

ACADEMIC CATALOG



2026 - 2027



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ABOUT THE COLLEGE

The Catalog

The National Intelligence College (NIC) Catalog is published annually and serves as a primary resource for students and faculty to reference College policies, academic programs of study, and approved courses effective fall 2026 for academic year 2026-27. NIC students who matriculate at the beginning of the 2026-27 academic year will use the 2026-27 National Intelligence College Catalog for the official description of policies and requirements for graduation. Students may, however, elect to use the curriculum requirements of a National Intelligence College Catalog published subsequent to the year of matriculation. The NIC may change the provisions described in this catalog in accordance with its internal processes.

Accreditation

NIC is a federal graduate-education college within National Defense University (NDU). NIC offers graduate degrees and graduate certificate programs within NDU's degree-granting authority and within the scope of NDU's institutional accreditation.

NDU is accredited by the Middle States Commission on Higher Education (MSCHE), 1007 North Orange Street, 4th Floor, MB #166, Wilmington, DE 19801, an institutional accrediting agency recognized by the U.S. Secretary of Education and the Council for Higher Education Accreditation (CHEA). NDU's accreditation status is "accreditation reaffirmed." The Commission's most recent action on NDU's accreditation status was to reaffirm accreditation on June 27, 2024.

NIC's Joint Professional Military Education (JPME) Phase I program is reviewed under Chairman of the Joint Chiefs of Staff policy and the Joint Staff J-7 outcomes-based military education (OBME) process. Selected, qualified military officers may receive JPME Phase I credit by completing the designated joint curriculum concurrent with an NIC master's degree.

ADMISSIONS

General Eligibility Requirements for Admission to NIC

All prospective NIC students, regardless of the academic program to which they are applying, must be U.S. citizens and either U.S. Government civilian employees or active or reserve members of the U.S. Armed Forces. Government contractors are not eligible to attend NIC unless they are also members of the military reserves or National Guard.

Applicants must possess an active Top Secret/Sensitive Compartmented Information (TS/SCI) security clearance at the time of application in association with the U.S. Government or military employer listed on the application. Any change to employment or clearance status during the application period or while enrolled as a student at NIC must be reported immediately to the Office of Academic Support and Enrollments, as it may affect eligibility to attend. See the Status Changes

section for additional information.

Nominations are required from the applicant's home agency or service for the in-residence/full-time Master of Science of Strategic Intelligence (MSSI) and Master of Science and Technology Intelligence (MSTI) degree programs. In-residence/full-time applicants are responsible for obtaining their home agency or service's endorsement to attend NIC. Applicants should contact their home agency or service's education, training, or human resources office to determine the nomination process and any associated timelines.

Part-time applicants must adhere to their home agency or service's rules and qualifications regarding educational attendance. Some agencies and services also require applicants to obtain internal approval for part-time study, whether pursuing a graduate certificate or a graduate degree program. Prospective students may apply to only one academic program at a time.

Home agencies and services ensure that MSSI and MSTI nominees meet internal eligibility requirements, such as job performance, seniority, availability, and other factors. Regardless of internal home agency processes and deadlines, nominated applicants must complete NIC's application requirements for the program to which they are applying by NIC's posted deadline. Final determination for admission rests with the College.

Graduate Admissions Requirements

Degree-Seeking (MSSI and MSTI)

MSSI and MSTI applicants are carefully evaluated regarding previous education, academic preparation, and proven ability to excel in graduate work. Graduate degree applicants must submit an application form, official transcripts, two letters of recommendation, statement of purpose, and résumé by the published deadline. Graduate Record Examination (GRE) scores are not required.

Applicants pursuing an MSSI or MSTI degree must possess a baccalaureate degree from a US university or college that is accredited by an institution recognized by the US Secretary of Education. Foreign transcripts must be submitted with an official transcript evaluation from an approved foreign credential evaluation service. Please refer to NIC's Admissions website for specific information on these requirements: <https://www.ndu.edu/NIC/Admissions/>

Certificate in Intelligence Studies

Applicants pursuing a graduate certificate in one of the topics offered through the Certificate in Intelligence Studies (CIS) program must possess a baccalaureate degree from a US university or college that is accredited by an institution recognized by the US Secretary of Education. Applicants must submit an application form and official transcripts in accordance with NIC's posted deadlines.

Students pursuing graduate certificates are not degree-seeking students. A separate application by the posted NIC deadline is required if a certificate student later decides to pursue the Master of Science of Strategic Intelligence (MSSI) or Master of Science and Technology Intelligence (MSTI) degree. Students who decide not to pursue or complete a degree may request to apply eligible

concentration coursework toward a graduate certificate, provided all certificate requirements are met.

Some certificate programs may include additional application requirements, such as nomination by the applicant's home agency or service. Applicants should refer to the program-specific application criteria posted on the NIC website.

Intelligence Community Strategic Leaders Program

Admission to the Intelligence Community Strategic Leaders Program requires nomination from the applicant's home agency a two-page résumé, a 500-word statement of interest, and official transcripts from degrees completed. This program is designed for GS-14/15 intelligence professionals of all job series and backgrounds with at least 10 years of experience.

