



# Student Handbook

2007-2008

This handbook is provided as a resource for potential and current students at the Information Resources Management (IRM) College of the National Defense University. The provisions of this handbook are not to be regarded as a contract between any student and the College. The IRM College reserves the right to change any of the policies, rules, regulations, resources, and standards of conduct discussed in this handbook at any time as may be necessary in the interest of the College. The College also reserves the right to modify or discontinue any of the services, programs, or activities described in this handbook.

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## **I. Information Resources Management College Overview**

The Information Resources Management (IRM) College is a recognized world expert in developing strategic leaders in critical areas of national security. The College is proud to be celebrating its 20<sup>th</sup> anniversary in educating the nation's information leaders, having grown from a small computer technology institute to the world-class graduate college that it is today.

### ***Mission, Vision, and Goals***

**Mission:** Prepare military and civilian leaders to direct the information component of national power by leveraging information and information technology for strategic advantage.

**Vision:** The recognized world leader in information resources management education.

**Goals:** Foster critical thinking and leadership through high-quality graduate-level executive education, development, and scholarship in defense, Joint Professional Military Education, and interagency information resources management to support national security and government effectiveness.

Continually upgrade curriculum to reflect the changing environment, technological advancements, and evolving stakeholder and customer needs.

Use state-of-the-art educational and information technology in both the curriculum and the facilitation of learning.

Nurture and expand strategic partnerships and interactions with the Department of Defense and other government agencies, private sector, academia, and international organizations to enhance learning opportunities for global unity of effort that anticipates and addresses complex security challenges.

Continually invest in faculty and staff intellectual capital to promote excellence and leadership in IRM education, scholarship, student learning, outreach, and Joint Professional Military Education.

Leverage information technologies to strengthen college administration and to increase educational services for students and foster lifelong learning in global defense and interagency government communities.

### ***Organizational Overview***

The Senior Director of the IRM College provides strategic direction and vision for all faculty, staff, and students. The Dean of Faculty and Academic Programs oversees faculty, curriculum, and instruction. The Dean of Students and Administration oversees operational support for the College. The following three academic departments conduct the College's educational programs:

**The Information Strategies Department** focuses on the policy and planning processes, leadership and management competencies, and perspectives for information resources management that form the foundation of the College's Chief Information Officer (CIO)

Certificate Program. Consistent with the Clinger-Cohen Act of 1996, the department delivers core courses and works closely with other departments to prepare graduates for leadership positions in the offices of CIOs across DoD and the federal government. The Department also conducts the Organizational Transformation Certificate Program designed to prepare individuals to leverage information and information technology to transform government.

**The Information Operations and Assurance Department** focuses on information operations, assurance, and security in the planning and execution of national and military strategy. The Information Assurance (IA) Certificate Program consists of a series of courses that emphasize security issues and approaches fundamental to the protection of the nation's information infrastructure. The College offers three certificates in IA: National Training Standard for Information Systems Security Professionals (NSTISSI No. 4011); National Information Assurance Training Standard for Senior Managers (CNSSI No. 4012); and the Chief Information Security Officer (CISO) Certificate.

The IRM College is a National Center of Academic Excellence (CAE) in Information Assurance Education as certified by the National Security Agency and the Department of Homeland Security. The College was originally certified in the year 2000 and subsequently re-certified twice. As part of being a CAE, the College established The Center for Information Assurance Education to conduct education and research focused on concepts and best practices related to information assurance for national security. By playing a leadership role in information assurance strategies, the Center facilitates understanding of the status and practices of information assurance, and conducts and disseminates research on information security, information operations, homeland security, and critical infrastructure protection.

**The Systems Management Department** delivers courses and programs focused on successful application of project and program leadership skills, policies, best practices, and tools to acquire and manage the enterprise's information systems, software, and services. Its courses examine IT project and program management, acquisition, enterprise architecture strategies, business case development, and data management strategies. The Systems Management Department conducts the Enterprise Architecture and Information Technology Project Management Certificates.

**The IRM College** provides instruction as a component of the Joint Professional Military Education (JPME) taught for students of the Industrial College of the Armed Forces (ICAF) and the National War College (NWC). The Information Operations Concentration Program, open to select students of ICAF and NWC, consists of two required electives focused on the use of information in the planning and execution of national strategy, military strategy, and joint operations. Additionally, other students from ICAF and NWC may attend up to four elective courses at the IRM College during their academic year. Select electives may also be credited toward completion of the certificate programs offered by the College.

## **II. Student Services and Resources**

### ***IRM College Office of the Registrar***

The IRM College Registrar's Office is located at the south end of Marshall Hall in room 145.

Office hours are 0730-1600. The Registrar's Office can be reached by phone at (202) 685-6300 and by email at [IRMCRegistrar@ndu.edu](mailto:IRMCRegistrar@ndu.edu).

### ***IRM College Faculty and Staff***

The IRM College faculty and staff join the College after having significant and rich prior experience in the private sector, DoD (both civilian and military), and/or government. They possess significant expertise in their chosen fields and collaborate to ensure they remain current with the most recent research and practices. For more information on IRM College faculty and staff, please visit [http://www.ndu.edu/irmc/faculty\\_stfl.htm](http://www.ndu.edu/irmc/faculty_stfl.htm).

