndu.edu/irmc>

**TELEPHONE:**

202-685-6300  
DSN 325-6300

**FAX:**

202-685-4860  
DSN 325-4860

**E-MAIL:**

[IRMCRegistrar@ndu.edu](mailto:IRMCRegistrar@ndu.edu)

**MAILING ADDRESS:**

IRM College  
National Defense University  
300 5th Ave, Bldg 62  
Fort McNair, D.C. 20319-5066



---

## TABLE OF CONTENTS

<b>Contact Directory</b>	<b>2</b>
<b>Table of Contents</b>	<b>3</b>
<b>Welcome!</b>	<b>5</b>
<b>Getting Started</b>	<b>10</b>
<b>Course Registration</b>	<b>11</b>
<b>Glossary of Terms</b>	<b>13</b>
<b>Course Legend</b>	<b>14</b>
<b>Class Listing by Course Title</b>	<b>15</b>
<b>Class Listing by Date</b>	<b>32</b>

---

---

# WELCOME!



## College Overview

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

### A Global Community of Information Leaders

The IRM College 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. In every course, program, and workshop, students with diverse perspectives 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 in a rich environment in which innovation and creativity flourish.

### Strategic Leader Development for You and Your Organization

The College offers a dynamic range of courses and programs in important information and information resources management topics and issues to develop strategic leaders for the Information Age. Through these educational experiences, information leaders can explore and master the concepts, knowledge, tools, and competencies to transform their organizations. In addition to graduate-level courses, the IRM College offers all courses for professional development and welcomes students to enroll without seeking a certificate or academic credit. A third option for strategic leader development is “education in context.” These educational opportunities include workshops, presentations, forums, and events to develop the government workforce to meet the needs of agencies to accomplish their missions and to develop leaders who can leverage the information component for national security. The College has submitted a proposal to the U.S. Department of Education to offer a Government Strategic Leader (GSL) Master of Science Degree. The GSL Master’s Degree will include a core of management and leadership courses focused on the unique challenges and opportunities of defense and government, and additional courses resulting in a specialization that aligns with various existing certificates.

### Learning That Is Current, Relevant, and Future-Focused

Our faculty offer innovative curricula focused on relevant questions, challenges, and opportunities facing today’s defense and government leaders. While challenging students to develop their competencies in communication, critical thinking, collaboration, and leading change, the faculty guides students through interactive instruction, including case studies, problem-based learning, field studies, and simulations. These activities are supplemented by a variety of guest speakers, leaders and experts in their fields, who contribute unique perspectives and experiences to the learning environment.

### Access to Learning Wherever You Are

To respond to the needs of its learning community, the IRM College offers students opportunities and tools for face-to-face interaction, e-learning, online library resources, and course management software. Classrooms on campus at Fort Lesley J. McNair in Washington, D.C., are equipped with laptop computers for student use during eResident classes. Blackboard (Bb) supports the virtual classroom environment for all students and faculty. Online library resources are available via web access from office and home. 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 locations, work schedules, and learning preferences. The College offers courses in the following formats:

- **Intensive courses** offered either in residence at Fort McNair or by distributed learning for students around the globe.
- The **eResident** format uses a blended approach to engage learners in various learning activities:
  - Pre-course materials in Blackboard (Bb): Students may access course materials up to 13 days prior to the start date of the course through our online learning platform, Blackboard.

- In-residence portion: Students attend a one-week in-residence portion (see published Schedule of Classes for dates).
- Graded assessment portion: Students enrolled for certificate/graduate credit must complete an end-of-course assessment. This assessment normally consists of a paper or project. (The student may engage with the faculty and/or other students virtually for up to three weeks after the in-residence instructional period.)
- The **Distributed Learning (DL)** format engages students virtually in 10 to 12 weeks of instruction in Bb, use of online library resources, and assignments with faculty and other students.
  - Graded assessment portion: Students enrolled for certificate/graduate credit must complete an end-of-course assessment. This assessment normally consists of a paper or project. (The student may engage with the faculty and/or other students virtually for up to three weeks after the instructional period.)
- **The Advanced Management Program (AMP)**, a 14-week resident program conducted at Fort McNair in Washington, D.C.
- **Elective courses** offered for AMP, National War College, Industrial College of the Armed Forces, and School for National Security Executive Education students in residence at Fort McNair.
- **Seminars, symposia, forums, workshops**, and other educational activities that faculty conduct to meet particular learning needs of organizations, and to address particular issues and topics.
- **Emerging Leader Workshops** address the needs of future leaders and those who want to move to the next level of their careers. Geared toward GS-9s to GS-11s or equivalents, the workshops provide foundational education in the issues, challenges, and competencies of information leaders. The three-day Emerging Leader Workshop will be offered twice a year using an active learning model. Watch the IRM College website ([www.ndu.edu/irmc](http://www.ndu.edu/irmc)) for information about dates.

## Certificate Programs

IRM College certificate programs are designed to provide a dynamic forum where senior defense professionals and the broader military and federal civilian community, interacting with the faculty, not only gain knowledge, qualifications, and competencies for Defense and federal government information leadership, but also contribute to the growth and excellence of the field itself.

IRM College academic programs are:

- The Advanced Management Program (AMP)
- The Chief Financial Officer (CFO) Leadership Certificate
- The Chief Information Officer (CIO) Certificate
- The Enterprise Architecture (EA) Certificate
- Government Strategic Leader (GSL) Certificate
- The Information Assurance (IA) Certificate Programs:
  - NSTISSI No. 4011, CNSSI No. 4012, NSTISSI 4015 and CNSSI 4016
- The Chief Information Security Officer (CISO) Certificate
- The Information Technology Project Management (IT-PM) Certificate
- The Organizational Transformation (OT) Certificate
- Professional Development (formerly General Studies): *This is not a certificate program.*

### ❖ **Advanced Management Program (AMP)**

The 14-week Advanced Management Program (AMP) provides middle- and senior-level leaders with an integrated graduate-level education focused on the policies and imperatives that enable federal national security and civilian agencies to leverage information for strategic advantage. The AMP produces successful graduates who are prepared to:

- Exercise leadership in Chief Information Officer (CIO) and functional responsibilities to promote and attain national security, agency, and interagency goals;
- Balance continuity and change in development, implementation, and evaluation of information resources management strategies and policies;
- Link critical decisions regarding people, processes, and technologies to performance and results; and
- Leverage enabling technologies while assuring the security of the infrastructure.

Additional Information: [http://www.ndu.edu/irmc/pcs\\_amp.htm](http://www.ndu.edu/irmc/pcs_amp.htm)

### ❖ **Chief Financial Officer (CFO) Leadership Certificate**

The Information Resources Management (IRM) College of National Defense University, in partnership with the Under Secretary of Defense (Comptroller)/Chief Financial Officer, has created the new Chief Financial Officer (CFO) Academy. The academy, located on NDU's campus at Fort Lesley J. McNair (Washington DC), offers leadership courses toward the new CFO Leadership Certificate. With endorsement from the Federal CFO Council, the certificate program is designed to develop the next generation of leaders in government financial management. This new certificate leverages the IRM College's current leadership courses while concentrating on the challenges and opportunities facing members of the government financial community, including personnel who work in accounting and finance, budget and cost analysis, auditing, and resource management.

Additional Information: [http://www.ndu.edu/irmc/pcs\\_cfo.htm](http://www.ndu.edu/irmc/pcs_cfo.htm)

### ❖ **Chief Information Officer (CIO) Certificate**

The Chief Information Officer (CIO) Certificate Program, sponsored by the DoD CIO, is the recognized source of graduate education for Federal CIO leaders to develop themselves and their agency personnel for leveraging the information component of national power for strategic advantage. The program addresses requirements in the Clinger-Cohen Act (1996), the Government Performance Results Act (1993), the Paperwork Reduction Act (1995), and the Federal Information Security Management Act (1996). CIO Program graduates earn an official certificate, signed by the DoD CIO and the Director of IRM College, that recognizes they have earned an education in the Federal CIO competencies. Graduates earn an equivalent of 15 graduate credit hours toward selected master's or doctoral degree programs at partnering institutions of higher education. This certificate is one of the specialties associated with the Government Strategic Leader (GSL) Master of Science Degree.

The CIO Certificate Program is organized around 12 subject areas directly related to CIO competencies identified by the Federal CIO Council. Each of these subject areas contains multiple courses that students can select to tailor their CIO program of study to meet their organization's needs and priorities.

Additional Information: [http://www.ndu.edu/irmc/pcs\\_cio.htm](http://www.ndu.edu/irmc/pcs_cio.htm)

### ❖ **Enterprise Architecture (EA) Certificate**

The Enterprise Architecture (EA) Certificate builds competencies to enable agencies to meet their Clinger-Cohen Act responsibilities for "developing, maintaining, and facilitating the implementation of a sound and integrated information technology architecture." The program provides graduate-level education organized around seven core EA competencies determined by the Federal CIO Council. EA Certificate students develop skills in both policy and technical aspects of developing, implementing, and maintaining an EA. They also are enabled to apply EA concepts and processes to support strategic planning and realize organizational and process transformation.

Certificate students learn EA development approaches to achieve mission improvement and business value rapidly, aid development of business cases, and implement strategies to achieve sustained interoperability.

Enterprise Architecture Certificate graduates understand and can apply and implement a variety of approaches, methods, techniques, and work products to facilitate cross-boundary leadership, such as:

- Department of Defense's Architecture Framework (DoDAF), Global Information Grid (GIG), and the Defense Information Enterprise Architecture (DIEA)
- OMB and the CIO Council's Federal Enterprise Architecture (FEA) Reference Models, the Federal Enterprise Architecture Framework (FEAF)
- Industry-based EA frameworks (e.g., Zachman)

This certificate is one of the specialties associated with the Government Strategic Leader (GSL) Master of Science Degree.

Additional Information: [http://www.ndu.edu/irmc/pcs\\_ea.htm](http://www.ndu.edu/irmc/pcs_ea.htm)

### ❖ **Government Strategic Leader Certificate**

Today, even the most seasoned government leaders are facing extraordinary challenges in managing resources, information and communication technologies, social networks, and globalization. As strategic leaders they must respond to rapidly evolving national priorities and a dynamic environment. The IRM College's new Government Strategic Leader Certificate provides government managers and leaders with the essential tools and strategies required to lead dynamic, complex, and diverse 21st Century organizations. The curriculum engages participants in understanding their organization's unique role and those of others, and how to collaborate to achieve organizational, interagency, and national mission and goals. Participants form a learning community to share knowledge, analyze and leverage strategic resources (human, technology, and financial), and create and articulate a vision for themselves and their organizations. The GSL Certificate is the core of the new Master's Degree Program.

Additional Information: [http://www.ndu.edu/irmc/pcs\\_gsl.htm](http://www.ndu.edu/irmc/pcs_gsl.htm)

### ❖ **Information Assurance (IA) Programs:** NSTISSI No. 4011, CNSSI No. 4012, NSTISSI 4015, CNSSI 4016 and Chief Information Security Officer Certificate

The Information Assurance (IA) Certificate Programs consist of a series of courses that prepare graduates to:

- Exercise strategic leadership in the development and use of information security strategies, plans, policies, enabling technologies, and procedures;
- Develop and lead programs to provide information security controls, 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 IA decisions; and
- Develop and lead, in accordance with laws and regulations, an enterprise IA program that promotes and attains national security, agency, and interagency goals.

The Committee on National Security Systems (CNSS) has certified the curriculum offered by the Information Resources Management (IRM) College as compliant with the following national IA education and training standards:

- NSTISSI 4011 for Information Systems Security Professionals.
- CNSSI 4012 for Senior Systems Managers includes the Chief Information Officer (CIO), Designated Approving Authority (DAA), and Chief Technology Officer (CTO).
- NSTISSI 4015 for System Certifiers.
- CNSSI 4016 for Risk Analysts.

Although the IA certificates do not count as a certification under DOD 8570.1-M, they do help prepare graduates for DOD 8570.1-M certification. In addition to DOD 8570.1-M commercial certification requirements, DOD personnel who perform IA functions on national security systems are required to meet CNSS training requirements. The certificates satisfy that CNSS requirement.