Joint Professional Military Education

NIC graduates who earned either the MSSI or MSTI degree during Academic Year 2012 or later may be eligible to return to NIC to complete Joint Professional Military Education Phase I requirements. To do so, graduates must obtain permission from their service, written permission from their supervisor, and approval from the NIC JPME Program Director prior to enrollment. Interested alumni should contact the JPME Program Director for additional information.

Applicants should refer to the NIC Admissions website for specific information on admissions requirements. Circumstances beyond NIC's control may prevent the College from offering all courses in a certificate topic during a given academic year. Some certificate topics may require more than one academic year to complete due to course sequencing, enrollment, or faculty availability.

General Admissions Information

Application forms and information on admissions eligibility, requirements, and deadlines can be found on NIC's website: <https://www.ndu.edu/NIC/Admissions/>

Applicants are responsible for requesting their official transcripts and test scores are sent directly to NIC from the issuing entity. Unofficial transcripts or test scores are not accepted. Official transcripts are delivered by mail in a sealed, stamped envelope with the seal or other security feature intact or sent electronically from a secure site formally linked to the sending institution.

GRE scores are not an admissions requirement; however, applicants who wish to submit official GRE scores can send them by mail in a sealed, stamped envelope with the seal or other security feature intact or request to have the scores sent electronically from the Educational Testing Service (ETS). NDU's GRE code in the ETS system is 3324, and its location is listed under the District of Columbia.

Application materials are accepted by mail through Federal Express or the US Postal Service but may take several weeks to arrive. Applicants must consider this delay when submitting applications and are strongly encouraged to submit via email at: NIC_Admissions@ndu.edu whenever possible.

Applicants are responsible for confirming that NIC receives all application materials and transcripts

before the posted deadline. Applicants can request confirmation of receipt of their application materials from the Office of Admissions by email at: NIC_Admissions@ndu.edu.

Notification of Admission

In-residence/full-time applicants to the MSSI and MSTI degree programs are typically notified by email of admission status 8-10 weeks after the submission deadline.

Part-time applicants to the MSSI or MSTI degree programs or Certificate in Intelligence Studies programs are typically notified by email of admission status within 4-6 weeks after the nearest submission deadline.

ENROLLMENT AND REGISTRATION

Eligibility

To be eligible for course enrollment each term, the student must remain compliant with the general eligibility requirements for admission to NIC (e.g., maintain proper security clearance and US Government/military employment). Failure to meet these qualifications may result in removal from the course and/or program.

To remain in an active status, part-time students may not exceed two consecutive terms without taking a class. If a student is unable to sustain this level of enrollment, they will be converted to an inactive status and will require permission from the Office of Academic Support and Enrollments to be reactivated.

Course Registration

Students register each term by accessing the advertised NIC registration method. Registration dates, announcements, and procedures are provided to students through the designated NIC learning management system or Enrollments communication channel. Students are responsible for monitoring official Enrollments communications through the end of the course add/drop period to ensure receipt of all administrative updates affecting the start of term, including classroom changes, instructor changes, schedule adjustments, or facility-related notifications. Students must be registered for a course or on the waitlist during the add/drop period to participate in the course.

A resource management goal of the Office of the Academic Support and Enrollments is to enroll students in required courses according to program requirements, academic plans, course sequencing, and seat availability. Degree and certificate students receive priority for courses required by their approved program of study. Students are responsible for verifying all enrollments and ensuring that registered courses align with their program requirements and academic plan. Course changes should be coordinated with the student's academic advisor.

Course registration priority is linked to the scheduled date, time, delivery format, and site of the

course in relation to the student's program, format, and site as reflected in the Student Information System.

Audit requests are processed after the priority registration period and only for courses with open seats. Auditing is limited to individuals classified as students assigned to an NIC academic program.

Student Responsibility

Students must meet all prerequisites, permissions, and restrictions before registering for a course. If a student does not successfully satisfy the prerequisites for a registered course, the student may be removed from that course unless the prerequisite, permission, or restriction has been waived by the appropriate academic unit.

Students are responsible for seeking academic advice from their Agency Chair (for civilians), Senior Service Advisor (for military), Center Director (for Global Campus Students), Dean of Students, Department Chair, or the Associate Dean of Academic Programs when developing or revising an academic plan. Early advising helps ensure that prerequisites, course sequencing, program options, and degree or certificate requirements are considered in time to support academic progress and program completion.

Students are responsible for communicating academic needs or concerns to the listed instructor, Academic Advisor, Associate Dean of Academic Programs, and Office of Academic Support and Enrollments, as appropriate. This communication should address any issue that may affect course attendance, academic progress, or course completion.

Students seeking an Incomplete grade are responsible for discussing the request with the instructor as early as possible. Students do not automatically qualify for an Incomplete. An Incomplete may be issued only when the faculty member determines that the student has demonstrated a record of satisfactory performance in the course and is facing unexpected extenuating circumstances that impair the student's ability to complete required work on time. Before issuing an Incomplete, faculty must complete a written Incomplete Grade Contract documenting the affirmative agreement between the faculty member and student, including the remaining work to be completed and the timeline for submission and final grade assignment.