### ***IRM College Partner Universities***

The IRM College partners with over 30 universities across the United States. These partnerships give the opportunities for certificate program graduates to apply 9-15 credits to a large variety of related master's and doctoral degree programs offered at partner universities. Please visit [http://www.ndu.edu/irmc/ntwk\\_list.htm](http://www.ndu.edu/irmc/ntwk_list.htm) for more information.

### ***IRM College Student Resources Portal***

The Student Resources Portal is available through Blackboard for currently enrolled IRM College students and contains information on Continuity of Operations, academic tools, Safe Assignment, and tutorials.

### ***Parking***

Parking is available at the north end of Marshall Hall in any unnumbered parking space. A parking permit will be issued to in-residence students during in-processing. The permit must be displayed on the dashboard and be clearly visible. Students in the 14-week Advanced Management Program (AMP) should follow the more detailed instructions for gaining long-term base access, outlined in the AMP Student Handbook Addendum.

### ***Medical and Dental Assistance***

Routine medical care for military personnel is available on post at the Fort McNair Health Clinic, building 58, from 0600-1430; call (202) 685-3100 for an appointment. Military sick call is on a walk-in basis throughout the day.

### ***Food Service Operations***

NDU's cafeteria is located on the first floor at the south end of Marshall Hall. Hot meals and grill services are available from 0700-1000 and 1100-1400 Monday through Friday. In the spring of 2008, the cafeteria will be moved to Lincoln Hall. For more information on cafeteria services, please call (202) 685-4831.

The Fort McNair Officers' Club is located in Building 60 on 2nd Avenue, three blocks west of the Marshall Hall front entrance. A buffet lunch is served Tuesday through Friday, 1130 -1400. The Officer's Club can be reached by calling (202) 685-5800.

The Mess Hall is located at the north end of Fort McNair, and is open to everyone with a CAC card. It serves meals in a cafeteria-style meal for breakfast, lunch, and dinner.

Breakfast: 0700-0830, \$1.95

Lunch: 1130-1300, \$3.65  
Dinner: 1630-1800, \$3.65

The Coast Guard Cafeteria, located in the Coast Guard Headquarters building just behind Eisenhower Hall, is open from 0700-0830 and 1100-1330. Two forms of identification are needed to enter the Coast Guard building and to return to Fort McNair.

Vending machines containing snacks and beverages are located in room 192 and in select hallways of Marshall Hall.

### ***Fitness and Recreation Facilities***

The exercise room in Marshall Hall is currently equipped with free-weights, Universal and Nautilus equipment, exercise mats, treadmills, exercise bikes, and a stair machine. While the Marshall Hall exercise facilities will be closing in 2008, the exercise rooms in Roosevelt and Eisenhower are also available for use. Furthermore, a state of the art new exercise facility on Ft. McNair is slated for opening in 2008. Daily lockers are available (bring your own lock). For more information, call (202) 685-3943.

### ***Telephone Services***

In cases of emergency only, incoming calls for students should be made to the Registrar's Office during regular business hours (0730-1600). The Registrar's Office can be reached at (202) 685-6300 or DSN 325-6300. Students will be contacted in their classrooms for emergency calls.

Dialing from University phones:

To dial DSN, dial 94 then the DSN number.

To dial a commercial number, dial 99 then the area code and number, as appropriate. A pay phone is located in room 192, Marshall Hall.

### ***Security***

Students must show valid ID at the Guard Desk upon entering Marshall Hall and wear ID badges in a visible place while participating in IRM College classes. The Guard Desk can be reached at (202) 685-3766.

All personal property should be secured at all times. Do not leave purses or wallets in the classroom during breaks. Do not leave personal articles and clothing in the building overnight.

### ***Lost and Found***

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

### ***U.S. Post Office***

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

### ***Chapel***

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

### ***Shoppette/Gas Station***

The Fort McNair Shoppette/Gas Station is open from 0800-1700 every day of the week and sells snack items, alcohol, and gasoline. You must possess a military ID to purchase tobacco, alcohol, or gasoline. The phone number for the shoppette/gas station is (202) 484-5823.

### ***Federal Credit Unions***

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

Alternately, members of the Pentagon Federal Credit Union may conduct their banking at the Coast Guard Building.

### ***ATM***

There is a State Department Federal Credit Union ATM located in the north end of Marshall Hall on the first floor and at the State Department Federal Credit Union in Building 41.

### ***Barber/Beauty Shop***

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

### ***Lodging and Transportation in the Washington, DC Area***

**Lodging:** Out-of-town students should take special consideration in reference to their travel, BOQ/VOQ, and hotel/motel accommodations. Students should make reservations for both travel and accommodations as far in advance as possible to ensure availability.

There are very limited government-furnished quarters available at Fort McNair. Temporary quarters may be secured through the Army's Lodging Success Program at (866) 363-5771 or through BOQ/VOQ offices listed below.

Reservations are accepted for BOQ/VOQ accommodations for all military services. Reservations should be made as far in advance as possible. Making reservations at least one month prior to your scheduled arrival is recommended.

- **Andrews Air Force Base** is in the Maryland suburbs, off I-95, approximately 10 miles from Fort McNair. The Gateway Inn at Andrews Air Force Base offers lodging and can be reached at (301) 981-4614 or DSN 858-4614. NOTE: Government transportation is



not available from Andrews to Fort McNair.