The Chief Information Security Officer (CISO) Certificate is a source of graduate-level information security education for Senior Agency Information Security Officers (SAISO), their staffs, and information assurance managers. This certificate provides education to respond to the requirements set forth in the Federal Information Security Management Act (FISMA).

Additional Information: [http://www.ndu.edu/irmc/pcs\\_ia.htm](http://www.ndu.edu/irmc/pcs_ia.htm)

### ❖ **Information Technology Project Management (ITPM) Certificate**

The Information Technology Project Management (ITPM) Certificate program builds the unique competencies required for information technology project success and assists agencies in complying with Office of Management and Budget direction 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.



The ITPM Certificate develops project management competencies in three dimensions: project leadership skills, IT program/project management concepts and methods, and IT issues and developments. These competencies provide the knowledge, skills, and abilities identified by the CIO Council and OPM for first-rate IT project managers. In an integrated set of courses, students learn IT project management policies, regulations, theories, and concepts; how to apply best practices using actual IT program examples and case studies; and how to select and apply state-of-the-art IT project management tools.

This certificate is one of the specialties associated with the Government Strategic Leader (GSL) Master of Science Degree.

Additional Information: [http://www.ndu.edu/irmc/pcs\\_itpmc.htm](http://www.ndu.edu/irmc/pcs_itpmc.htm)

#### ❖ **Organizational Transformation (OT) Certificate**

The environment is no longer predictable, characterized by small shifts, or changing at a measured pace. The explosive growth of technology innovations, economic globalization, and democratization of information have created a world of high complexity, interdependence, and uncertainty. Disruptive and unpredictable changes will affect all aspects of organizations, often all at once. Successful and significant organizations will embrace the opportunity to transform, either by responding to or shaping the new environment to accomplish mission goals, stretch their visions, and sustain strategic advantage.

The Organizational Transformation Certificate is designed to develop leaders who can shape the environment and their organizations through transformation. Government organizations at all levels - federal, state, and local - are challenged to transform. The Organizational Transformation Certificate offers government decision makers and staff the opportunity to develop their acuity about the nature, forces, and dependencies and interdependencies of the turbulent and unpredictable environments, and about the levers and tools for organizational transformation. The course of study allows them the opportunity to expand their creative and critical thinking on strategies, governance, organizational designs, processes, networks, and tools in ways that will enable them to leverage information and information technologies to achieve their mission while creating and sustaining strategic competitive advantage.

This certificate is one of the specialties associated with the Government Strategic Leader (GSL) Master of Science Degree.

Additional Information: [http://www.ndu.edu/irmc/pcs\\_otc.htm](http://www.ndu.edu/irmc/pcs_otc.htm)

#### ❖ **Professional Development** (formerly General Studies) (This is not a certificate program.)

Students undecided on which **certificate program** best suits their needs may enroll in the College as Professional Development (formerly General Studies) students. Professional Development students may take courses for either graduate/certificate credit (academic credit) or professional development credit. Students may transfer an unlimited number of courses taken while in a Professional Development student status toward a certificate requirement at any time, as long as the course was taken for academic credit (not a PD grade). This will allow undecided students to sample courses before applying to a certificate program.

Additional Information: [http://www.ndu.edu/irmc/pcs\\_gen.htm](http://www.ndu.edu/irmc/pcs_gen.htm)

### **Government Strategic Leader (GSL) Master of Science**

The Government Strategic Leader (GSL) Master of Science Degree Program addresses the educational needs for defense and government leaders who seek to lead complex and diverse 21<sup>st</sup> Century organizations. Today, even the most seasoned government leaders are facing extraordinary challenges in managing resources, using communication technologies, understanding social networks, and competing globally. Information Age leaders must know how to respond to rapidly evolving priorities and how to leverage a multi-generational workforce. They must be agile and adaptable to meet the national security challenges of the future. National security is increasingly recognized as an inter-agency responsibility and not just the purview of the Department of Defense.

The curriculum of the GSL Master of Science Degree offers a combination of management and leadership intensive courses in a collaborative and interactive environment. Participants from across defense and federal, state, and local government organizations create a learning community where partnerships, information sharing, and network synergies serve as force multipliers. The GSL Certificate is the core of program; it is complimented by a specialty that aligns into one of the certificate programs.

## Getting Started



**[www.ndu.edu/irmc](http://www.ndu.edu/irmc)**

The Registrar's Office processes admissions and registration, maintains students' academic records, and publishes the *IRM College Catalog* and *Schedule of Classes*. The Registrar's Office also manages *uNET*, the online student admission and enrollment management system used by students, faculty and advisors.

Information about our programs and courses is available on our website ([www.ndu.edu/irmc](http://www.ndu.edu/irmc)) and in the *IRM College Catalog*. Please let us know if you need additional information by contacting the Registrar's Office at 202-685-6300 or [IRMCRegistrar@ndu.edu](mailto:IRMCRegistrar@ndu.edu).

### **Getting Started:**

STEP 1: Review the Eligibility Criteria and Application Instructions

STEP 2: Select a Program

STEP 3: Apply For and Receive Admission

STEP 4: Consult Academic Advisor (if necessary)

STEP 5: Select and Enroll in Courses

STEP 6: Receive and Review Enrollment Confirmation Emails

STEP 7: Submit your Payment of Tuition (if required)

STEP 8: Begin your Precourse Activities

STEP 9: Participate in Classes (eResident or DL)

## ENROLLMENT PROCEDURES

Once accepted into an academic program, the student will be assigned a student account, Username, and Password, which he/she will use to self-enroll in courses from the NDU student information system, uNET (link from [www.ndu.edu/irmc](http://www.ndu.edu/irmc)). If a student experiences any problems accessing accounts or enrolling, he/she may contact the Registrar's Office at 202-685-6300 or [IRMCRRegistrar@ndu.edu](mailto:IRMCRRegistrar@ndu.edu).

### Enrolling With the Class Number:

The Class Number can be found next to each class offering listed in the *Schedule of Classes*. It is a four-digit number and it is the unique identifier for each class in that Academic Year.

1. Log into uNET (using your Username and Password)
2. Click on "Add/Drop a Class"
3. Select "Academic Year 200X/200X"
4. Select "Add Classes"
5. Enter Class Number
6. Click "Submit"
7. Click "View My Schedule"

### Enrolling Without the Class Number:

If you do not have the Class Number, or if you would like to search the system for open classes, follow steps one through five above, then click on the magnifying glass to perform a Look Up instead of entering the Class Number. Then do the following:

1. Log into uNET (using your Username and Password)
2. Click on "Add/Drop a Class"
3. Select "Academic Year 200X/200X"
4. Click on the magnifying glass next to the Class Number box
5. In the Subject box, enter "IRMC-INT"
6. In the Description box, enter the three-letter course description (e.g., ARC, GEN, SEC, etc.)
7. *Optional:* Notice that the "Open Classes Only" box is checked. That means that the search will return only open classes. If you want to see all classes (e.g., you may want to place yourself on the wait-list), click inside the box to remove the check.
8. Click on "Search"
9. Click on the checkbox next to the class you want to attend
10. Click "Submit"
11. Click "View My Schedule"

### Dropping a Course in uNET:

If your schedule prevents your participation in a scheduled course, we request you cancel yourself in uNet. [Special agreement (MOA) students: Students attending courses under a special agreement (MOA) should follow their agency's local procedures to coordinate changes or cancellations.]

1. Log into uNET (using your Username and Password)
2. Click on "Add/Drop a Class"
3. Select "Academic Year 200X/200X"
4. Select "Drop/Update Classes"
5. You will now see all classes you are enrolled in
6. Select "Drop" in the Action field next to the class or classes that you are dropping
7. Click "Submit"
8. Click "View My Schedule"

## **CONFIRMATION OF ENROLLMENT**

Students may confirm successful enrollment by viewing their class schedule from uNET. Students who successfully enroll in a class will be sent a class acceptance notice automatically from uNET. Students will also receive an attendance reminder four weeks before the class start date via e-mail describing pre-attendance requirements and reporting instructions. For low-enrolled classes, students may be asked to confirm participation in classes in which they enroll by a return e-mail message or by a telephone call to (202) 685-6300.

## **PRE-COURSE MATERIALS AND ASSIGNMENTS**

Each course has Blackboard-accessible readings and other pre-course activities that allow students to prepare for the first day of their course. Precourse materials will be posted to the IRM College's eLearning system (Blackboard) no earlier than 13 days before the start of class.

## **NO SHOW POLICY**

Students who do not disenroll (via uNet, the Registrar's Office, or the Offering Leader) by the start date will be assigned an enrollment action of "No Show" (NS). After the second "NS", students will be prohibited from taking courses for six months.

## Glossary of Terms



- **Intensive Courses** – Both *e-Resident* and *DL* courses are referred to as *Intensive Courses*. (See *Subject* definition below.)

Intensive program courses are available in two formats:

- The **e-Resident** format uses a blended approach to engage learners in various learning activities:
  - Precourse materials in Blackboard (Bb): Students may access course materials up to 13 days prior to the start date of the course virtually through our online learning platform, Blackboard.
  - In-residence portion: Students attend a one-week in-residence portion.
  - Graded assessment portion: Students enrolled for certificate/graduate credit must complete an end-of-course assessment. This assessment normally consists of a paper or project. (The student may engage with the faculty and/or other students virtually for up to three weeks after the in-residence instructional period.)
- The **Distributed Learning (DL)** format engages students virtually in 10 to 12 weeks of instruction in Bb, use of online library resources, and assignments with faculty and other students using Bb for communication and interaction.
  - Graded assessment portion: Students enrolled for certificate/graduate credit must complete an end-of-course assessment. This assessment normally consists of a paper or project. (The student may engage with the faculty and/or other students virtually for up to three weeks after the instructional period.)

Other terms found in the *Schedule of Classes* or website:

- **Catalog Number** – The Catalog Number refers to the course identifier. For example, the Catalog Number for MOP, regardless of the number of section offerings, is 6316.
- **Class Number** – The Class Number is the unique identifier for each class section offering in any Academic Year. This number is entered in uNET by students when enrolling in a class. It can be found in the left-hand column in the *Schedule of Classes* and the Course Listing on the IRM College website. For example, the Class Number for the specific offering MOP Section 01 is 1148. This is the number a student would enter in uNET if he/she was interested in enrolling in MOP 01.
- **Description** – The Description, or “Descr,” is the three letter short description of the class title. For example, for the course titled “Cyberlaw,” the Description is “CBL.” The Description can be found in the Course Legend section of the *Schedule of Classes*, in the Class Listing section of the *Schedule of Classes*, and in the Course Listing page of the IRM College website.
- **End Date** – The End Date of an *e-Resident* class is the final day of the in-resident (face-to-face) portion of the class. The End Date of a *DL* class is the final day of the course. (See *e-Resident* and *DL* definitions above.)
- **Start Date** – The Start Date of an *e-Resident* class is the first day of the in-resident (face-to-face) portion of the class. The Start Date of a *DL* class is the official beginning of the 10-12 week class. (See *e-Resident* and *DL* definitions above.)
- **Subject** – The subject identifies the type of course. It is used in the uNET database to separate the courses into categories, such as *Intensive Courses*, *AMP Courses*, and *Elective Courses*. The subject used by students enrolling in *Intensive Courses*, both *e-Resident* and *DL*, is “IRMC-INT.” Online enrollment is available for IRMC-INT courses only.

## Course Legend



All courses may be taken for graduate/certificate credit or professional development.