When work is submitted late and there is no approved Incomplete Grade Contract, the late-work penalties stated in the course syllabus apply. In accordance with NDU policy, work submitted between 0 and 48 hours late may receive a grade no higher than a B. Work submitted more than 48 hours late may receive a failing grade and may be referred for unsatisfactory performance review.

Students are responsible for reviewing their official student record and monitoring any changes to enrollment status, academic standing, degree or certificate progress, and course registration. Students are also responsible for identifying the implications of satisfactory or unsatisfactory academic progress.

Students should coordinate with the Office of Academic Support and Enrollments to correct enrollment status issues that may negatively affect course registration. Students returning from an

extended absence, including an Academic Leave of Absence, should contact the Office of Academic Support and Enrollments at least six weeks before the advertised term start date to request inclusion in registration activities.

Students are expected to proactively communicate with their instructors, advisors, and appropriate NIC administrators to ensure that their concerns are addressed in a timely and efficient manner.

Course Identification Codes

Each course is designated by the NIC code and a four-digit course number. The subject code identifies the National Intelligence College course numbering system, while the four-digit number identifies the course's curricular family and sequence within the graduate curriculum.

The NIC course-numbering structure is organized by major curricular blocks:

Course Number Block	Curricular Area
NIC-61XX	Defense Intelligence and Joint Professional Military Education (JPME) courses
NIC-62XX	Intelligence studies, intelligence enterprise, and foundational intelligence topics
NIC-63XX	Regional studies and foreign-area security issues
NIC-64XX	Transnational issues and security challenges
NIC-65XX	Collection, analysis, and related intelligence capabilities
NIC-66XX	Graduate core curriculum courses
NIC-67XX	Research design and research option for degree completion courses
NIC-68XX	Advanced intelligence analysis courses
NIC-69XX	Science and Technology Intelligence courses, including MSTI concentration and elective courses

Legacy National Intelligence University (NIU) subject codes, such as DEF, INT, RSI, TRN, CAC, MCR, AIA, and MST, may appear in transition materials, course crosswalks, historical records, or prerequisite references to identify the former NIU course number associated with a new NIC course number. These legacy codes are used for transition and advising purposes only and do not replace the official NIC course number.

Unique or special-topic course offerings may occur during the academic year and may not be listed in the course catalog. All course offerings are advertised to students through official NIC registration and Enrollments communication channels.

Student Schedules

All students may access upcoming term schedules online; refer to the Blackboard Enrollments site. Term schedules change over time; students should ensure they are making decisions based on the most recent schedule. Classroom assignments are posted within the Blackboard Enrollments site and are updated through the add/drop period. Though timeframes vary, students will generally be able to view their schedules two weeks prior to the term start date. Changes to schedules may take three-to-four business days to update in Blackboard. If students note discrepancies in their schedule, they should reach out to NIC_Enrollment@ndu.edu for assistance.

Add/Drop

Students may take three actions to affect course enrollment: Add, Drop, or Withdraw [without or with penalty] from a course. This section addresses Add and Drop requests.

Students may complete the add/drop request web form, found on the NIC Enrollments SharePoint page. Student add requests are processed based on NIC resources, to include space availability; approval is not guaranteed. Deadlines to submit add and drop requests are posted and strictly enforced (see below).

Deadlines

The NIC Academic Calendar posts deadlines for both add (“Last Day to Add a Class”) and drop (“Last Day to Drop a Class”) actions each term. Generally, the add deadline is the end of week one of the term, and the drop deadline is the end of week two. Because the monthly program is a compressed program with multiple course sessions held each weekend it is in session, all students attending monthly-format courses must submit add/drop requests the first course weekend (labeled in the NIC Academic Calendar as “Monthly Program Weekend 1”).

Of note, student requests to exit a course that are submitted after the posted Drop deadline are processed as Withdrawal requests. Besides the deadline, drops are differentiated from withdrawals in how the action is reflected on the student transcript: at NIC, dropped courses are removed from the transcript and withdrawals have the course and a W grade listed on the transcript.

Waitlist Rules

Waitlists for courses are managed by the Office of Academic Support and Enrollments and the Associate Dean of Academic Programs during open registration. Once registration has closed, the waitlist is cleared for all courses. It is the student’s responsibility to maintain contact with the Office of Academic Support and Enrollments to monitor space availability should there be an open seat prior to the posted Last Day to Add deadline. Of note, classroom capacity is not in direct correlation with enrollment/course availability.

Changing Academic Programs

Students may request a change to their Academic Program. A request that involves a same-level program change (e.g., one master’s degree to another) is managed with the Transfer Program

Request and Office of Academic Support and Enrollments processing to update the student record. The student retrieves the form from the Blackboard Enrollments site, completes it, and contacts the Associate Dean of Academic Programs to initiate the request. The program change is reflected in the Student Information System student record.