- **Bolling Air Force Base** is on the banks of the Potomac River in Washington, DC, off I-295, approximately 3 miles from Fort McNair. The Bolling Inn offers lodging and can be reached at (202) 404-7050. NOTE: Government transportation is not available from Bolling to Fort McNair.
- **Fort Myer** is in Virginia, near the Pentagon, approximately 10 miles from Fort McNair. Metrobus and Metrorail services are available to Fort McNair. The Fort Myer lodging office can be reached at (703) 696-3576/3577 or DSN 426-3576/3577.
- **Lodging Success Program Hotels** are available to participants in the Army's Lodging Success Program and can provide limited shuttle service to and from the Pentagon and other work sites as well as rates and availability of hotels and motels.

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

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

A shuttle bus provides service between the USCG Headquarters Building (next to Ft. McNair) and the L'Enfant Plaza Metro Station between the hours of 0555 and 1845. Buses run approximately every 5 minutes during rush hours and every 30 minutes mid-day (0830-1530). To get to the shuttle bus location from the L'Enfant Plaza metro station on the Blue, Orange, Yellow and Green lines, follow signs out of the station to the Promenade shops. The Shuttle Bus Stop location is at the Housing and Urban Development (HUD) building at 7th and D Street on the D Street side of the building. The line location is on a sidewalk that runs along the building's exterior and under a large overhang. This area is located directly behind a gated parking lot for the HUD building on D Street. Short, white buses pull into the area near the L'Enfant Plaza Promenade steps, between the Metro station sign and a Metro bus sign. To receive updates about schedule and route changes, email [shuttlebus@dhs.gov](mailto:shuttlebus@dhs.gov).

### ***Association of the IRM College***

The Association of the IRM College (AIRMC) is an alumni group, with the mission of promoting the College, its graduate community, and other supporting organizations by providing unique professional, educational, and social opportunities for alumni that also serve the broader information resources management profession. The AIRMC builds upon an extraordinary educational experience by fostering a network of graduates that will allow the College and its alumni to rise to new levels of excellence.

You can find out more specific information about the AIRMC at its independent website: <http://www.irmcollege.org/>. The appearance of hyperlinks does not constitute endorsement by

the Information Resources Management College (IRM College), the National Defense University (NDU) or the Department of Defense (DoD) of the information, products, or services contained therein. Non-DoD links may be provided for mission support and as a community service. The IRM College exercises no authority or control over the content and/or practices of the hyperlinked site. Use of any information obtained from such sites is voluntary, and reliance on it should only be undertaken after an independent review of its accuracy, completeness, efficacy, and timeliness. Reference therein to any specific commercial product, process, or service by trade name, trademark, service mark, manufacturer, or otherwise does not constitute or imply endorsement, recommendation, or favoring by the IRM College, NDU or the DoD.

### ***NDU Library***

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

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

The library includes information specific to the curriculum and needs of the IRM College. It includes a large collection of books (both in print and electronic), documents, and over 100 journals that focus on automated information systems, computer and communications technology, and program management. The library's reference section includes titles such as Datapro Information Services and Data Decision Information Service, as well as government-issued publications relating to information management such as the FIPS and FIRMR. Off-site student library access to electronic items is available through Blackboard.

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

IRM College students are welcome to use library materials, study rooms, and equipment. Special texts for some courses are available in the reserve room. All students may check out materials from the NDU library. However, *all library materials must be returned by the end of the course enrollment*. General information about the library and its policies can be obtained by calling (202) 685-6100.

**Research/Reference Service:** A Reference Librarian is available during duty hours. Library Orientations and training classes may be arranged by calling (202) 685-3948.

**Circulation Service:** Patron registration and loans are available to students while attending courses. Materials available for loan include books, CDs, DVDs, books on tape and CD, and videocassettes. Reference books, journals, and microforms are not loaned. Materials may be renewed if there are no outstanding requests.

**Reserve Room:** Reserve materials are located in the Library's Reserve Room for the duration of the course. A list of reserve materials by faculty member and/or course is available in the library

on-line catalog through the Library's Home Page: <http://www.ndu.edu/library/index.cfm>. The Reserve Room is open to all library patrons.

### **III. Student Policies and Guidelines**

#### ***Reporting Information***

For entry onto Fort McNair, students must present a current driver's license, passport, or military ID. Other IDs will not be accepted (e.g., Pentagon or Agency badge). All non-DoD students should tell the gate guard that they are students at the IRM College when showing their driver's license. An individual who does not have a DoD decal on the windshield should expect his/her vehicle to be searched upon entry into the post.

Once on post, students should report to Marshall Hall (Building 62) no later than 0745 on the first day of class for in-processing. Students should use the front door of Marshall Hall. This door is open from 0700-1700. In-processing begins at 0715 near the front door in the Atrium. During in-processing each student will be issued a security badge that must be worn in a clearly visible location while inside Marshall Hall. The security badge must be returned at the end of the course. For more information on in-processing, please contact the IRM College Registrar's Office.

#### ***Incident Weather***

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

#### ***Faculty Advisors***

Faculty Advisors guide students through their programs, serving as mentors. Faculty Advisors are particularly important to students early in a new program as they choose the appropriate courses. Students can expect their faculty advisors to communicate with them in person or via telephone or e-mail; students should seek to maintain contact throughout their academic program. The Registrar's Office is responsible for assigning students a Faculty Advisor. When students are assigned a new Faculty Advisor, e.g., as a result of faculty departure, the Faculty Advisor will contact newly-assigned advisees.

Faculty Advisors establish and maintain a relationship with their advisees through the following methods:

1. Conduct initial briefing of assigned students, either through telephone or e-mail, about the program in which they are enrolled.
2. Meet or correspond periodically on a one-to-one basis to provide counsel on progress or on any problems associated with student performance.
3. Mentor student projects where appropriate.