DESCR	COURSE TITLE	CATALOG NUMBER
All	Information Assurance and Critical Infrastructure Protection	6203
ARC	Enterprise Architecture for Leaders	6412
ATO	Approval to Operate: Information System Certification and Accreditation	6209
BBC	Building an IT Business Case	6430
BFM	Federal Budgeting and Financial Management for Strategic Leaders	6417
CBL	Cyberlaw	6204
CFF	Changing World of the CFO	6601
CIP	Protection of Critical Infrastructure and Key Assets	6212
COO	Continuity of Operations	6504
CST	Critical Information Systems Technologies	6510
CWC	The Changing World of the CIO	6317
DMG	Decision Making for Government Leaders	6323
DMS	Data Management Strategies and Technologies: A Managerial Perspective	6414
DTF	Defense Transformation and Innovation	6509
EAP	Enterprise Architecture Practicum	6413
ESG	Experimentation, Simulation, and Gaming: Testbed for Transformation	6502
ESP	Enterprise Strategic Planning	6320
ESS	Enterprise Information Security and Risk Management	6206
FAC	Federal Enterprise Architecture and Advanced Concepts	6409
GBE	Government Business Enterprise Transformation	6501
GEN	Global Enterprise Networking and Telecommunications	6205
GIG	Global Information Grid Architecture and Advanced Concepts	6434
GLS	Global Strategic Landscape	6213
HLS	Homeland Security Information Management	6507
HST	Homeland Security Information Management: Tools and Techniques	6503
IAG	Information Age Government	6505
IMP	Strategic Planning for IRM Executives	6318
IOS	Information Operations and National Security in the Information Age	6207
IPL	Information Technology Program Leadership	6411
ITA	Strategic Information Technology Acquisition	6415
ITP	Information Technology Project Management	6416
IWS	Information, Warfare, and Military Strategy	6202
LDC	Leadership for the Information Age	6301
LSI	Leading Strategies for Disruptive Innovation	6511
MAC	Multi-Agency Information-Enabled Collaboration	6512
MOP	Measuring Results of Organizational Performance	6316
NCW	Network Centric Warfare and Operations	6513
OCL	Organizational Culture for Strategic Leaders	6321
PFM	Capital Planning and Portfolio Management	6315
PMA	Planning and Managing Enterprise Architecture Programs	6432
PRI	Strategies for Process Improvement	6333
SAA	Strategic Management of Software Assurance	6211
SAL	Software Acquisition Leadership	6410
SCL	Strategic Communication for Government Leaders	6322
SCS	Managing Security of Control Systems	6210
SEC	Cyber Security for Information Leaders	6201
SIO	Strategic Infrastructure Operations	6214
SPA	Privacy Rights and Challenges in the Information Age	6508
TAS	Transformation as Strategic Alignment	6528
TCC	Terrorism and Crime in Cyberspace	6215

## Class Listing by Course Title



### AII – INFORMATION ASSURANCE AND CRITICAL INFRASTRUCTURE PROTECTION (6203)

This course provides a comprehensive overview of information assurance and critical information 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.

Class Nbr	Descr	Section	Start Date	End Date	Location / Format
1013	All	01	11/3/2008	11/7/2008	Fort McNair, DC / e-Resident
1090	All	02	12/8/2008	12/12/2008	Fort McNair, DC / e-Resident
1091	All	03	1/12/2009	4/3/2009	Distributed Learning
1092	All	04	1/12/2009	4/3/2009	Distributed Learning
1093	All	05	2/23/2009	2/27/2009	Fort McNair, DC / e-Resident
1094	All	06	4/27/2009	5/1/2009	Fort McNair, DC / e-Resident
1095	All	07	5/4/2009	7/24/2009	Distributed Learning
1096	All	08	5/4/2009	7/24/2009	Distributed Learning
1097	All	09	5/11/2009	5/15/2009	Fort McNair, DC / e-Resident
1098	All	10	7/6/2009	7/10/2009	Fort McNair, DC / e-Resident
1099	All	11	8/31/2009	9/4/2009	Fort McNair, DC / e-Resident
1100	All	12	9/21/2009	12/11/2009	Distributed Learning

### ARC – ENTERPRISE ARCHITECTURES FOR LEADERS (6412)

This course examines enterprise architecture (EA) as a strategic capability organizational leaders use for enterprise planning, decision-making, and key process execution. Students explore leadership competencies and management strategies needed to advance EA adoption, use, and institutionalization. Students also explore the integration of EA with strategic planning, governance, portfolio management, capital planning and investment control, and information assurance. Students examine EA descriptive frameworks and associated models that guide EA development activities and review EA evaluative frameworks used to assess organizational EA management capacities and performance outcomes enabled by the EA. Students further examine challenges to organizational EA adoption, implementation, use, and institutionalization and consider strategies to address them.

Class Nbr	Descr	Section	Start Date	End Date	Location / Format
1014	ARC	01	11/3/2008	11/7/2008	Fort McNair, DC / e-Resident
1015	ARC	02	2/9/2009	2/13/2009	Fort McNair, DC / e-Resident
1016	ARC	03	4/6/2009	4/10/2009	Fort McNair, DC / e-Resident
1017	ARC	04	5/4/2009	7/24/2009	Distributed Learning
1018	ARC	05	5/18/2009	5/22/2009	Fort McNair, DC / e-Resident
1019	ARC	06	7/20/2009	7/24/2009	Fort McNair, DC / e-Resident
1020	ARC	07	9/21/2009	12/11/2009	Distributed Learning

**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.

Class Nbr	Descr	Section	Start Date	End Date	Location / Format
1304	ATO	01	10/20/2008	10/24/2008	Fort McNair, DC / e-Resident
1305	ATO	02	1/12/2009	4/3/2009	Distributed Learning
1306	ATO	03	2/2/2009	2/6/2009	Fort McNair, DC / e-Resident
1307	ATO	04	4/13/2009	4/17/2009	Fort McNair, DC / e-Resident
1308	ATO	05	5/4/2009	7/24/2009	Distributed Learning
1309	ATO	06	8/10/2009	8/14/2009	Fort McNair, DC / e-Resident
1310	ATO	07	9/21/2009	12/11/2009	Distributed Learning

**BBC – BUILDING AN IT BUSINESS CASE (6430)**

This course focuses upon program-level development and presentation of an effective IT acquisition business case. Well-developed business cases support agency IT capital planning and investment control and successful OMB IT investment review. Topics include best practices in economic and risk analysis, identifying and communicating the value of alternative IT investments, business process reengineering and benchmarking, and the IT Program Manager’s responsibilities in agency IT portfolio management. The course examines both the OMB Circular A-11 Exhibit 300: Capital Asset Plan and Business Case Summary and the more detailed business case used in the agency investment review process. Students analyze sample IT business cases and develop a business case based on source materials.

Class Nbr	Descr	Section	Start Date	End Date	Location / Format
1107	BBC	01	12/8/2008	12/12/2008	Fort McNair, DC / e-Resident
1108	BBC	02	3/2/2009	3/6/2009	Fort McNair, DC / e-Resident
1109	BBC	03	5/4/2009	7/24/2009	Distributed Learning
1110	BBC	04	5/11/2009	5/15/2009	Fort McNair, DC / e-Resident
1111	BBC	05	7/13/2009	7/17/2009	Fort McNair, DC / e-Resident
1112	BBC	06	8/17/2009	8/21/2009	Fort McNair, DC / e-Resident
1113	BBC	07	9/21/2009	12/11/2009	Distributed Learning

**BFM – FEDERAL BUDGETING AND FINANCIAL MANAGEMENT FOR STRATEGIC LEADERSHIP (6417)**

This course examines Federal budgeting, appropriations, and financial management. It is intended to provide a strategic understanding of the players, roles, structure, responsibilities, and rules of Federal budgeting, appropriations, and financial management. With this critical understanding, the senior manager or leaders gain ability to shape the fiscal environment to achieve agency strategic outcomes. The course focuses on topics such as the dynamic interaction between agency, executive, and congressional stakeholders in developing a budget and gaining an appropriation; the impact on government of current fiscal issues, including the competition between discretionary and nondiscretionary spending; and emerging Federal financial management reform initiatives. The course concludes with a discussion of budget execution, internal control, audit, and appropriations law issues.

Class Nbr	Descr	Section	Start Date	End Date	Location / Format
1114	BFM	01	6/8/2009	6/12/2009	Fort McNair, DC / e-Resident
1115	BFM	02	9/14/2009	9/18/2009	Fort McNair, DC / e-Resident



### **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.

<b>Class Nbr</b>	<b>Descr</b>	<b>Section</b>	<b>Start Date</b>	<b>End Date</b>	<b>Location / Format</b>
1116	CBL	01	10/27/2008	10/31/2008	Fort McNair, DC / e-Resident
1117	CBL	02	1/12/2009	4/3/2009	Distributed Learning
1118	CBL	03	3/2/2009	3/6/2009	Fort McNair, DC / e-Resident
1119	CBL	04	5/4/2009	7/24/2009	Distributed Learning
1120	CBL	05	7/13/2009	7/17/2009	Fort McNair, DC / e-Resident

### **CFF – THE CHANGING WORLD OF THE CFO (6601)**

The course provides an overview of the essential elements of the current and future roles of government Chief Financial Officers and their staff. It surveys the various roles of the government financial manager as strategic leaders and partners with the business, compliance officer, risk manager, transaction processor, strategic planner, financial reporter, and provider of management and financial data. The course addresses the policies, challenges and opportunities associated with decision support, business process improvement, systems integration, financial systems security, ethics, workforce development, performance management, portfolio management, and leadership of change. Issues related to standards, privacy, and transparency are considered.

<b>Class Nbr</b>	<b>Descr</b>	<b>Section</b>	<b>Start Date</b>	<b>End Date</b>	<b>Location / Format</b>
1089	CFF	01	2/2/2009	2/6/2009	Fort McNair, DC / e-Resident
1121	CFF	02	6/15/2009	6/19/2009	Fort McNair, DC / e-Resident

### **CIP – PROTECTION OF CRITICAL INFRASTRUCTURE AND KEY ASSETS (6212)**

This course provides a foundation for analysis of strategies, policies, critical infrastructure plans, investments, and management challenges in protecting the national critical infrastructures and key assets. It examines various approaches for protecting critical infrastructures and a framework for prioritizing protection initiatives. Benefits of reducing risks, lessening vulnerabilities, deterring threats, and minimizing the consequences of terrorist attacks as well as man-made and natural disasters are explored. Other topics include an examination of the significant synergy required between the private and public sectors in homeland security and homeland defense, the importance of protecting the IT infrastructure as a foundation of all critical infrastructures, and implementation strategies for infusing policies and plans in government organizations.

<b>Class Nbr</b>	<b>Descr</b>	<b>Section</b>	<b>Start Date</b>	<b>End Date</b>	<b>Location / Format</b>
1122	CIP	01	2/2/2009	2/6/2009	Fort McNair, DC / e-Resident
1123	CIP	02	5/11/2009	5/15/2009	Fort McNair, DC / e-Resident
1124	CIP	03	9/21/2009	12/11/2009	Distributed Learning

### **COO – CONTINUITY OF OPERATIONS (6504)**

This course provides a broad description of the major elements involved in developing and implementing effective continuity of operations plans for government agencies. Using Federal regulations policies as a backdrop, the course examines the technological, human capital, legal, and acquisition factors involved in creating and maintaining a continuity of operations plan. Topics include determining key assets and systems, creating and implementing emergency plans, working with the responder community, developing metrics and exercises, and restoring effective operations.

<b>Class Nbr</b>	<b>Descr</b>	<b>Section</b>	<b>Start Date</b>	<b>End Date</b>	<b>Location / Format</b>
1125	COO	01	12/1/2008	12/5/2008	Fort McNair, DC / e-Resident
1126	COO	02	3/9/2009	3/13/2009	Fort McNair, DC / e-Resident
1127	COO	03	5/4/2009	7/24/2009	Distributed Learning
1128	COO	04	6/15/2009	6/19/2009	Fort McNair, DC / e-Resident
1129	COO	05	8/24/2009	8/28/2009	Fort McNair, DC / e-Resident

### **CST – CRITICAL INFORMATION SYSTEMS TECHNOLOGIES (6510)**

This course probes the rapid advances in all aspects of information systems technology from the perspective of both the functional and the information resources manager. The course provides an overview of both the current state of the art and the trends in information systems technology with particular attention to software development technologies, data management, computer systems hardware, human-computer interfaces, voice recognition, natural language understanding, collaborative technologies, telecommunications technologies, and electronic commerce technologies. It concludes with a group exercise designed to determine how a CIO can address the issues these technologies introduce within an organization.