Requests involving a decrease in program level (such as a change from a graduate degree to a graduate certificate) may apply the same review and enrollments processing as described above. Only elective courses linked to the requested CIS program (per NIC Academic Catalog) may be transferred to the certificate.

Requests involving an increased level in program (such as a change from a graduate certificate to a graduate degree) require a new admissions package for the desired program. The requester becomes a new applicant who must start the process with Admissions, submit the requested program's application, and fulfill the current admissions package submission requirements.

Academic Planning

The Office of Academic Support and Enrollments may address course enrollment questions and assist with academic record reviews. Students are responsible for seeking the appropriate advice of an Academic Advisor within their program when creating an academic plan. An Academic Advisor assists with setting an academic plan to chart academic goals toward program completion (see the Academic Advising section).

Intent to Graduate

The NIC Academic Calendar includes deadlines throughout the year related to the December and June conferral dates and the June graduation ceremony. Posted dates address degree completion advisor- and deliverable-submission-related deadlines. Students not meeting the listed deadlines or criteria move graduation goals to the next available conferral date.

Graduate Transfer Credits

Transfer credit requests should address the student's elective credit needs as part of academic planning and should be submitted before the student's planned course sequence is finalized. Students seeking transfer credit should consult with their Academic Advisor and submit the request to the Associate Dean of Academic Programs.

Transfer credit request packages must include a formal written request with clarifying details, an official transcript from the institution that awarded the credit, the course syllabus, and, when needed, a course description or other supporting documentation sufficient to evaluate course content, level, contact hours, rigor, and relevance to the student's NIC program.

In accordance with NDU policy, transfer credit is not granted as a normal practice and is considered only on a case-by-case basis. Proposed transfer courses must have been completed with a grade of B or better and no more than five years before the date of the request for transfer credit. Courses submitted for transfer credit must be graduate-level courses relevant to the student's NIC program

and equivalent in content, rigor, and credit value to the NIC course or elective requirement for which substitution is requested.

NIC may consider credits earned from U.S. colleges or universities accredited by an institutional accreditor recognized by the U.S. Department of Education. Foreign credits must be evaluated by a recognized foreign credential evaluation service before being presented for transfer credit consideration.

A student may transfer no more than two external courses, not to exceed four credit hours, toward a single NIC degree program. NIC may impose stricter limits based on curriculum currency, course content, program requirements, or accreditation needs, provided those requirements are published in materials accessible to current and prospective students and faculty. Students may not receive transfer credit in lieu of NIC core, program, or concentration requirements unless specifically authorized through the approved transfer-credit process. In no case may graduate credit be awarded for coursework designated as solely undergraduate by the institution where the coursework was completed.

The College will evaluate transfer credit requests for relevance and equivalency and will forward approved packages to the NDU Registrar for review and processing. In cases involving issues or challenges, the NDU Office of Academic Affairs will make the final decision on requests to transfer credit toward an NDU academic program.

Previously completed NIC graduate coursework applied from one completed NIC program to another NIC degree or certificate is treated as internal application of prior NIC credit rather than external transfer credit. Graduate students who have completed an NIC program and later begin another NIC degree or certificate may apply no more than three eligible elective courses, not to exceed six credit hours, from the completed program to the new program, as applicable, unless an exception is approved by the Dean of Faculty and Academic Programs. Students cannot earn both the MSSI and MSTI degrees.

Approved transfer credit will appear on the student's transcript as transfer credit. Grades associated with approved transfer courses from external institutions will not be recorded on the NIC transcript and will not be included in the student's NIC cumulative GPA.

Student Requests for Transcripts

Students may request an official or unofficial NIC transcript at any time during or after their academic careers. Transcript request forms can be found at the Office of Academic Support and Enrollments, on Blackboard, or on the NIC website <https://www.ndu.edu/NIC/>). Transcripts are provided free of charge.

Student Academic Records

NIC students have the right to inspect and review their education records within 45 days after NDU receives a request for access. A student should submit a written request to the NIC Office of Academic Support and Enrollments identifying the record or records the student wishes to inspect. The Office

of Academic Support and Enrollments will coordinate access, as appropriate, with the NDU Registrar or other NDU official responsible for the record, and will notify the student of the time, place, or approved method by which the records may be inspected. If the requested records are not maintained by the official or office receiving the request, the student will be advised of the appropriate official or office to whom the request should be addressed.

Students who are not located in the National Capital Region may request an approved remote-access method. Records provided through remote or electronic means must be transmitted, protected, and, when required, redacted in accordance with applicable NDU, DoD, Privacy Act, FERPA, and personally identifiable information (PII) requirements.

NIC students have the right to request amendment of education records that they believe are inaccurate, misleading, or otherwise in violation of their privacy rights. A student who wishes to request amendment of an education record should submit a written request to the NIC Office of Academic Support and Enrollments or other NDU official responsible for the record. The request must clearly identify the part of the record the student wants changed and specify why it should be changed.