4. Serve as a liaison between the student and course instructors as well as with other College offices (such as the Registrar) as necessary.

While Faculty Advisors periodically check in with their students, students are expected to contact their Advisor when in need of immediate guidance.

### ***Continuity of Operations (COOP)***

The IRM College has developed a COOP plan for students and faculty to follow should the need arise. Currently enrolled students can find this COOP plan by accessing the Student Resources Portal in Blackboard.

### ***Student Preparation***

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

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

### ***Class Hours***

Classes start at 0800 and end by 1700 each day. The exception is Friday when classes are typically released by 1530. Breaks are scheduled throughout the day. Students are expected to be prompt and prepared for all classes. Repeated tardiness is grounds for dismissal.

### ***Attendance Policy***

Students are expected to participate in all scheduled class sessions and activities as a prerequisite to the award of course credit. The College will not issue course credit if a student misses more than five percent of the class time or if the student misses critical portions of the course. If a student cannot complete a course due to an emergency or serious illness, the course leader and Dean of Students and Administration should work with the student to determine how and when the course can be completed. Offering leaders have the responsibility to ensure that students who are seeking academic credit meet course goals and objectives. This includes ensuring all students meet academic standards in the course evaluation plan and participate satisfactorily as members of the class.

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

The offering leader must approve all absences. In cases requiring emergency absence for medical or other serious reasons, authorization should be obtained in advance of the absence whenever

possible. The faculty monitor student progress, provide feedback to students on the level of performance, and recommend only those deserving students for diplomas, certificates, and certification. If a student is failing to meet requirements, procedures will be followed as outlined in the policy on *Academic Standards and Grading*, below.

Recommendation for non-award of diploma or certificate will come only after appropriate counseling of the student by the course leader and Dean of Students for intensive courses, and the faculty advisor and the Director for the Advanced Management Program. The student's supervisor shall be notified of all decisions for non-award of a diploma to an Advanced Management Program student.

### ***Guest Speaker Procedures***

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

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

### ***Dress Policy***

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

When in uniform, cover is worn when coming and going from the parking lots or transiting the area (e.g., walking from Marshall Hall to the Officers' Club).

### ***Non-Attribution Policy***

Presentations by guest speakers, panelists, and renowned public officials and scholars constitute an important part of the curriculum. In order that these guests, as well as faculty and other officials, may speak candidly, the College offers its assurance that presentations will be held in strict confidence. This assurance derives from the College's non-attribution policy, which is morally binding on all who attend College events. Without the expressed permission of the speakers, nothing they say may be attributed to them directly or indirectly in the presence of anyone who was not authorized to attend the presentation. This policy is not intended to preclude references by students and faculty within the academic environment to opinions expressed by

speakers; however, courtesy, good judgment, and the non-attribution policy preclude citing those views, even if the speaker is not identified by name, even when questioning subsequent guests. Specifically, the non-attribution policy provides that:

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

### ***Academic Standards and Grading***

The IRM College's grading system follows:

#### **Letter Grades:**

- A Work of exceptional quality at the executive/graduate level.
- A- Work of very high quality at the executive/graduate level.
- B+ Work of high quality at the executive/graduate level.
- B Work of acceptable quality at the executive/graduate level.

**No Credit (NC):** When an "NC" grade is assigned, the student will not receive academic credit for the class. This grade is used when:

- Attendance/participation requirements are not met.
- Academic requirements are not submitted on time (original due date with no written request for an extension, or extension granted but requirements not submitted by new due date).
- Students enrolled in Distributed Learning (DL) courses do not participate by the end of the third week and are dropped by the faculty.
- Students withdraw after 25 percent of the course has been taught (e-resident or DL).
- Students do not meet academic requirements on resubmission of an unacceptable academic requirement.

**Incomplete (I):** This grade is assigned to a student who:

- Is granted an extension to submit the academic requirements (usually a final paper and/or project). If a student needs an extension, he/she must request it in writing to the faculty member who is the Offering Leader for the class prior to the assignment deadline. The written request must provide acceptable reasons for an extension and a proposed deadline for submission. Approved extensions are typically for one to two weeks.
- Submits the academic requirement on time but receives a grade below a B. The student normally is given one to two weeks to resubmit the academic requirement.

In either case, the highest possible final grade the student can obtain is a B+. A student wishing an additional extension past the original extension granted by the offering leader may submit a request with proper justification to [IRMCExceptionRequest@ndu.edu](mailto:IRMCExceptionRequest@ndu.edu).

**Withdraw (W):** When the student requests withdrawal from a course after the start date but within the first 25 percent of the course, the faculty member will assign a grade of “W”. The request to withdraw must be submitted in writing to the Offering Leader. If the student requests withdrawal after 25 percent of the course is completed, the faculty member will assign a grade of “No Credit.”

**Professional Development (PD):** This grade is assigned to students who elect to take a course for professional development and successfully complete requirements. Students do not receive academic credit for professional development courses. Students must retake courses for credit if they want to apply them to a certificate program.

**Audit (AU):** Beginning in AY 2006/2007, the Audit (AU) grade is no longer used. However, students who audited courses prior to AY 2006/2007 will have an AU grade posted to their official transcripts.