<b>Class Nbr</b>	<b>Descr</b>	<b>Section</b>	<b>Start Date</b>	<b>End Date</b>	<b>Location / Format</b>
1130	CST	01	11/17/2008	11/21/2008	Fort McNair, DC / e-Resident
1131	CST	02	1/26/2009	1/30/2009	Fort McNair, DC / e-Resident
1132	CST	03	3/16/2009	3/20/2009	Fort McNair, DC / e-Resident
1133	CST	04	5/4/2009	7/24/2009	Distributed Learning
1134	CST	05	6/1/2009	6/5/2009	Fort McNair, DC / e-Resident
1135	CST	06	8/31/2009	9/4/2009	Fort McNair, DC / e-Resident
1136	CST	07	9/21/2009	12/11/2009	Distributed Learning

### **CWC – CHANGING WORLD OF THE CIO (6317)**

This course explores the changing role of the Chief Information Officer in Federal agency and inter-agency information activities. Based upon current Federal statutes and policy directives, the course examines the CIO's explicit and implicit information, technology and business roles. Students focus on developing and implementing policy guidance while playing the role of a CIO. Students also learn how to leverage best practices to plan, acquire, manage, and use information resources in a dynamic global environment so as to improve agency mission performance and citizen service delivery.

<b>Class Nbr</b>	<b>Descr</b>	<b>Section</b>	<b>Start Date</b>	<b>End Date</b>	<b>Location / Format</b>
1137	CWC	01	10/20/2008	10/24/2008	Fort McNair, DC / e-Resident
1138	CWC	02	12/1/2008	12/5/2008	Fort McNair, DC / e-Resident
1139	CWC	03	1/12/2009	4/3/2009	Distributed Learning
1140	CWC	04	2/2/2009	2/6/2009	Fort McNair, DC / e-Resident
1141	CWC	05	3/9/2009	3/13/2009	Fort McNair, DC / e-Resident
1142	CWC	06	4/20/2009	4/24/2009	Fort McNair, DC / e-Resident
1143	CWC	07	5/4/2009	7/24/2009	Distributed Learning
1145	CWC	08	7/13/2009	7/17/2009	Fort McNair, DC / e-Resident
1146	CWC	09	8/24/2009	8/28/2009	Fort McNair, DC / e-Resident
1147	CWC	10	9/21/2009	12/11/2009	Distributed Learning

### **DMG – DECISION MAKING FOR GOVERNMENT LEADERS (6323)**

This course examines the environment, opportunities, and challenges of leadership decision making in contemporary government agency and inter-agency settings. Students examine decision making from individual, managerial, and multi-party perspectives, using decision models, tools, and environments to explore decision options and consequences. Decision contexts and the consequences for Federal Government leaders and organizations are viewed using the multiple perspectives of governance, policy, technology, culture, and economics. Performance-based approaches challenge students to view decisions as values-based strategic actions influencing decision implementation, shaping primary and secondary consequences, and achieving desired outcomes.

<b>Class Nbr</b>	<b>Descr</b>	<b>Section</b>	<b>Start Date</b>	<b>End Date</b>	<b>Location / Format</b>
1148	DMG	01	3/2/2009	3/6/2009	Fort McNair, DC / e-Resident
1149	DMG	02	8/10/2009	8/14/2009	Fort McNair, DC / e-Resident

### **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. In addition, 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. Case studies allow students to explore data management issues and implementation. While geared for managers, 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.

<b>Class Nbr</b>	<b>Descr</b>	<b>Section</b>	<b>Start Date</b>	<b>End Date</b>	<b>Location / Format</b>
1150	DMS	01	1/5/2009	1/9/2009	Fort McNair, DC / e-Resident
1151	DMS	02	1/12/2009	4/3/2009	Distributed Learning
1152	DMS	03	4/13/2009	4/17/2009	Fort McNair, DC / e-Resident
1153	DMS	04	5/4/2009	7/24/2009	Distributed Learning
1154	DMS	05	9/21/2009	12/11/2009	Distributed Learning

### **DTF – DEFENSE TRANSFORMATION AND INNOVATION (6509)**

This course focuses on transformation and innovation initiatives relating to building the future military and organizational capabilities of Defense organizations. The course places current DOD transformation and innovation efforts within the context of Information Age drivers and recent and current Revolutions in Military Affairs. This is followed by examination of innovations relating to network centric warfare, inter-agency complex operations, capability-based planning, experimentation, and new business models for operating the DOD enterprise. The course examines how these innovations in leveraging the information power of networked teams, forces, organizations and coalitions are being used to deconstruct and reshape the DOD into an organization that can adapt swiftly to perform diverse defense, national and homeland security missions. Students evaluate the competencies, challenges and opportunities posed for transformation leaders as they seek to transform a complex mega-enterprise while simultaneously preparing and leading global war-fighting and post-conflict stabilization and reconstruction operations.

<b>Class Nbr</b>	<b>Descr</b>	<b>Section</b>	<b>Start Date</b>	<b>End Date</b>	<b>Location / Format</b>
1157	DTF	01	10/6/2008	10/10/2008	Fort McNair, DC / e-Resident
1158	DTF	02	2/9/2009	2/13/2009	Fort McNair, DC / e-Resident

### **EAP – ENTERPRISE ARCHITECTURE PRACTICUM (6413)**

As the Enterprise Architecture (EA) Program capstone course, this course engages students in an integrated application of principles, policies, and practices of the EA Certificate Program. Students will identify enterprise architecture issues, conduct research, develop and assess solution strategies, and then present the executed strategies in the context of an intensive case study based upon the actual experience of a government agency.

Prerequisites: IMP, PRI, ARC, DMS, PMA, and GIG (or FAC).

<b>Class Nbr</b>	<b>Descr</b>	<b>Section</b>	<b>Start Date</b>	<b>End Date</b>	<b>Location / Format</b>
1160	EAP	01	1/12/2009	4/3/2009	Distributed Learning
1161	EAP	02	9/21/2009	12/11/2009	Distributed Learning

### **ESG - EXPERIMENTATION, SIMULATION, AND GAMING: TESTBED FOR TRANSFORMATION (6502)**

In this course, students will expand their competency for analyzing and evaluating the ever increasing surge of information in today's chaotic, complex, and dynamic environment. This organizational context demands that effective Information Age leaders think and make decisions in extraordinary ways. Students will learn how to use systems thinking and system dynamics to test hypotheses and clarify underlying assumptions in their decision making process. They will understand how to use experimentation, simulation, gaming, and virtual worlds as essential decision-making tools that enable system learning, adaptation to chaos and change, and agility to respond to the complex issues facing 21st century organizations.

<b>Class Nbr</b>	<b>Descr</b>	<b>Section</b>	<b>Start Date</b>	<b>End Date</b>	<b>Location / Format</b>
1303	ESG	01	5/11/2009	5/15/2009	Fort McNair, DC / e-Resident

### **ESP - ENTERPRISE STRATEGIC PLANNING (6320)**

In this course the students will conduct a strategic assessment by reviewing the various elements of *The National Security Strategy of the United States of America* (information, economic, diplomatic, and military power) and supporting strategies (e.g., *National Strategy for Homeland Security*, *National Strategy for Combating Terrorism*, *National Defense Strategy*, *National Military Strategy*, etc.) to understand the strategic direction of the Federal Government and its impact on their organization. They will review and critique the U.S. national security and inter-agency strategic planning process and explain the unique role that each agency plays in achieving inter-agency and national missions and goals. Students will explain various approaches to strategic planning in the face of uncertainty.

<b>Class Nbr</b>	<b>Descr</b>	<b>Section</b>	<b>Start Date</b>	<b>End Date</b>	<b>Location / Format</b>
1316	ESP	01	9/14/2009	9/18/2009	Fort McNair, DC / e-Resident

## ESS – ENTERPRISE INFORMATION SECURITY AND RISK MANAGEMENT (6206)

This course examines the practical challenges of assessing and managing information security risks when developing an enterprise information security program. Based upon OMB, NIST, and DOD risk management guidance, the course addresses the key components of an organization's information security program including the identification, assessment, mitigation, and acceptance of risk. The course builds upon fundamental information assurance concepts and information security technology, integrating them into scalable, practical working solutions for defending the enterprise. Security program components, including configuration, incident, system lifecycle, and acquisition are examined from a risk management perspective. Other topics include program and system security planning, risk assessment, policy, control/countermeasure selection, and continuous performance measurement and monitoring.

Class Nbr	Descr	Section	Start Date	End Date	Location / Format
1163	ESS	01	11/17/2008	11/21/2008	Fort McNair, DC / e-Resident
1164	ESS	02	1/12/2009	4/3/2009	Distributed Learning
1165	ESS	03	1/26/2009	1/30/2009	Fort McNair, DC / e-Resident
1166	ESS	04	5/4/2009	5/8/2009	Fort McNair, DC / e-Resident
1167	ESS	05	5/4/2009	7/24/2009	Distributed Learning
1168	ESS	06	7/20/2009	7/24/2009	Fort McNair, DC / e-Resident
1169	ESS	07	9/14/2009	9/18/2009	Fort McNair, DC / e-Resident
1170	ESS	08	9/21/2009	12/11/2009	Distributed Learning

## FAC – FEDERAL ENTERPRISE ARCHITECTURE AND ADVANCED CONCEPTS (6409)

This course focuses on challenges in agency implementation of the Office of Management and Budget's enterprise architecture direction and guidance and other advanced enterprise architecture (EA) concepts. The course critically explores the OMB Federal Enterprise Architecture Program Management Office's Segment Architecture approach, the Federal Transition Framework, and the five Federal Enterprise Architecture Reference Models and their supporting profiles. In addition, IPv6 and service-oriented architecture concepts and implementation strategies are examined. The DOD Global Information Grid and Network Centric Warfare and Operations Reference Model approaches to enabling cross-agency interaction and exchange of information are also explored. Finally, the course includes an examination of advanced EA concepts, including the Zachman framework, Federated Architecture, Business Case Development, and EA Leadership.

Prerequisite: ARC.

Class Nbr	Descr	Section	Start Date	End Date	Location / Format
1177	FAC	01	3/30/2009	4/3/2009	Fort McNair, DC / e-Resident
1178	FAC	02	5/4/2009	7/24/2009	Distributed Learning
1180	FAC	03	8/3/2009	8/7/2009	Fort McNair, DC / e-Resident

## GBE - GOVERNMENT BUSINESS ENTERPRISE TRANSFORMATION (6501)

This course focuses on initiatives, strategies, and opportunities for transforming the Federal Government's business operations that provide capabilities, resources, and materiel to the government employee (such as global warfighters or disaster recovery staff). The course assesses the structural, political, technological, leadership, and human challenges of effecting transformational change in a complex mega-enterprise. This includes analyzing the challenges transformation initiatives bring when engaging in new ways of doing business, retiring legacy systems, processes, and strategies, while simultaneously delivering required services and results. The evolving vision and development of the Federal Enterprise Architecture as the information technology enabler of business enterprise transformation are evaluated. Students examine large organization transformations from the corporate sector to identify insightful lessons that can be developed as recommendations for government business enterprise transformation.