If NDU or NIC decides not to amend the record as requested, the student will be notified in writing of the decision and of the student's right to a hearing regarding the request for amendment. Additional information regarding hearing procedures will be provided to the student when the student is notified of the right to a hearing.

NDU may release directory information as permitted by NDU policy. Students who do not wish directory information to be released must file written notice with the appropriate Registrar or Enrollment Management office in accordance with NDU procedures.

NDU and NIC protect student education records and PII in accordance with the Family Educational Rights and Privacy Act (FERPA), the Privacy Act of 1974, as amended, DoD and NDU privacy requirements, and other applicable federal records and information-security requirements. Students generally have the right to provide written consent before NDU or NIC discloses PII from the student's education records, except to the extent that FERPA, the Privacy Act, or other applicable law authorizes disclosure without consent.

NDU and NIC may disclose education records without a student's prior written consent to school officials with legitimate educational interests. A school official may include a person employed by NDU or NIC in an administrative, supervisory, academic, research, law enforcement, security, health, or support staff position; a person serving on an official NDU or NIC committee, board, advisory body, disciplinary body, or grievance body; or a contractor, consultant, volunteer, or other party performing an institutional service or function for which NDU or NIC would otherwise use employees. A school official has a legitimate educational interest when the official needs to review an education record to fulfill professional responsibilities for NDU or NIC.

NDU and NIC may also disclose education records without prior written consent in other circumstances permitted by FERPA, the Privacy Act, or other applicable law, including disclosure to officials of another school in which a student seeks or intends to enroll. Students may also submit

Privacy Act requests for records maintained by NDU and retrieved by name or personal identifier in accordance with NDU Privacy Act request procedures.

Tuition, Fees, and Other Charges

The College does not charge tuition and does not receive funding through any Department of Education grant or loan program. Students at the College do not receive financial assistance through Department of Education grant or loan programs. Enrollment in any NIC program does not qualify for repayment deferments of Federal education loans.

COLLEGE REGULATIONS AND POLICIES

Student Responsibilities

It is the responsibility of students to keep informed of and to comply with the rules and policies affecting their academic standing. Meeting academic deadlines, attending classes, completing all coursework, and fulfilling academic standards are student responsibilities. Each student must be familiar with College degree requirements and academic policies. This catalog codifies all academic and general policies. Corrections and changes may occur during the academic year, and the most current version of policies can be found on Blackboard and the NIC website. Specific items not covered by the catalog are at the discretion of the NIC Chancellor or designee.

Official College Communications

Official communication with students, including notices about academic standing, operating status, leadership messages, and other College-wide notifications, occurs via electronic means. Students are responsible for viewing all announcements posted on Blackboard sites, and for accessing College communications sent to NDU 365, Nonsecure Internet Protocol Router Network (NIPRNET), and Joint Worldwide Intelligence Communications System (JWICS) accounts. Students are required to activate all accounts and check them regularly.

The College recognizes that not all students will have access to JWICS or NIPRNET when offsite. Therefore, NIC will actively use Blackboard, NDU Outlook, and MS Teams as platforms for student communication. The Office of Student Affairs is responsible for all official College communications with students.

Updating Records

Each student is required to maintain current contact information, including permanent and local addresses, telephone numbers, and a US Government email address. Each student must also maintain NDU 365, NIPRNET, and JWICS accounts (or appropriate NSA Academic Center, Southern Academic Center, Quantico Academic Center, or European Academic Center accounts) assigned at

orientation. Students are responsible for accessing official communications directed to these official accounts. All record changes should be submitted to the Office of *Academic Support and Enrollments* (NIC_Enrollment@ndu.edu). At a minimum, students should provide updated point of contact, employer, and address information to the office two times after receiving an offer of admission: within two weeks of orientation/first course enrollment and as part of the Intent to Graduate/records review process. Both ensure the file on record best reflects accurate information supportive of transcript requests and data calls. Once a student departs NIC, request forms are accessible within the NIC website's Alumni section.

Status Changes

Students must retain their US Government/military employment affiliation to study at NIC. Students who transfer to another organization while attending NIC must notify the Office of Academic Support and Enrollments due to a change in security status. If students are debriefed at the organization they are departing, they are not permitted to attend classes until they are briefed for TS/SI/TK/G/HCS at their gaining organization and a "perm cert" is passed to and confirmed by the NIC Security Liaison. All clearances need to be active. If a student's new organization or job does not require a TS/SCI clearance, they are not permitted to return to school.

Security Clearance Requirements

All students must have a current/active TS/SCI clearance. Students should direct questions to the NIC Security Liaison.

Clearances need to be maintained for the entire period at NIC. Students attending the College in-residence must have the SSO of their organization or military service (e.g., Air Force, DHS, FBI, Navy, Marine Corps, Army, Coast Guard, etc.) certify their clearances. This must be done prior to attending any classes.

Attendance

All NIC students are U.S. Government civilian employees or military personnel and remain subject to their employer's time-and-attendance policies in addition to NIC and NDU attendance requirements. Because class attendance may be connected to official duty status, attendance-related inquiries from a student's employer will be handled in accordance with applicable NDU, NIC, privacy, records, and information-security requirements.