**No Show (NS):** This grade is assigned when the student did not report for a scheduled class. An “NS” annotation does not become part of a student’s official transcript, but a student receiving two grades of NS will be prohibited from enrolling for six months.

### ***Academic Integrity***

The College expects all requirements submitted by each student to be original work, produced by the student for the first time while enrolled at the IRM College. The product should contain the student’s own ideas and analysis except as documented by appropriate citations, and must be submitted for academic credit only once to satisfy course requirements. Work submitted cannot be a modification of a paper or presentation submitted for a previous course, and must contain the student’s own ideas except as correctly and fully cited [see ***College Writing Guidelines: APA Style***, below]. Intentional or unintentional use of another’s idea or product without properly crediting the source in written or oral requirements is not acceptable.

Plagiarism is the unauthorized use, intentional or unintentional, of intellectual work of another person without providing proper credit to the author. While most commonly associated with writing, all types of scholarly work, including computer code, speeches, slides, music, scientific data and analysis, and electronic publications are not to be plagiarized. Students are encouraged to submit their papers and assessments through the Safe Assignment tool located in the Student Resources Portal in Blackboard prior to turning them in for grading. For more information on academic integrity, currently enrolled students may complete the Academic Integrity module available in the Student Resources Portal.

Students are required to provide accurate and documentable information about their educational and professional backgrounds. If a student is admitted to the College with false credentials, he or she will be sanctioned.

Work submitted by a student that does not meet the definition of original work will be referred to the Dean of Faculty and Academic Programs who makes a determination whether it is a matter for the Academic Review Board (see policy of same name). If the action is not forwarded to the Board, the Dean of Faculty and Academic Programs determines appropriate action. Sanctions

range from expulsion, suspension, revocation of certificates, a grade of No Credit with a notation of “academic dishonesty,” rejection of the work submitted for credit, or a letter of admonishment. The authority for decisions and actions rests at the College.

The student’s sponsoring service or organization may be notified about a violation of the College’s Academic Integrity policy, which may have serious consequences for his or her security clearance and continued employment.

### ***Academic Review Board***

Most administrative or academic problems can be solved by following normal policy guidelines of the College. However, in cases where normal procedures are unsuccessful (e.g., continued academic performance at a standard below expectations or excessive absence), the situation is an emergency (e.g., withdrawal for medical emergency) or where the offense is a clear violation of the academic integrity policy (e.g., plagiarism), an Academic Review Board will be convened to review the case.

An Offering Leader who suspects a violation of the academic integrity policy will contact the course leader, then the department chair, about the case. The case is then referred to the Dean of Faculty and Academic Programs who decides whether to refer the case to the Academic Review Board. The Offering Leader and the Dean of Faculty will contact the student about the incident. The Offering Leader will NOT provide the student any feedback or a grade on the assignment before consultation with the Dean of Faculty and Academic Programs.

An Academic Review Board shall be composed of the Dean of Faculty and Academic Programs, Dean of Administration and Students, and the relevant department chair. Additionally, the Advanced Management Program Director, Course Leader, and/or Primary Faculty Advisor may participate as deemed appropriate. The Dean of Faculty and Academic Programs may appoint other faculty to serve as members as appropriate. If a possible outcome is a recommendation to dismiss a student from the College, a representative of the NDU Legal Office is invited to participate. The absence of any individual in the designated positions will not render the Board improperly constituted. The Registrar will serve as secretary of the board and is responsible for maintaining a record of Board meetings and actions. The official file resides in the Registrar’s Office.

When a case is referred to the Academic Review Board, the Board evaluates the allegation and available evidence related to a particular incident or situation. If the Board considers the incident or situation to be serious or suspects a violation of the College’s academic integrity policy, the student is invited to attend a hearing and given the opportunity to bring his/her counsel.

After hearing the case, the Board may decide that a serious violation of a College policy has occurred. Sanctions range from expulsion, suspension, revocation of certificates, a grade of no credit with a transcript notation of “academic dishonesty,” rejection of the work submitted for credit, or a letter of admonishment. The authority for decisions and actions rests at the College. In cases where the Board recommends dismissal, the NDU policy regarding dismissal is followed.



Any appeal by a student of an action of the Academic Review Board must be referred to the Senior Director of the IRM College in writing within ten business days of notification.

### ***Course Evaluations***

An important component of the IRM College's efforts to offer timely and high quality programs is the end-of-course evaluation provided by the students. The survey program provides students the opportunity to assess how well the course meets its goals and intended outcomes. Intensive courses are surveyed at the end of the course. Survey results are shared with the faculty, college leadership, and the Curriculum Committee, and used as a basis for future course revisions.

### ***Granting of Diplomas and Certificates***

Upon completion of a certificate program, students will receive a letter of completion, signed by the Senior Director. This will serve as official documentation that the program has been completed. Students may request an official transcript for further proof of completion. The ceremonial certificates will be distributed at the annual graduation ceremony in April.

### ***Outstanding Achievement Awards for Graduates***

Distinguished Graduate Awards recognize academic achievement of graduates of IRM College programs. These awards relate directly to and are extensions of the policies on *Academic Standards and Grading* and *Granting of Diplomas and Certificates*.

Students who consistently exceed standards in 75% of course evaluations will be designated as Distinguished Graduates (DG) and may be recommended as candidates for Distinguished Graduates Awards. The AFCEA Award is given to the top graduate in the CIO Certificate program and the Advanced Management Program. The CACI Award is given to the top graduate in the Information Assurance Certification Program. The top graduate in Information Technology Project Management (ITPM) receives the Robbins-Gioia Award and the top graduate in Enterprise Architecture (EA) receives the Lockheed Martin Award. The NDU Foundation sponsors the awards for the top graduates in Organizational Transformation (OT) program and the Information Operations (IO) concentration.