Class Nbr	Descr	Section	Start Date	End Date	Location / Format
1311	GBE	01	2/23/2009	2/27/2009	Fort McNair, DC / e-Resident

## 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 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.

Class Nbr	Descr	Section	Start Date	End Date	Location / Format
1186	GEN	01	10/6/2008	10/10/2008	Fort McNair, DC / e-Resident
1187	GEN	02	12/15/2008	12/19/2008	Fort McNair, DC / e-Resident
1189	GEN	03	1/12/2009	4/3/2009	Distributed Learning
1191	GEN	04	3/16/2009	3/20/2009	Fort McNair, DC / e-Resident
1193	GEN	05	5/4/2009	7/24/2009	Distributed Learning
1195	GEN	06	6/1/2009	6/5/2009	Fort McNair, DC / e-Resident
1198	GEN	07	8/17/2009	8/21/2009	Fort McNair, DC / e-Resident
1200	GEN	08	9/21/2009	12/11/2009	Distributed Learning

## GIG – GLOBAL INFORMATION GRID ARCHITECTURE AND ADVANCED CONCEPTS (6434)

This course examines issues in assessing consistency with DOD's Global Information Grid (GIG) architecture. The GIG architecture facilitates the Department of Defense's Network Centric Operations and Warfare (NCOW) strategy. Following an examination of net-centric concepts, the course considers the scope, development, and management of the GIG architecture; its relationship to the NCOW Reference Model; the structure, scope, and purpose of the NCOW Reference Model; and its utility in guiding the evolution of the GIG Architecture. The course concludes with a consideration of the actual and potential uses of the GIG architecture to include its application in the Joint Capabilities Integration and Development System (JCIDS) and development of capabilities requirements packages.

Prerequisite: ARC.

Class Nbr	Descr	Section	Start Date	End Date	Location / Format
1228	GIG	01	3/23/2009	3/27/2009	Fort McNair, DC / e-Resident
1229	GIG	02	5/4/2009	7/24/2009	Distributed Learning
1230	GIG	03	7/6/2009	7/10/2009	Fort McNair, DC / e-Resident
1231	GIG	04	9/21/2009	12/11/2009	Distributed Learning

## GLS- GLOBAL STRATEGIC LANDSCAPE (6213)

This course focuses on two broad themes of the evolving global strategic landscape; how global changes may impact future U.S. national security strategy, and the implications of these developments for creating Information Age government with national security responsibilities. The course examines the major trends that have transformed the world's economic, social, environmental, technological, political, and security landscape during the post-Cold War period, as well as possible future developments in these areas. The course also explores the implications of these trends for the national security environment, consequent options for national security strategy, and the transformation of Information Age government agencies.

Class Nbr	Descr	Section	Start Date	End Date	Location / Format
1206	GLS	01	11/3/2008	11/7/2008	Fort McNair, DC / e-Resident
1207	GLS	02	3/16/2009	3/20/2009	Fort McNair, DC / e-Resident
1208	GLS	03	5/4/2009	5/8/2009	Fort McNair, DC / e-Resident
1212	GLS	04	9/21/2009	12/11/2009	Distributed Learning

## **HLS – HOMELAND SECURITY INFORMATION MANAGEMENT (6507)**

This course examines issues and emerging information management concepts related to the six critical homeland security mission areas: intelligence and warning, border and transportation security, domestic counterterrorism, critical infrastructure protection, catastrophic terrorism defense, and emergency preparedness and response. Students analyze information elements of key asset identification, threat and vulnerability analysis, risk assessment and management, and crisis and consequence management, and technologies for their ability to support planning, mitigation, response, recovery, and prediction. Students discuss functions, responsibilities, and policy; the interrelationship of defense, government-wide, and nongovernmental information systems; and the importance of strategic and contingency planning, systems integration, and sharing of information.

<b>Class Nbr</b>	<b>Descr</b>	<b>Section</b>	<b>Start Date</b>	<b>End Date</b>	<b>Location / Format</b>
1220	HLS	01	12/8/2008	12/12/2008	Fort McNair, DC / e-Resident
1223	HLS	02	5/4/2009	7/24/2009	Distributed Learning

## **HST – HOMELAND SECURITY INFORMATION MANAGEMENT: TOOLS & TECHNIQUES (6503)**

This course examines information management concepts and issues related to critical homeland security mission areas, including intelligence and warning, border and transportation security, domestic counterterrorism, critical infrastructure protection, catastrophic terrorism defense, and emergency preparedness and response. The course provides students with “hands-on” exposure to technologies and techniques that support the planning, mitigation, response, recovery, and prediction aspects of homeland security. It explores state-of-the-art and emerging concepts relating to intelligent agents, decision support, data/text mining, visualization, geographical information systems, and computer modeling and simulation.

<b>Class Nbr</b>	<b>Descr</b>	<b>Section</b>	<b>Start Date</b>	<b>End Date</b>	<b>Location / Format</b>
1022	HST	01	4/27/2009	5/1/2009	Fort McNair, DC / e-Resident

## **IAG - INFORMATION AGE GOVERNMENT (6505)**

This policy course focuses on assessing the potential of “i-Government,” its rationale, and its challenges. The course examines the actual and potential impact of modern information concepts on 21<sup>st</sup> Century governments. The course will integrate the core ideas of electronic government movement, recent advances in knowledge management, and new approaches to organizational design to identify ways to improve governmental effectiveness, agility, and responsiveness. Issues such as dealing with change and integrating performance and budgets across agencies are investigated.

<b>Class Nbr</b>	<b>Descr</b>	<b>Section</b>	<b>Start Date</b>	<b>End Date</b>	<b>Location / Format</b>
1278	IAG	01	12/15/2008	12/19/2008	Fort McNair, DC / e-Resident
1279	IAG	02	5/4/2009	7/24/2009	Distributed Learning

## **IMP – STRATEGIC PLANNING for IRM EXECUTIVES (6318)**

This course provides the knowledge and capabilities to create a mission-driven, strategy-focused Information Resources Management organization that is considered an essential mission partner by “line of business” leaders. It ensures that agency IRM executives are prepared to fully participate in the strategic management of their agencies and lead the strategic management process for the Information Resources Management organization and program. This course uses a comprehensive framework that is built on the explicit and implicit planning requirements of current legislation, regulations, and best practices. This framework integrates agency strategic planning, agency functional unit strategic planning, enterprise architecture planning, and capital planning so that these planning efforts will improve agency mission performance.

<b>Class Nbr</b>	<b>Descr</b>	<b>Section</b>	<b>Start Date</b>	<b>End Date</b>	<b>Location / Format</b>
1280	IMP	01	10/27/2008	10/31/2008	Fort McNair, DC / e-Resident
1281	IMP	02	1/12/2009	4/3/2009	Distributed Learning
1282	IMP	03	3/9/2009	3/13/2009	Fort McNair, DC / e-Resident
1283	IMP	04	6/1/2009	6/5/2009	Fort McNair, DC / e-Resident

## **IOS – INFORMATION OPERATIONS AND NATIONAL SECURITY IN THE INFORMATION AGE (6207)**

This course examines the essential paradigms and concepts of Information Operations (IO), Information Assurance (IA), and Strategic Communication (SC). It explores the technological revolution and the information component of national power, and examines that component in the National Security Strategy in light of the nature of the interconnected age; existing national policy; organizational transformation; and equities involved in IO, IA, and SC and information as a strategic environment. The course concludes by exploring the new paradigm of national security in the Information Age and the need for an information strategy to support the National Security Strategy.

Prerequisite: secret clearance is required.

<b>Class Nbr</b>	<b>Descr</b>	<b>Section</b>	<b>Start Date</b>	<b>End Date</b>	<b>Location / Format</b>
1284	IOS	01	6/15/2009	6/19/2009	Fort McNair, DC / e-Resident

## **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 also explores the role of oversight in the management and leadership of Federal IT acquisition programs.

<b>Class Nbr</b>	<b>Descr</b>	<b>Section</b>	<b>Start Date</b>	<b>End Date</b>	<b>Location / Format</b>
1285	IPL	01	10/27/2008	10/31/2008	Fort McNair, DC / e-Resident
1286	IPL	02	1/12/2009	4/3/2009	Distributed Learning
1287	IPL	03	4/27/2009	5/1/2009	Fort McNair, DC / e-Resident
1288	IPL	04	5/4/2009	7/24/2009	Distributed Learning
1289	IPL	05	9/21/2009	9/25/2009	Fort McNair, DC / e-Resident

## **ITA – STRATEGIC INFORMATION TECHNOLOGY ACQUISITION (6415)**

This course examines the role senior leaders play in the successful acquisition of information services and technologies to achieve organizational strategic objectives. It employs a life cycle management approach through exploration of statutory and regulatory policies, acquisition strategies, requirements management, analysis of alternatives, design and performance measurement issues, and implementation and sustainment considerations that directly impact IT acquisition. Acquisition best practices are considered, as well as numerous acquisition issues, including Share-in-Savings, Performance-Based Contracting, modular contracting, the broadened availability of commercial items, the use of more flexible selection procedures and procurement vehicles, and contract administration. The course includes guest speakers from government and industry with the latest in policy updates and how to maximize productivity in the contractor-government acquisition environment.

<b>Class Nbr</b>	<b>Descr</b>	<b>Section</b>	<b>Start Date</b>	<b>End Date</b>	<b>Location / Format</b>
1290	ITA	01	10/6/2008	10/10/2008	Fort McNair, DC / e-Resident
1291	ITA	02	12/15/2008	12/19/2008	Fort McNair, DC / e-Resident
1292	ITA	03	3/9/2009	3/13/2009	Fort McNair, DC / e-Resident
1293	ITA	04	5/4/2009	5/8/2009	Fort McNair, DC / e-Resident
1294	ITA	05	5/4/2009	7/24/2009	Distributed Learning
1295	ITA	06	6/15/2009	6/19/2009	Fort McNair, DC / e-Resident
1296	ITA	07	8/10/2009	8/14/2009	Fort McNair, DC / e-Resident
1297	ITA	08	9/21/2009	12/11/2009	Distributed Learning



### **ITP – INFORMATION TECHNOLOGY PROJECT MANAGEMENT (6416)**

This course focuses on project and program management in an Information Technology (IT) context. Students explore industry-accepted project management processes, e.g., the Project Management Institute's (PMI) Project Management Book of Knowledge® 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. Hands-on exercises challenge students to internalize how they can apply these concepts to actual IT projects. In an extensive team project simulation, students gain hands-on project management experience by performing complex project management tasks leading to the development of a project management strategy/plan.

<b>Class Nbr</b>	<b>Descr</b>	<b>Section</b>	<b>Start Date</b>	<b>End Date</b>	<b>Location / Format</b>
1298	ITP	01	12/1/2008	12/5/2008	Fort McNair, DC / e-Resident
1299	ITP	02	1/12/2009	4/3/2009	Distributed Learning
1300	ITP	03	2/23/2009	2/27/2009	Fort McNair, DC / e-Resident
1301	ITP	04	8/24/2009	8/28/2009	Fort McNair, DC / e-Resident
1302	ITP	05	9/21/2009	12/11/2009	Distributed Learning

### **IWS – INFORMATION, WARFARE, AND MILITARY STRATEGY (6202)**

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). The course also examines 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. A lesson on strategic legal implications and considerations is also presented, and an in-class exercise examines the use/misuse of IO strategies against an adaptive adversary. The course concludes with a snapshot of current U.S. military IO strategies.

Prerequisite: secret clearance is required.

<b>Class Nbr</b>	<b>Descr</b>	<b>Section</b>	<b>Start Date</b>	<b>End Date</b>	<b>Location / Format</b>
1023	IWS	01	7/13/2009	7/17/2009	Fort McNair, DC / e-Resident

### **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 also 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.

<b>Class Nbr</b>	<b>Descr</b>	<b>Section</b>	<b>Start Date</b>	<b>End Date</b>	<b>Location / Format</b>
1232	LDC	01	10/20/2008	10/24/2008	Fort McNair, DC / e-Resident
1233	LDC	02	12/15/2008	12/19/2008	Fort McNair, DC / e-Resident
1234	LDC	03	1/12/2009	4/3/2009	Distributed Learning
1235	LDC	04	4/13/2009	4/17/2009	Fort McNair, DC / e-Resident
1236	LDC	05	8/3/2009	8/7/2009	Fort McNair, DC / e-Resident
1237	LDC	06	9/14/2009	9/18/2009	Fort McNair, DC / e-Resident

## LSI – LEADING STRATEGIES FOR DISRUPTIVE INNOVATION (6511)

This course focuses on the strategies that leaders require to create, implement, and guide their organizations successfully through disruptive innovation – both that of their own making and that which is driven by external and uncontrollable circumstances. The course examines the drivers of disruptive innovation to include emerging technologies, globalization, and demographic shifts. It explores models of innovation and change as well as evolving concepts of organizational innovation and strategy designed to cope with uncertainty and rapid rates of change. It also examines the barriers to and levers of disruptive innovation such as leadership, organizational culture, and bureaucratic politics, and their relationship to disruptive innovation.