Students have a professional responsibility to attend all scheduled class sessions and required academic activities. Students must notify the listed instructor of any absence. Foreseen absences require prior notification. Unforeseen absences, such as illness or emergency, require notification as soon as practicable.

Students are responsible for completing any coursework, instructional activity, or additional assignment required by the instructor because of an absence. Absences do not relieve students of

responsibility for meeting course learning outcomes, assignment requirements, participation expectations, or deadlines.

Repeated absences may adversely affect a student's course grade, academic standing, and continued eligibility to remain enrolled in the course or program. Students who miss more than two class sessions in a ten-week term, or more than one class session in an eight-week term, may be required to complete additional work, meet with the instructor or Associate Dean of Academic Programs, withdraw from the course, or undergo academic performance review. Excessive absences may result in a reduced final grade, course failure, or referral for unsatisfactory academic progress review.

For monthly programs, compressed course schedules require stricter attendance expectations. Because monthly courses may meet in concentrated weekend or intensive formats, students may miss no more than one day of a term. Missing a monthly program weekend may result in absences from multiple class sessions and may place the student at risk of course failure or academic performance review.

Students assigned to attend courses at the ICC-B campus are expected to attend those courses in person unless an approved exception applies. Requests for exception to in-person attendance will be considered only in extraordinary circumstances and must be submitted through the appropriate NIC academic leadership channel. Additionally, faculty members must report unexplained or excessive absences to the Office of Academic Support and Enrollments, agency chairperson, senior service advisors, and department chairpersons when appropriate.

Academic Leave of Absence (LOA)

Students with professional or health circumstances necessitating a break in their studies for more than two academic quarters should request an academic LOA. These requests are submitted to NIC_Enrollment@ndu.edu with the student ID and the requested start and end date of leave. LOAs may be granted for up to 12 months. If a student wishes to extend the LOA, the burden is on the student to petition for another LOA prior to the expiration of the initial LOA. The Dean of Faculty and Academic Programs may disapprove LOAs if they adversely impact the applicability and relevance of the degree as program materials change over time.

An LOA does not automatically alter the student's completion date for finishing a program. All students on a leave of absence must out-process from NIC, and in-residence/full-time students must report to the parent military or civilian organization. Of note, the nature of out-processing is loss of access to accounts and resources for the LOA's duration. When returning from an LOA, students are encouraged to email the NIC_Enrollment@ndu.edu inbox as soon as possible (with a goal of at least six weeks prior to a term start) to allow time for record activation-related reviews.

Separation from the College

Students in good academic standing wishing to separate from the College the following term must notify the Office of Academic Support and Enrollments in writing and may do so at any time up to and

including the last day of classes, provided academic progress during the term does not result in dismissal. If a student must separate during a current term, they should take action to withdraw from each of their courses and notify the Office of Academic Support and Enrollments of their intent to withdraw in advance of the next term. A separation can be initiated by either a student or a representative of NIC. If students are considering separating from the College, they should consult with their academic unit as soon as possible to determine whether there are viable alternatives. Students whose grades would have led to dismissal may not voluntarily separate from the College. Separation from NIC results in the loss of active student status. Following separation, students in good academic standing may apply for readmission and regain active student status. Students who separate from the College without notifying the Office of Academic Support and Enrollments will only be considered for readmission under exceptional circumstances. Students who separate from NIC and are subsequently readmitted will not be readmitted again after separating from the College a second time (for any reason).

Time Requirements

In-residence/full-time master's students are expected to complete all coursework and individual research requirements within one academic year.

In-residence/full-time master's students' parent services or agencies may require them to finish their academic requirements in the one year allotted or receive a negative report. Such requirements are imposed by the students' home service or agency, not NIC. For more information on service or agency requirements, students should consult the appropriate NIC Senior Service Advisor or NIC IC Agency Chair.

The goal is to complete a part-time graduate degree program in 36 months. The goal is to complete a graduate certificate program in 24 months.

Part-time students unable to meet these goals should contact their academic advisor to discuss an amended program completion and Academic Plan.

Degree requirements must be completed within seven years. Time-to-degree begins with the earliest course to be applied toward the degree, to include credits transferred from other institutions. Work undertaken more than seven years earlier may not be applied toward degree requirements without Dean-level approval.

Grading

NIC faculty members use a variety of direct assessments to evaluate student work, including examinations, classroom participation, written assignments, oral presentations, group projects, and performance-based exercises. In all cases, students have the right to a grade based on their actual performance against an articulated standard applied consistently to all students taking the course. Evaluating student work and assigning grades based on academic criteria are the responsibility and prerogative of the faculty member teaching the course, in accordance with NDU and NIC grading

policy.

Grades are maintained in Blackboard as the course record and in NDU Connect as the official student record. Final course grades are recorded in accordance with the NDU grading scale. Letter grades and cumulative grade-point average are displayed on the student's transcript.