When multiple graduates qualify for the sponsored awards, recommendations may be solicited from faculty members.

The names of eligible candidates for Distinguished Graduate designation and sponsored awards and faculty recommendations are forwarded to the Senior Director of the College who makes the final determination of recipients.

The Registrar will annotate the diplomas of all DGs with the seal "Distinguished Graduate." Transcripts will also be annotated with Distinguished Graduate status.

### ***Transcript Requests***

Students can request official transcripts by completing and submitting the signed form at the following website: <http://www.ndu.edu/irmc/IRMCTranscriptRequestForm.pdf>.

### ***Electronic Course Material***

The IRM College encourages the advancement of the “paperless environment” and recognizes the importance of using state-of-the-art educational techniques and associated course materials in an electronic format to enhance student learning and to promote the strategic goals of the College. The IRM College also recognizes the importance of faculty knowledge and intellectual property and strives to protect the intellectual investment faculty make in creating course materials. Thus recognizing that both issues are critical to the success and uniqueness of the College, the procedures discussed below apply to all courses offered by the IRM College.

IRM College faculty will use Blackboard to distribute course materials for all course offerings. Students may access course materials through Blackboard course sites prior to the class start date and faculty are encouraged to make full use of the capabilities of Blackboard as a distribution mechanism for course materials in an electronic format.

Students should not expect the distribution of course materials, such as lesson guides and PowerPoint slides, outside of Blackboard. Faculty may distribute open source readings and publicly available materials (e.g. government documents, laws, regulations, policies, guidelines, standards, etc.) to students electronically.

### ***College Writing Guidelines: APA Style***

The IRM College requires the use of the *Publication Manual of the American Psychological Association* (5<sup>th</sup> edition) style guide for all student research papers submitted for course credit. Chapter 6 of the *Publication Manual* provides specific guidelines for material other than journal articles (theses, dissertations, and student papers). Student papers must use the format of the title paper that follows this section of the handbook.

- Numerous free online resources provide information on the use of the APA Publication Manual. The following websites are two such options:  
  
<http://owl.english.purdue.edu/owl/resource/560/01/>  
<http://www.psywww.com/resource/apacrib.htm>
- The *Publication Manual of the American Psychological Association* (5<sup>th</sup> edition) can be purchased from a book distributor for about \$25.
- A variety of bibliographic software can help organize citations and format reference lists and bibliographies in the APA style.
  - RefWorks is available to NDU students through the NDU Library for free. Off-campus access is provided by logging onto Blackboard and entering the library portal.
  - Other programs such as EndNote and ProCite are available to be purchased and may be installed on a home computer.

All student research papers submitted for credit must contain a cover page with the following information:

Student Paper Title

A Student Paper

Submitted for

Course Title (Offering Number)

National Defense University  
Information Resources Management College

Student's First Name, Middle Initial, and Last Name

Date of Submission as month, day, year

This paper or presentations is my own work. Any assistance I received in its preparation is acknowledged within the paper or presentation, in accordance with academic practice. If I used data, ideas, words, diagrams, pictures, or other information from any source, I have cited the sources fully and completely in footnotes and bibliography entries. This includes sources which I have quoted or paraphrased. Furthermore, I certify that this paper or presentation was prepared by me specifically for this class and has not been submitted, in whole or in part, to any other class in this University or elsewhere, or used for any purpose other than satisfying the requirements of this class, except that I am allowed to submit the paper or presentation to a professional publication, peer reviewed journal, or professional conference. In typing my name following the word 'Signature', I intend that this certification will have the same authority and authenticity as a document executed with my hand-written signature.

Signature: \_\_\_\_\_

## IV. Frequently Asked Questions

### *uNet/Blackboard/Registration*

**Q: What is uNet?**

**A:** uNet is the student information system used by the National Defense University (NDU). Students use uNet to register for and drop courses, as well as maintain accurate contact information. NDU faculty and staff use uNet for nearly all tasks related to student record keeping.

**Q: What is Blackboard?**

**A:** Blackboard is an Internet based software portal that supports e-Learning. NDU currently uses Blackboard to deliver some courses completely and as a supplementary delivery tool for other courses. Beyond taking courses through Blackboard, the portal can also be used by NDU students, faculty, and staff to access the NDU Library and to learn about NDU community events.

**Q: I am currently a student enrolled in a certificate program at the IRM College. May I enroll in additional programs?**

**A:** Yes. You must first apply for each additional program by submitting an online application from the IRM College website. To do so, visit [http://www.ndu.edu/irmc/admis\\_stusvcs1.htm](http://www.ndu.edu/irmc/admis_stusvcs1.htm) and click "Apply Now!" on the right side of the page. Proceed to follow the outlined instructions. You will be notified by email whether you were admitted to the program of your choice.

**Q: How do I enroll in or drop a class?**

**A:** Once accepted into an academic program, you will be assigned a uNet Username and Password which you will use to self-enroll in courses. The Username is included in the acceptance letter students receive by email when admitted to the IRM College. Passwords are sent to the email address of record at time of admission.