Class Nbr	Descr	Section	Start Date	End Date	Location / Format
1024	LSI	01	1/26/2009	1/30/2009	Fort McNair, DC / e-Resident
1239	LSI	02	7/6/2009	7/10/2009	Fort McNair, DC / e-Resident

## MAC – MULTI-AGENCY INFORMATION-ENABLED COLLABORATION (6512)

This course focuses on strategies, means, and information models needed for effective multi-agency collaboration in planning, decision-making and implementation of national security operations, including stabilization and reconstruction, and homeland security and national preparedness operations. It examines current and proposed initiatives for transforming and leading cross-boundary collaboration at the Federal, State and local levels, and includes multilateral collaboration situations with nongovernment (NGO) and international organizations and coalitions, media, private sector and coalition partners. The course examines how information-enabled networks, collaborative tool-sets, cross-boundary information-sharing, and work processes can be harnessed to enable effective multi-agency and multilateral national and homeland security activities. The course assesses the human, social and leadership issues of sustained and effective multi-agency collaborations. Impediments such as legal and budgetary authority restrictions, educational and cultural factors that inhibit cross-boundary mission effectiveness and transformation are assessed, as are strategies for addressing them.

Class Nbr	Descr	Section	Start Date	End Date	Location / Format
1025	MAC	01	10/20/2008	10/24/2008	Fort McNair, DC / e-Resident
1026	MAC	02	1/26/2009	1/30/2009	Fort McNair, DC / e-Resident
1241	MAC	03	4/20/2009	4/24/2009	Fort McNair, DC / e-Resident
1242	MAC	04	5/4/2009	7/24/2009	Distributed Learning

## MOP – MEASURING RESULTS OF ORGANIZATIONAL PERFORMANCE (6316)

This course provides strategies and techniques for assessing organizational performance results as part of the strategic planning and budgeting process required to fulfill regulatory oversight requirements (e.g., GPRA, Clinger-Cohen Act, President's Management Agenda, PART). The course leverages lessons learned from both inter-agency and private sector experiences on the leadership, process, and resource issues surrounding the identifying, developing, and validating performance measurement instrumentation, collecting and organizing performance data, and analyzing and reporting organizational results. Using the Kaplan and Norton Balanced Scorecard methodology as a framework, organizational performance measures are developed that tie to the organizational mission, vision, goals, objectives, initiatives, budget, strategy, and outcomes. A priority emphasis is placed on organizational outcomes as those outcomes link mission accomplishment to the value added for customers and stakeholders.

Class Nbr	Descr	Section	Start Date	End Date	Location / Format
1243	MOP	01	11/3/2008	11/7/2008	Fort McNair, DC / e-Resident
1244	MOP	02	12/8/2008	12/12/2008	Fort McNair, DC / e-Resident
1245	MOP	03	1/12/2009	4/3/2009	Distributed Learning
1246	MOP	04	1/26/2009	1/30/2009	Fort McNair, DC / e-Resident
1247	MOP	05	3/16/2009	3/20/2009	Fort McNair, DC / e-Resident
1248	MOP	06	4/27/2009	5/1/2009	Fort McNair, DC / e-Resident
1249	MOP	07	5/4/2009	7/24/2009	Distributed Learning
1250	MOP	08	6/1/2009	6/5/2009	Fort McNair, DC / e-Resident
1251	MOP	09	7/20/2009	7/24/2009	Fort McNair, DC / e-Resident
1252	MOP	10	9/21/2009	12/11/2009	Distributed Learning

### **NCW – NETWORK CENTRIC WARFARE AND OPERATIONS (6513)**

This course examines the tenets and technologies of network centric warfare and operations (NCW) as an evolving way of warfare and a central component of Department of Defense (DOD) innovation for future operations. The nature and dynamics of information-enabled networks are examined, as are other emergent technologies that are influencing how NCW evolves. The effects of networks and networking for conventional irregular combat operations, and post-conflict stabilization and reconstruction operations are evaluated using case studies and current operational results. The course assesses the social and cognitive processes and technological capabilities that are required to enable different aspects of NCW. The course evaluates the validity of the theory of NCW, and encourages students to assess the theory strengths and weaknesses. Attention is paid to ally and partner interpretations of NCW, and the NCW and counter-NCW capabilities and behaviors of adversaries. The course concludes by examining the strategic leader attributes, mind-sets, and competencies needed for effective NCW operations. This focus includes critical changes to command and control practices and approaches.

<b>Class Nbr</b>	<b>Descr</b>	<b>Section</b>	<b>Start Date</b>	<b>End Date</b>	<b>Location / Format</b>
1267	NCW	01	10/27/2008	10/31/2008	Fort McNair, DC / e-Resident
1268	NCW	02	6/8/2009	6/12/2009	Fort McNair, DC / e-Resident

### **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.

<b>Class Nbr</b>	<b>Descr</b>	<b>Section</b>	<b>Start Date</b>	<b>End Date</b>	<b>Location / Format</b>
1269	OCL	01	12/1/2008	12/5/2008	Fort McNair, DC / e-Resident
1270	OCL	02	3/2/2009	3/6/2009	Fort McNair, DC / e-Resident
1271	OCL	03	5/4/2009	5/8/2009	Fort McNair, DC / e-Resident

### **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 investments. 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.

<b>Class Nbr</b>	<b>Descr</b>	<b>Section</b>	<b>Start Date</b>	<b>End Date</b>	<b>Location / Format</b>
1272	PFM	01	11/17/2008	11/21/2008	Fort McNair, DC / e-Resident
1273	PFM	02	3/23/2009	3/27/2009	Fort McNair, DC / e-Resident
1274	PFM	03	9/21/2009	9/25/2009	Fort McNair, DC / e-Resident
1275	PFM	04	9/21/2009	12/11/2009	Distributed Learning

## **PMA – PLANNING AND MANAGING ENTERPRISE ARCHITECTURE PROGRAMS (6432)**

Graduates of this course are prepared to lead the planning, development, and implementation of an enterprise architecture (EA) program to support organizational transformation. This course considers critical success factors for establishing an EA program, to include such factors as EA team competencies, communication mechanisms, leadership, and methodology and tool selection. Students explore various EA methodologies, with an emphasis on the Model-Driven Architecture (MDA) approach and related object-oriented modeling diagrams. The course explores various architectural frameworks, such as the DOD Architecture Framework (DODAF) and Federal Enterprise Architecture Framework (FEAF), challenging students to think critically about how to put theory into practice and the value of associated descriptive work products. Students gain hands-on experience in developing various static work products and the use of an EA repository-modeling tool. The course introduces leading-edge descriptive work products not associated with traditional architecture frameworks. Students are also exposed to analytics, both static and dynamic (simulation), to identify baseline and target opportunities in transforming the organization. This course builds upon fundamentals presented in the Enterprise Architectures for Leaders (ARC) course.

Prerequisite: ARC.

<b>Class Nbr</b>	<b>Descr</b>	<b>Section</b>	<b>Start Date</b>	<b>End Date</b>	<b>Location / Format</b>
1028	PMA	01	1/12/2009	1/16/2009	Fort McNair, DC / e-Resident
1276	PMA	02	1/12/2009	4/3/2009	Distributed Learning
1277	PMA	03	6/22/2009	6/26/2009	Fort McNair, DC / e-Resident

## **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, benchmarking, activity-based costing/management, process architecting, Lean Six Sigma, and other quality improvement programs. An overview of the tools, 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.

<b>Class Nbr</b>	<b>Descr</b>	<b>Section</b>	<b>Start Date</b>	<b>End Date</b>	<b>Location / Format</b>
1219	PRI	01	11/17/2008	11/21/2008	Fort McNair, DC / e-Resident
1221	PRI	02	1/12/2009	1/16/2009	Fort McNair, DC / e-Resident
1222	PRI	03	1/12/2009	4/3/2009	Distributed Learning
1224	PRI	04	4/13/2009	4/17/2009	Fort McNair, DC / e-Resident
1225	PRI	05	5/18/2009	5/22/2009	Fort McNair, DC / e-Resident
1226	PRI	06	7/20/2009	7/24/2009	Fort McNair, DC / e-Resident
1227	PRI	07	9/14/2009	9/18/2009	Fort McNair, DC / e-Resident
1317	PRI	08	9/21/2009	12/11/2009	Distributed Learning

## **SAA – STRATEGIC MANAGEMENT OF SOFTWARE ASSURANCE (6211)**

This course explores national security issues and leadership responsibilities involved in assuring the safety and security of the software component of the critical information infrastructure. It examines “building security in” to avoid software vulnerabilities that open mission-critical or national security systems to cyber attacks or terrorism. The course explores leveraging the acquisition process to implement safer and more secure software. Other topics include information assurance vis-à-vis software assurance; software assurance (SWA)-related law and public policy; national initiatives sponsored by DHS and DOD; risk management; acquisition issues: offshore development, software pedigree, and strategies for COTS development and integration services; education, training, and the SA body of knowledge; and assurance cases.

<b>Class Nbr</b>	<b>Descr</b>	<b>Section</b>	<b>Start Date</b>	<b>End Date</b>	<b>Location / Format</b>
1218	SAA	01	4/20/2009	4/24/2009	Fort McNair, DC / e-Resident

### **SAL – SOFTWARE ACQUISITION LEADERSHIP (6410)**

This course provides comprehensive insight into the risks and issues associated with developing and implementing complex software systems. Students will examine the risks, problems, and issues that challenge large or complex software acquisition, integration, or development efforts, and evaluate strategies, methods, and tools to achieve successful program outcomes. Specific areas of focus include software development methods, tools and best practices, software-unique testing and architecture issues, and software assurance challenges and issues.

<b>Class Nbr</b>	<b>Descr</b>	<b>Section</b>	<b>Start Date</b>	<b>End Date</b>	<b>Location / Format</b>
1211	SAL	01	10/20/2008	10/24/2008	Fort McNair, DC / e-Resident
1213	SAL	02	2/2/2009	2/6/2009	Fort McNair, DC / e-Resident
1214	SAL	03	4/20/2009	4/24/2009	Fort McNair, DC / e-Resident
1215	SAL	04	5/4/2009	7/24/2009	Distributed Learning
1216	SAL	05	9/21/2009	12/11/2009	Distributed Learning
1217	SAL	06	9/28/2009	10/2/2009	Fort McNair, DC / e-Resident

### **SCL - STRATEGIC COMMUNICATION FOR GOVERNMENT LEADERS (6322)**

The course begins with communication theories and applications and ends with the role of strategic communication for government leaders. It explores the pivotal role of communication in achieving organizational and national strategies. The course investigates the psychological, cultural, political, and technological factors that mediate communications for national and international audiences so as to influence key decision makers, critical audiences, and general populations. Students analyze how government strategic leaders can be strengthened as producers and consumers of public information through social influence, persuasion and propaganda, public opinion and mass political behavior, crisis communications, media relations, communication law, policy and ethics, and the role of advanced telecommunication technologies.

<b>Class Nbr</b>	<b>Descr</b>	<b>Section</b>	<b>Start Date</b>	<b>End Date</b>	<b>Location / Format</b>
1209	SCL	01	12/15/2008	12/19/2008	Fort McNair, DC / e-Resident
1210	SCL	02	2/23/2009	2/27/2009	Fort McNair, DC / e-Resident

### **SCS – MANAGING SECURITY OF CONTROL SYSTEMS (6210)**

This course explores a wide range of people, processes, and technology issues in the management of critical infrastructure control systems (CS) security including Supervisory Control and Data Acquisition (SCADA) systems security. Systems for monitoring and controlling base-level and regional supply and flow of resources such as electricity, lighting, water, gas, and transportation are examined. Topics include CS components, threats, and vulnerability assessment and technical measures for improving security unique to CS, such as multifactor authentication, telephony firewalls and radio frequency encryption, and operational and physical security. The CS industry and initiatives in CS security standards are explored. This includes a focus on the interplay between regional commercial providers and base-level continuity of operations. The move toward integration of CS with traditional computer networks is covered.