Faculty members will publish uniform, identifiable grading criteria in the course syllabus and Blackboard course site. All graded events must be evaluated with a rubric or other articulated assessment standard aligned to course learning outcomes and, as appropriate, program learning outcomes. Before the end of the first course session, faculty members must clearly explain grading criteria, major graded requirements, and the method for evaluating student performance.

Faculty members will define grading policies explicitly. If a grading policy must be changed after the course begins, the faculty member must inform all students in the course. Students are responsible for seeking clarification before the end of the add/drop period if they do not understand how the posted grading standards will be applied.

Faculty members will provide timely, substantive feedback on graded work. The NDU standard for returning detailed feedback is no more than 14 calendar days after the assessment due date unless an exception is approved in accordance with NDU policy. Feedback should help students understand strengths, areas for improvement, and performance against the stated assessment standard.

NIC Grade Scale

Grade	Descriptor	Percent Range
A	Excellent performance	96-100
A-	Better than expected performance	90-95
B+	Expected level of performance	86-89
B	Acceptable performance	83-85
B-	Marginal performance	80-82
C	Unacceptable performance	70-79
F	Failure	0-69

Incomplete (I)

An Incomplete (I) grade may be assigned only when approved in accordance with NDU and NIC policy. Students do not automatically qualify for an Incomplete. An Incomplete may be issued only when the faculty member determines that the student has demonstrated satisfactory performance in the course and is facing unexpected extenuating circumstances that impair the student's ability to complete required work on time.

Before issuing an Incomplete, faculty must complete a written Incomplete Grade Contract

documenting the affirmative agreement between the faculty member and student. The contract must identify the remaining work to be completed, the reason the Incomplete is being requested, the timeline for submission, and the method by which the final course grade will be calculated.

While the grade is recorded as an Incomplete, the student does not earn credit for the course and the grade does not affect the student's GPA. Any Incomplete grade not resolved by the documented deadline will convert to an F. Requests for extension beyond the approved deadline must be submitted through the appropriate academic approval process and will be granted only in exceptional circumstances.

Late Work

Students are expected to submit all work by the deadline stated in the syllabus or by a revised deadline agreed to in writing by the faculty member and student. When a compelling circumstance arises, the student should contact the faculty member as early as possible to request a short-term extension. Blackboard or other LMS upload issues are not, by themselves, sufficient justification for late work; students experiencing technical difficulty should contact the faculty member and provide the assessment while working to resolve the upload issue.

When work is submitted late and there is no approved extension or Incomplete Grade Contract, the following NDU late-work penalties apply:

Work submitted between 0 and 48 hours late may receive a grade no higher than a B, between 83 and 85 points.

Work submitted more than 48 hours late will receive an F, 69 points or less, depending on the instructor's grading of the assessment, and the student will be referred for unsatisfactory performance review.

Pass/Fail (P/F)

Pass/Fail grading is used only in courses or academic requirements specifically authorized for Pass/Fail grading, including designated research course requirements. Students enrolled in such courses receive a grade of Pass (P) or Fail (F) at the end of the course or requirement.

A failing grade in a Pass/Fail-designated course may result in academic concern, warning, probation, review, or consideration for dismissal from the College.

For final thesis, Substantial Research Paper, Applied Research Project, or other approved research-option requirements, the final Pass may not be posted until the Office of Academic Support and Enrollments has processed the required final approval documentation verifying that the graduate research product has been approved.

Withdrawal (W)

After the drop period, requests to exit a course are processed as withdrawals; the timeframe of the request determines if a penalty (i.e., addition of a Pass/Fail grade) is incurred. If the request to exit a course is received prior to or on the posted NIC Academic Calendar term deadline titled "Last Day to

Withdraw from a Class Without Penalty,” the request is for a course withdrawal (W) and, if accepted, will be listed on the student transcript as a W. If the request is received after the posted “Last Day to Withdraw from a Class Without Penalty,” the request will incur a Pass (P) or Fail (F) penalty and will be reflected on the transcript as either Withdraw Passing (WP) or Withdraw Failing (WF). The instructor assigns the Pass (P) or Fail (F) based on the student’s academic standing within the course at the time of the request.

Withdrawal after a course’s midpoint (i.e., on or after the start of week six for a ten-week course or week five of an eight-week term) is allowed only for non-academic reasons and requires instructor signature and grade assignment as part of the add-drop-withdrawal form section 2 (see Enrollments site’s student forms section).

The grade notation of WP results in no credit or academic penalty. A grade of WF is treated as an F when calculating the grade-point average and corresponds to an academic warning notice. Students withdrawing at any time must complete the necessary documentation through the Office of Academic Support and Enrollments. Students who stop attending classes without an official withdrawal or the Dean’s approval receive a grade of F for the course.

Audit (AU)

Students assigned to an NIC academic program may request to audit a course on a space-available basis after students taking the course for credit have had the opportunity to enroll. Audit requests must be approved and documented in accordance with NIC and NDU procedures before the close of the add/drop period.

Audited courses result in no academic credit and do not calculate into the student’s GPA. Approved audits appear on the transcript with the notation AU.