Before enrolling in or dropping a class, you must identify the Class Number. The Class Number can be found next to each class offering listed in the class schedule. (*The class schedule can be found at [http://www.ndu.edu/irmc/admis\\_pol.htm](http://www.ndu.edu/irmc/admis_pol.htm)*) The Class Number is a four digit numeral, generally beginning with a 1, and is the unique identifier for each class in the academic year.

| Class Number  | Description | Section | Start Date | End Date   | Location/Format              |
|---|-------------|---------|------------|------------|------------------------------|
| <a href="#">All - Information Assurance and Critical Infrastructure Protection (6203)</a> |             |         |            |            |                              |
| 1005  | AII         | 01      | 10/15/2007 | 10/19/2007 | Fort McNair, DC / e-Resident |

Enroll in a Course in uNet:

1. Log into uNet using your Username and Password (Go to [www.ndu.edu/irmc](http://www.ndu.edu/irmc). Under the “QuickLinks” menu on the left, select uNet)
2. Click on “Add/Drop a Class”
3. Select the appropriate academic year
4. Select “Add Classes”
5. Enter Class Number
6. Click “Submit”

Drop a Course in uNet:

1. Log into uNet using your Username and Password
2. Click on “Add/Drop a Class”
3. Select the appropriate academic year
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”

**Q: I am on a course waiting list. What do I need to do?**

**A:** Upon seat availability, the Registrar will add you to the class roster and you should receive an automatic email from uNet notifying you of your enrollment. Enrollment is based on a first-come-first-serve basis, so there is no way to advance your place on the waiting list unless others drop the course. We encourage all students to register for classes early to avoid being placed on a waiting list.

**Q: I am enrolled in a class, but I want a different one. Can I switch to another class?**

**A:** Yes, under two conditions. First, you must drop the course before the first day of class. Second, you must enroll for a new course at least two weeks before the start date. To change your enrollment, log into uNet using your Username and Password (Go to [www.ndu.edu/irmc](http://www.ndu.edu/irmc). Under the “QuickLinks” menu on the left, select uNet). To add and/or drop any courses, follow the Enrollment / Drop instructions above.

**Q: I am enrolled in an IRM College course but cannot see it in Blackboard. Can you help?**

**A:** Call the NDU IT Support Group at 1-866-434-8883. Support representatives are available to support you 24/7. Please be prepared to provide (1) your full name, (2) date of birth, (3) a description of services needed, and (4) an accurate email address.

## *Grading/Records*

### **Q: When will I receive my grades?**

**A:** Grades should be posted no later than five weeks after the end date of the class. If it is past that time and a grade has not been posted, please contact your professor.

### **Q: How do I receive proof that I attended a class/completed a program?**

**A:** If you have already received a grade for the class, you must use your transcript as proof of attendance. If the class does not yet have a grade, the Registrar's Office can provide a letter of attendance (for e-Resident classes only). Email requests to IRMCRegistrar@ndu.edu.

### **Q: How can I change information in my student record?**

**A:** Within uNet, personal demographic information may be changed by clicking on the "Update Profile" link under Tools. Please note that some fields may only be changed by the Registrar's Office.

### **Q: I'm checking on the status of my program completion. How come it doesn't show in uNet?**

**A:** Program completion and final grade information will appear on your unofficial and/or official transcript once the program completion process has been completed.

### **Q: How do I request my official transcript?**

**A:** In order to process your request for an official IRM College transcript, please submit the following information by fax, mail, or email (as attachment):

#### **Requestor Information**

Name (Last, First Middle)

Social Security Number (optional, but recommended)

Date of Birth

Phone Number

Email Address

**Location where the transcript(s) should be sent** (Transcripts can be mailed to self or other party.)

#### **Requestor Signature**

*Please note that the transcript request cannot be processed without a signature.*

Fax this request to (202) 685-4860, email it to [IRMCRegistrar@ndu.edu](mailto:IRMCRegistrar@ndu.edu), or mail it to Information Resources Management College, National Defense University, 300 5<sup>th</sup> Ave, Bldg. 62, Fort McNair, Washington, DC 20319.

**Q: Once I begin a Distributed Learning course, what recourse do I have if life circumstances like a Permanent Change of Station (PCS) impede my completion? Will I have to start the course again?**

**A:** You are responsible for relaying this information to the professor in order to make necessary arrangements for course completion. Restarting the course is dependent upon arrangements made between you and your professor.

### *Academic Advising*

**Q: Who is my academic advisor?**

**A:** Upon acceptance to a program, you will be assigned an advisor and provided with your advisor's name and email contact information in your acceptance letter.

**Q: What is the best way to contact my advisor?**

**A:** Most IRM College faculty members are assigned to a variety of classroom and college duties that prevent them from having consistent phone access. However, all have reliable access to email during normal business hours. Subsequently, it is best to contact your advisor via email initially, and if you prefer to speak via telephone arrange a mutually convenient time.

**Q: I would like help identifying all the courses needed for certificates. I'm trying to find out which class I need to take first and when the next one is offered.**

**A:** Assistance will be provided by working with your academic advisor. He/she will ensure that you take courses in the correct sequence prior to registering.

**Q: I am interested in completing multiple certificates. Is there any specific order in which they should be completed?**

**A:** Students come to the IRM College with varying levels of experience and areas of interest. Subsequently, enrollment order will depend on your interests and skills, rather than a cookie cutter approach. To determine the appropriate class enrollment order, we recommend that you contact and consult with your advisor from the time you are first admitted. Together, you and your advisor will determine the correct sequence for you to meet your academic and professional needs.