<b>Class Nbr</b>	<b>Descr</b>	<b>Section</b>	<b>Start Date</b>	<b>End Date</b>	<b>Location / Format</b>
1314	SCS	01	10/6/2008	10/10/2008	Fort McNair, DC / e-Resident
1027	SCS	02	6/8/2009	6/12/2009	Fort McNair, DC / e-Resident

## 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®). In addition, the course 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.

Class Nbr	Descr	Section	Start Date	End Date	Location / Format
1194	SEC	01	10/27/2008	10/31/2008	Fort McNair, DC / e-Resident
1196	SEC	02	1/12/2009	1/16/2009	Fort McNair, DC / e-Resident
1197	SEC	03	1/12/2009	4/3/2009	Distributed Learning
1199	SEC	04	3/30/2009	4/3/2009	Fort McNair, DC / e-Resident
1201	SEC	05	5/4/2009	7/24/2009	Distributed Learning
1202	SEC	06	5/18/2009	5/22/2009	Fort McNair, DC / e-Resident
1203	SEC	07	9/21/2009	12/11/2009	Distributed Learning
1204	SEC	08	9/28/2009	10/2/2009	Fort McNair, DC / e-Resident

## SIO - STRATEGIC INFRASTRUCTURE OPERATIONS (6214)

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.

Prerequisite: Top Secret/SCI clearance is required. This course is limited to U.S. citizens.

Class Nbr	Descr	Section	Start Date	End Date	Location / Format
1192	SIO	01	5/18/2009	5/22/2009	Fort McNair, DC / e-Resident

## SPA – PRIVACY RIGHTS AND CHALLENGES IN THE INFORMATION AGE (6508)

This course focuses on protecting private information while exploiting new technologies, implementing cross-agency information sharing, and improving the processes of government and service to the public. Managers learn to deal with the privacy concerns of citizens and stakeholders when implementing new systems and technology and transforming agency processes. Topics include an examination of the rights, needs, and perspective of the citizen, and the policy and legal frameworks of privacy. Mechanisms for evaluating and dealing with privacy issues are covered, including producing Privacy Impact Assessment (PIAs) for system initiatives and designating Chief Privacy Officers. The course culminates in an examination of leadership and management approaches that ensure appropriate information access and privacy protection.

Class Nbr	Descr	Section	Start Date	End Date	Location / Format
1188	SPA	01	10/27/2008	10/31/2008	Fort McNair, DC / e-Resident
1190	SPA	02	1/12/2009	4/3/2009	Distributed Learning

### **TAS – TRANSFORMATION AS STRATEGIC ALIGNMENT (6528)**

This course explores the fundamental nature and dynamics of transformation, and the disequilibrium and ambiguity surrounding the search for and transformation of new mission spaces. It investigates those perilous but essential changes that allow an organization to create new organizational capabilities, exploit technologies, and take advantage of performance possibilities to achieve new levels of mission effectiveness or move into new mission spaces. This course examines the nature and interdependencies of the turbulent, globalized, and technologically catalyzed and infused environment in which traditional organizational interventions are increasingly inadequate. It analyzes the need for and type of new governance that can and will lead the transformation effort that results in the critical strategic alignment underpinning of agile, responsive, and relevant organizations and mission capabilities.

<b>Class Nbr</b>	<b>Descr</b>	<b>Section</b>	<b>Start Date</b>	<b>End Date</b>	<b>Location / Format</b>
1183	TAS	01	11/3/2008	11/7/2008	Fort McNair, DC / e-Resident
1184	TAS	02	5/11/2009	5/15/2009	Fort McNair, DC / e-Resident
1185	TAS	03	9/21/2009	12/11/2009	Distributed Learning

### **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 also 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.

<b>Class Nbr</b>	<b>Descr</b>	<b>Section</b>	<b>Start Date</b>	<b>End Date</b>	<b>Location / Format</b>
1179	TCC	01	3/2/2009	3/6/2009	Fort McNair, DC / e-Resident
1181	TCC	02	7/13/2009	7/17/2009	Fort McNair, DC / e-Resident
1182	TCC	03	9/21/2009	12/11/2009	Distributed Learning

## Class Listing by Date



Class Nbr	Descr	Section	Start Date	End Date	Location / Format
<b>October 2008</b>					
1157	DTF	01	10/6/2008	10/10/2008	Fort McNair, DC / e-Resident
1186	GEN	01	10/6/2008	10/10/2008	Fort McNair, DC / e-Resident
1290	ITA	01	10/6/2008	10/10/2008	Fort McNair, DC / e-Resident
1314	SCS	01	10/6/2008	10/10/2008	Fort McNair, DC / e-Resident
1304	ATO	01	10/20/2008	10/24/2008	Fort McNair, DC / e-Resident
1137	CWC	01	10/20/2008	10/24/2008	Fort McNair, DC / e-Resident
1232	LDC	01	10/20/2008	10/24/2008	Fort McNair, DC / e-Resident
1025	MAC	01	10/20/2008	10/24/2008	Fort McNair, DC / e-Resident
1211	SAL	01	10/20/2008	10/24/2008	Fort McNair, DC / e-Resident
1116	CBL	01	10/27/2008	10/31/2008	Fort McNair, DC / e-Resident
1280	IMP	01	10/27/2008	10/31/2008	Fort McNair, DC / e-Resident
1285	IPL	01	10/27/2008	10/31/2008	Fort McNair, DC / e-Resident
1267	NCW	01	10/27/2008	10/31/2008	Fort McNair, DC / e-Resident
1194	SEC	01	10/27/2008	10/31/2008	Fort McNair, DC / e-Resident
1188	SPA	01	10/27/2008	10/31/2008	Fort McNair, DC / e-Resident
<b>November 2008</b>					
1013	All	01	11/3/2008	11/7/2008	Fort McNair, DC / e-Resident
1014	ARC	01	11/3/2008	11/7/2008	Fort McNair, DC / e-Resident
1206	GLS	01	11/3/2008	11/7/2008	Fort McNair, DC / e-Resident
1243	MOP	01	11/3/2008	11/7/2008	Fort McNair, DC / e-Resident
1183	TAS	01	11/3/2008	11/7/2008	Fort McNair, DC / e-Resident
1130	CST	01	11/17/2008	11/21/2008	Fort McNair, DC / e-Resident
1163	ESS	01	11/17/2008	11/21/2008	Fort McNair, DC / e-Resident
1272	PFM	01	11/17/2008	11/21/2008	Fort McNair, DC / e-Resident
1219	PRI	01	11/17/2008	11/21/2008	Fort McNair, DC / e-Resident
<b>December 2008</b>					
1125	COO	01	12/1/2008	12/5/2008	Fort McNair, DC / e-Resident
1138	CWC	02	12/1/2008	12/5/2008	Fort McNair, DC / e-Resident
1298	ITP	01	12/1/2008	12/5/2008	Fort McNair, DC / e-Resident
1269	OCL	01	12/1/2008	12/5/2008	Fort McNair, DC / e-Resident
1090	All	02	12/8/2008	12/12/2008	Fort McNair, DC / e-Resident
1107	BBC	01	12/8/2008	12/12/2008	Fort McNair, DC / e-Resident
1220	HLS	01	12/8/2008	12/12/2008	Fort McNair, DC / e-Resident
1244	MOP	02	12/8/2008	12/12/2008	Fort McNair, DC / e-Resident
1187	GEN	02	12/15/2008	12/19/2008	Fort McNair, DC / e-Resident
1278	IAG	01	12/15/2008	12/19/2008	Fort McNair, DC / e-Resident
1291	ITA	02	12/15/2008	12/19/2008	Fort McNair, DC / e-Resident
1233	LDC	02	12/15/2008	12/19/2008	Fort McNair, DC / e-Resident
1209	SCL	01	12/15/2008	12/19/2008	Fort McNair, DC / e-Resident
<b>January 2009</b>					
1150	DMS	01	1/5/2009	1/9/2009	Fort McNair, DC / e-Resident
1028	PMA	01	1/12/2009	1/16/2009	Fort McNair, DC / e-Resident
1221	PRI	02	1/12/2009	1/16/2009	Fort McNair, DC / e-Resident
1196	SEC	02	1/12/2009	1/16/2009	Fort McNair, DC / e-Resident
1091	All	03	1/12/2009	4/3/2009	Distributed Learning
1092	All	04	1/12/2009	4/3/2009	Distributed Learning



<b>Class Nbr</b>	<b>Descr</b>	<b>Section</b>	<b>Start Date</b>	<b>End Date</b>	<b>Location / Format</b>
1305	ATO	02	1/12/2009	4/3/2009	Distributed Learning
1117	CBL	02	1/12/2009	4/3/2009	Distributed Learning
1139	CWC	03	1/12/2009	4/3/2009	Distributed Learning
1151	DMS	02	1/12/2009	4/3/2009	Distributed Learning
1160	EAP	01	1/12/2009	4/3/2009	Distributed Learning
1164	ESS	02	1/12/2009	4/3/2009	Distributed Learning
1189	GEN	03	1/12/2009	4/3/2009	Distributed Learning
1281	IMP	02	1/12/2009	4/3/2009	Distributed Learning
1286	IPL	02	1/12/2009	4/3/2009	Distributed Learning
1299	ITP	02	1/12/2009	4/3/2009	Distributed Learning
1234	LDC	03	1/12/2009	4/3/2009	Distributed Learning
1245	MOP	03	1/12/2009	4/3/2009	Distributed Learning
1276	PMA	02	1/12/2009	4/3/2009	Distributed Learning
1222	PRI	03	1/12/2009	4/3/2009	Distributed Learning
1197	SEC	03	1/12/2009	4/3/2009	Distributed Learning
1190	SPA	02	1/12/2009	4/3/2009	Distributed Learning
1131	CST	02	1/26/2009	1/30/2009	Fort McNair, DC / e-Resident
1165	ESS	03	1/26/2009	1/30/2009	Fort McNair, DC / e-Resident
1024	LSI	01	1/26/2009	1/30/2009	Fort McNair, DC / e-Resident
1026	MAC	02	1/26/2009	1/30/2009	Fort McNair, DC / e-Resident
1246	MOP	04	1/26/2009	1/30/2009	Fort McNair, DC / e-Resident
<b>February 2009</b>					
1306	ATO	03	2/2/2009	2/6/2009	Fort McNair, DC / e-Resident
1089	CFF	01	2/2/2009	2/6/2009	Fort McNair, DC / e-Resident
1122	CIP	01	2/2/2009	2/6/2009	Fort McNair, DC / e-Resident
1140	CWC	04	2/2/2009	2/6/2009	Fort McNair, DC / e-Resident
1213	SAL	02	2/2/2009	2/6/2009	Fort McNair, DC / e-Resident
1015	ARC	02	2/9/2009	2/13/2009	Fort McNair, DC / e-Resident
1158	DTF	02	2/9/2009	2/13/2009	Fort McNair, DC / e-Resident
1093	All	05	2/23/2009	2/27/2009	Fort McNair, DC / e-Resident
1311	GBE	01	2/23/2009	2/27/2009	Fort McNair, DC / e-Resident
1300	ITP	03	2/23/2009	2/27/2009	Fort McNair, DC / e-Resident
1210	SCL	02	2/23/2009	2/27/2009	Fort McNair, DC / e-Resident
<b>March 2009</b>					
1108	BBC	02	3/2/2009	3/6/2009	Fort McNair, DC / e-Resident
1118	CBL	03	3/2/2009	3/6/2009	Fort McNair, DC / e-Resident
1148	DMG	01	3/2/2009	3/6/2009	Fort McNair, DC / e-Resident
1270	OCL	02	3/2/2009	3/6/2009	Fort McNair, DC / e-Resident
1179	TCC	01	3/2/2009	3/6/2009	Fort McNair, DC / e-Resident
1126	COO	02	3/9/2009	3/13/2009	Fort McNair, DC / e-Resident
1141	CWC	05	3/9/2009	3/13/2009	Fort McNair, DC / e-Resident
1282	IMP	03	3/9/2009	3/13/2009	Fort McNair, DC / e-Resident
1292	ITA	03	3/9/2009	3/13/2009	Fort McNair, DC / e-Resident
1132	CST	03	3/16/2009	3/20/2009	Fort McNair, DC / e-Resident
1191	GEN	04	3/16/2009	3/20/2009	Fort McNair, DC / e-Resident
1207	GLS	02	3/16/2009	3/20/2009	Fort McNair, DC / e-Resident
1247	MOP	05	3/16/2009	3/20/2009	Fort McNair, DC / e-Resident
1228	GIG	01	3/23/2009	3/27/2009	Fort McNair, DC / e-Resident
1273	PFM	02	3/23/2009	3/27/2009	Fort McNair, DC / e-Resident
1177	FAC	01	3/30/2009	4/3/2009	Fort McNair, DC / e-Resident
1199	SEC	04	3/30/2009	4/3/2009	Fort McNair, DC / e-Resident
<b>April 2009</b>					
1016	ARC	03	4/6/2009	4/10/2009	Fort McNair, DC / e-Resident