**Q: I'm applying to a master's degree program. What schools accept my IRM College credits?**

**A:** Graduates of any of the IRM College certificate programs can transfer nine to fifteen graduate credit hours toward selected Master's and Doctoral degree programs at over 30 regionally accredited partner universities. The institutions, website links, applicable degree programs, and point of contact information may be found at the following website link: [http://www.ndu.edu/irmc/ntwk\\_list1.htm](http://www.ndu.edu/irmc/ntwk_list1.htm)

*Logistics*

**Q: Does the IRM College have an orientation program?**

**A:** No. However, the IRM College does offer a Student Resources Portal that is only available online through Blackboard. Access to the Portal is free of charge. For additional information, please contact your academic advisor upon acceptance into the College.

**Q: What is the cost of the courses?**

**A:** There are no fees for Department of Defense employees to attend the IRM College. The 2007-2008 tuition schedule for non-DoD government employees and private sector employees is listed below. For additional tuition information, reference IRM College website: [http://www.ndu.edu/irmc/admis\\_appover4.htm](http://www.ndu.edu/irmc/admis_appover4.htm).

|   | <b>Fee for<br/>Non-DoD federal, state,<br/>and local government<br/>employees</b> | <b>Fee for<br/>Private Sector Employees</b> |
|---|---|---|
| FY07 and FY08<br><i>Intensive Course</i>                      | \$1,100   | \$1,995                                     |
| FY07 and FY08<br><i>Advanced Management<br/>Program (AMP)</i> | \$10,500  | \$16,500                                    |

**Q: Where are IRM College classes held?**

**A:** eResident classes meet in one of the classrooms in Marshall Hall at Fort McNair, Washington, DC. Directions to Fort McNair can be found by visiting [http://www.ndu.edu/irmc/abt\\_irm1.htm](http://www.ndu.edu/irmc/abt_irm1.htm) and clicking on Directions/Transportation.

**Q: When do classes meet?**

**A:** Monday through Friday, 0800-1700.



**Q: How many sessions are there for each class?**

**A:** There are 3 Distributed Learning (DL) sessions per year: January, May, and September. Each DL session lasts 12 weeks. E-Resident courses, which meet for a 1-week in-resident period followed by 3 weeks to complete the final assessment, are offered nearly every week.

**Q: Are TDY orders issued to attend IRM College classes?**

**A:** TDY orders are issued to military reservists from the IRM College. Out-of-town military students may receive TDY orders from their employer, but they will not be issued by the IRM College.

**Q: Are lodging accommodations available while I take classes at the IRM College?**

**A:** Information on lodging accommodations in the Washington, DC area may be found in the beginning of this Student Handbook.

### *Graduation*

**Q: I believe I completed all the requirements for my program. What do I need to do to graduate?**

**A:** Notify your academic advisor that you have completed the program, and he/she will check your record. Your advisor will then pass your record to the Assistant Dean who will validate your completion. Following this, the Registrar's Office will process your program completion in uNet and send you a completion letter signed by Dr. Childs. You will receive an invitation to the annual graduation ceremony in April, where we will distribute your ceremonial certificate. Should you need further proof of program completion, you may request an Official Transcript from the Registrar's Office.

### *Course information*

**Q: Where do I find information about programs and classes?**

**A:** Program information can be found [http://www.ndu.edu/irmc/prog\\_crs\\_svcs1.htm](http://www.ndu.edu/irmc/prog_crs_svcs1.htm).

**Q: How do I find the availability of classes?**

**A:** Course availability may be accessed in the class schedule at [http://www.ndu.edu/irmc/admis\\_pol.htm](http://www.ndu.edu/irmc/admis_pol.htm)

**Q: What is the difference between an e-Resident course and a Distributed Learning course?**

**A:** A Distributed Learning (DL) is 12-weeks online, and e-Resident is 1-week in-residence, followed by 3-weeks to complete a final assessment. There are only 3 DL sessions per year:

January, May, and September. E-Resident courses are taught nearly every week. For additional information, please visit [http://www.ndu.edu/irmc/admis\\_pol.htm](http://www.ndu.edu/irmc/admis_pol.htm). For information about specific courses, please visit [http://www.ndu.edu/irmc/08\\_IRMC\\_Catalog.pdf](http://www.ndu.edu/irmc/08_IRMC_Catalog.pdf).

**Q: How many Distributed Learning (DL) courses can I take at a time?**

**A:** Students are permitted to take up to two DL courses during the same time period.

**Q: Do the IRM College Distributed Learning (DL) courses fill up as quickly as the eResident courses?**

**A:** Yes. The DL format is equally as popular as the eResident format, and fills up just as quickly. Therefore, we encourage all students to register for classes early, preferably upon receiving their acceptance letter.

**Q: How do Distributed Learning students participate in group activities?**

**A:** Distributed Learning students participate in group activities online through the Blackboard learning portal, a family of software designed to enhance teacher-student interaction.

**Q: Could you give me a brief description of what to expect in classes?**

**A:** The IRM College's catalog provides a course description and learning outcomes for each course. This is located at [http://www.ndu.edu/irmc/08\\_IRMC\\_Catalog.pdf](http://www.ndu.edu/irmc/08_IRMC_Catalog.pdf).

**Q: How many hours a week will I spend on a Distributed Learning class?**

**A:** This varies from course to course and depends some on your learning style. Generally students in a DL course can expect to spend about 10 hours a week on each course.