<b>Class Nbr</b>	<b>Descr</b>	<b>Section</b>	<b>Start Date</b>	<b>End Date</b>	<b>Location / Format</b>
1307	ATO	04	4/13/2009	4/17/2009	Fort McNair, DC / e-Resident
1152	DMS	03	4/13/2009	4/17/2009	Fort McNair, DC / e-Resident
1235	LDC	04	4/13/2009	4/17/2009	Fort McNair, DC / e-Resident
1224	PRI	04	4/13/2009	4/17/2009	Fort McNair, DC / e-Resident
1142	CWC	06	4/20/2009	4/24/2009	Fort McNair, DC / e-Resident
1241	MAC	03	4/20/2009	4/24/2009	Fort McNair, DC / e-Resident
1218	SAA	01	4/20/2009	4/24/2009	Fort McNair, DC / e-Resident
1214	SAL	03	4/20/2009	4/24/2009	Fort McNair, DC / e-Resident
1094	All	06	4/27/2009	5/1/2009	Fort McNair, DC / e-Resident
1022	HST	01	4/27/2009	5/1/2009	Fort McNair, DC / e-Resident
1287	IPL	03	4/27/2009	5/1/2009	Fort McNair, DC / e-Resident
1248	MOP	06	4/27/2009	5/1/2009	Fort McNair, DC / e-Resident
<b>May 2009</b>					
1166	ESS	04	5/4/2009	5/8/2009	Fort McNair, DC / e-Resident
1208	GLS	03	5/4/2009	5/8/2009	Fort McNair, DC / e-Resident
1293	ITA	04	5/4/2009	5/8/2009	Fort McNair, DC / e-Resident
1271	OCL	03	5/4/2009	5/8/2009	Fort McNair, DC / e-Resident
1095	All	07	5/4/2009	7/24/2009	Distributed Learning
1096	All	08	5/4/2009	7/24/2009	Distributed Learning
1017	ARC	04	5/4/2009	7/24/2009	Distributed Learning
1308	ATO	05	5/4/2009	7/24/2009	Distributed Learning
1109	BBC	03	5/4/2009	7/24/2009	Distributed Learning
1119	CBL	04	5/4/2009	7/24/2009	Distributed Learning
1127	COO	03	5/4/2009	7/24/2009	Distributed Learning
1133	CST	04	5/4/2009	7/24/2009	Distributed Learning
1143	CWC	07	5/4/2009	7/24/2009	Distributed Learning
1153	DMS	04	5/4/2009	7/24/2009	Distributed Learning
1167	ESS	05	5/4/2009	7/24/2009	Distributed Learning
1178	FAC	02	5/4/2009	7/24/2009	Distributed Learning
1193	GEN	05	5/4/2009	7/24/2009	Distributed Learning
1229	GIG	02	5/4/2009	7/24/2009	Distributed Learning
1223	HLS	02	5/4/2009	7/24/2009	Distributed Learning
1279	IAG	02	5/4/2009	7/24/2009	Distributed Learning
1288	IPL	04	5/4/2009	7/24/2009	Distributed Learning
1294	ITA	05	5/4/2009	7/24/2009	Distributed Learning
1242	MAC	04	5/4/2009	7/24/2009	Distributed Learning
1249	MOP	07	5/4/2009	7/24/2009	Distributed Learning
1215	SAL	04	5/4/2009	7/24/2009	Distributed Learning
1201	SEC	05	5/4/2009	7/24/2009	Distributed Learning
1097	All	09	5/11/2009	5/15/2009	Fort McNair, DC / e-Resident
1110	BBC	04	5/11/2009	5/15/2009	Fort McNair, DC / e-Resident
1123	CIP	02	5/11/2009	5/15/2009	Fort McNair, DC / e-Resident
1303	ESG	01	5/11/2009	5/15/2009	Fort McNair, DC / e-Resident
1184	TAS	02	5/11/2009	5/15/2009	Fort McNair, DC / e-Resident
1018	ARC	05	5/18/2009	5/22/2009	Fort McNair, DC / e-Resident
1225	PRI	05	5/18/2009	5/22/2009	Fort McNair, DC / e-Resident
1202	SEC	06	5/18/2009	5/22/2009	Fort McNair, DC / e-Resident
1192	SIO	01	5/18/2009	5/22/2009	Fort McNair, DC / e-Resident
<b>June 2009</b>					
1134	CST	05	6/1/2009	6/5/2009	Fort McNair, DC / e-Resident
1195	GEN	06	6/1/2009	6/5/2009	Fort McNair, DC / e-Resident
1283	IMP	04	6/1/2009	6/5/2009	Fort McNair, DC / e-Resident
1250	MOP	08	6/1/2009	6/5/2009	Fort McNair, DC / e-Resident

<b>Class Nbr</b>	<b>Descr</b>	<b>Section</b>	<b>Start Date</b>	<b>End Date</b>	<b>Location / Format</b>
1114	BFM	01	6/8/2009	6/12/2009	Fort McNair, DC / e-Resident
1268	NCW	02	6/8/2009	6/12/2009	Fort McNair, DC / e-Resident
1027	SCS	02	6/8/2009	6/12/2009	Fort McNair, DC / e-Resident
1121	CFF	02	6/15/2009	6/19/2009	Fort McNair, DC / e-Resident
1128	COO	04	6/15/2009	6/19/2009	Fort McNair, DC / e-Resident
1284	IOS	01	6/15/2009	6/19/2009	Fort McNair, DC / e-Resident
1295	ITA	06	6/15/2009	6/19/2009	Fort McNair, DC / e-Resident
1277	PMA	03	6/22/2009	6/26/2009	Fort McNair, DC / e-Resident
<b>July 2009</b>					
1098	All	10	7/6/2009	7/10/2009	Fort McNair, DC / e-Resident
1230	GIG	03	7/6/2009	7/10/2009	Fort McNair, DC / e-Resident
1239	LSI	02	7/6/2009	7/10/2009	Fort McNair, DC / e-Resident
1111	BBC	05	7/13/2009	7/17/2009	Fort McNair, DC / e-Resident
1120	CBL	05	7/13/2009	7/17/2009	Fort McNair, DC / e-Resident
1145	CWC	08	7/13/2009	7/17/2009	Fort McNair, DC / e-Resident
1023	IWS	01	7/13/2009	7/17/2009	Fort McNair, DC / e-Resident
1181	TCC	02	7/13/2009	7/17/2009	Fort McNair, DC / e-Resident
1019	ARC	06	7/20/2009	7/24/2009	Fort McNair, DC / e-Resident
1168	ESS	06	7/20/2009	7/24/2009	Fort McNair, DC / e-Resident
1251	MOP	09	7/20/2009	7/24/2009	Fort McNair, DC / e-Resident
1226	PRI	06	7/20/2009	7/24/2009	Fort McNair, DC / e-Resident
<b>August 2009</b>					
1180	FAC	03	8/3/2009	8/7/2009	Fort McNair, DC / e-Resident
1236	LDC	05	8/3/2009	8/7/2009	Fort McNair, DC / e-Resident
1309	ATO	06	8/10/2009	8/14/2009	Fort McNair, DC / e-Resident
1149	DMG	02	8/10/2009	8/14/2009	Fort McNair, DC / e-Resident
1296	ITA	07	8/10/2009	8/14/2009	Fort McNair, DC / e-Resident
1112	BBC	06	8/17/2009	8/21/2009	Fort McNair, DC / e-Resident
1198	GEN	07	8/17/2009	8/21/2009	Fort McNair, DC / e-Resident
1129	COO	05	8/24/2009	8/28/2009	Fort McNair, DC / e-Resident
1146	CWC	09	8/24/2009	8/28/2009	Fort McNair, DC / e-Resident
1301	ITP	04	8/24/2009	8/28/2009	Fort McNair, DC / e-Resident
1099	All	11	8/31/2009	9/4/2009	Fort McNair, DC / e-Resident
1135	CST	06	8/31/2009	9/4/2009	Fort McNair, DC / e-Resident
<b>September 2009</b>					
1115	BFM	02	9/14/2009	9/18/2009	Fort McNair, DC / e-Resident
1316	ESP	01	9/14/2009	9/18/2009	Fort McNair, DC / e-Resident
1169	ESS	07	9/14/2009	9/18/2009	Fort McNair, DC / e-Resident
1237	LDC	06	9/14/2009	9/18/2009	Fort McNair, DC / e-Resident
1227	PRI	07	9/14/2009	9/18/2009	Fort McNair, DC / e-Resident
1289	IPL	05	9/21/2009	9/25/2009	Fort McNair, DC / e-Resident
1274	PFM	03	9/21/2009	9/25/2009	Fort McNair, DC / e-Resident
1100	All	12	9/21/2009	12/11/2009	Distributed Learning
1020	ARC	07	9/21/2009	12/11/2009	Distributed Learning
1310	ATO	07	9/21/2009	12/11/2009	Distributed Learning
1113	BBC	07	9/21/2009	12/11/2009	Distributed Learning
1124	CIP	03	9/21/2009	12/11/2009	Distributed Learning
1136	CST	07	9/21/2009	12/11/2009	Distributed Learning
1147	CWC	10	9/21/2009	12/11/2009	Distributed Learning
1154	DMS	05	9/21/2009	12/11/2009	Distributed Learning
1161	EAP	02	9/21/2009	12/11/2009	Distributed Learning
1170	ESS	08	9/21/2009	12/11/2009	Distributed Learning
1200	GEN	08	9/21/2009	12/11/2009	Distributed Learning

<b>Class Nbr</b>	<b>Descr</b>	<b>Section</b>	<b>Start Date</b>	<b>End Date</b>	<b>Location / Format</b>
1231	GIG	04	9/21/2009	12/11/2009	Distributed Learning
1212	GLS	04	9/21/2009	12/11/2009	Distributed Learning
1297	ITA	08	9/21/2009	12/11/2009	Distributed Learning
1302	ITP	05	9/21/2009	12/11/2009	Distributed Learning
1252	MOP	10	9/21/2009	12/11/2009	Distributed Learning
1275	PFM	04	9/21/2009	12/11/2009	Distributed Learning
1317	PRI	08	9/21/2009	12/11/2009	Distributed Learning
1216	SAL	05	9/21/2009	12/11/2009	Distributed Learning
1203	SEC	07	9/21/2009	12/11/2009	Distributed Learning
1185	TAS	03	9/21/2009	12/11/2009	Distributed Learning
1182	TCC	03	9/21/2009	12/11/2009	Distributed Learning
1217	SAL	06	9/28/2009	10/2/2009	Fort McNair, DC / e-Resident
1204	SEC	08	9/28/2009	10/2/2009	Fort McNair, DC / e-Resident