Transfer Credit (TR)

Approved transfer credit is recorded in accordance with NDU transfer-credit policy. A grade of TR does not calculate into the student’s GPA, but approved transfer credit may carry earned credit toward the student’s degree or certificate requirements when accepted through the approved transfer-credit process. See the Transfer Credit section for additional information.

Course Waiver

The Dean of Faculty and Academic Programs may authorize a waiver for a required course when a highly qualified student has demonstrated mastery of the subject or when a curriculum change prevents a previously required course from being offered. Waived courses carry no credit value. A student granted a course waiver must complete an approved elective or other approved course substitution to earn the credits required for the degree or certificate. Course waivers are rare and generally apply to exceptional circumstances (e.g., a NIC student with a previously earned doctorate receiving a waiver for the research design course).

Grade Remediation

In accordance with NDU policy, grade remediation is required when a student earns a grade of C or lower on any course assessment, regardless of the assessment's point value or percentage weight in the course. Remediation is intended to help the student achieve the expected course learning outcome and includes both additional instruction and reassessment.

For NIC courses, the faculty member will notify the student, document the areas requiring improvement, and coordinate the remediation process with the Associate Dean of Academic Programs. Under normal circumstances, the reassessment will occur under conditions comparable to the original assessment. For example, a written assessment will normally be remediated through a written reassessment, and an oral assessment will normally be remediated through an oral reassessment. The Dean of Faculty and Academic Programs or designee may modify remediation conditions on a case-by-case basis when circumstances warrant.

Remediation should occur in a timely manner and normally no later than seven calendar days after remedial instruction is complete. Upon successful remediation, the final score for the remediated assessment will be determined based on the quality of the original submission and the quality of the remediated assessment. No remediated grade may be higher than 83%. Faculty will assess the original submission for accreditation and learning-outcome purposes and will document the remediation process for inclusion in the student's academic record.

A student who earns a B- or lower on applicable assessments, or as a final course grade, will receive appropriate academic notification in accordance with NDU and NIC academic concern, warning, and review procedures. A student who does not successfully remediate an assessment may receive an Academic Warning and may be subject to additional academic review. See NDU Grading Policy for details.

Grade-Point Average Calculation

The grade-point average is calculated by dividing the total number of quality points earned by the total number of credits attempted. The total quality points earned for a course equal the quality points assigned for the grade multiplied by the number of course credits. For example, a grade of A in a 2-credit course earns 8.00 quality points, while a grade of B in a 2-credit course earns 6.00 quality points.

For satisfactory graduate standing and graduation eligibility, students must maintain a cumulative GPA of at least 3.0, complete all designated degree or certificate requirements, and pass all core and elective courses with a grade of B or higher.

Academic Advising

Academic advising is available to all NIC students to support informed academic decision-making, effective degree or certificate planning, course selection, interpretation of NIC and NDU academic policies, and successful progress toward program completion and graduation. Students are encouraged to use the fillable Academic Plan templates provided by their track advisor and available online, when preparing for advising discussions. Until students have an approved Research Option

for Degree Completion (RODC) Chair, academic advising is provided by the student's Track Advisor, Concentration Lead, Agency Chair, Senior Service Advisor, Academic Advisor, Department Chair, or other designated academic official, as appropriate to the student's program, concentration, delivery format, and sponsoring organization. Once a student has an approved RODC Chair, typically during the winter term, the RODC Chair becomes the student's primary academic advisor for matters related to research planning, degree completion, course sequencing, and academic progress. Students experiencing difficulty in a course should seek support early from the instructor and, as appropriate, the Course Director, Track Advisor, Concentration Lead, Department Chair, RODC Chair, or Associate Dean of Academic Programs.

Academic Concern, Warning, Probation, Review Board, and Dismissal

NIC follows NDU policy for identifying, documenting, reviewing, and addressing substandard academic performance. For purposes of graduate academic progress, acceptable academic achievement means earning a grade of B or higher on individual course assessments and maintaining performance sufficient to complete each core and elective course with a final grade of B- or higher. Students must also maintain a cumulative GPA of at least 3.0 to remain in good academic standing and to meet graduation or graduate certificate requirements.

Academic Concern

Academic Concern is the first level of formal academic notification. A student may receive a Memorandum of Academic Concern when the student earns a B- or lower on an assessment in a manner that places the student at risk of earning a B- or lower in the course. The memorandum will identify the assessment or performance issue, the areas requiring improvement, and the plan for additional instruction or remediation, as appropriate.

When a student earns a C or lower on any assessment, remediation is required in accordance with NDU policy. The time, place, and conditions for remediation and reassessment will be documented in the Memorandum of Academic Concern. The memorandum will be issued within three business days from the date the grade is posted in Blackboard. A copy will be provided to the student's academic advisor or appropriate academic official and included in the student's academic record.

Academic Warning

Academic Warning is the second level of formal academic notification and indicates that the student's continued marginal or unacceptable academic performance places the student at high risk of removal from the course, program, or College. A student may receive a Memorandum of Academic Warning when the student receives a second Memorandum of Academic Concern in the same course, receives Memoranda of Academic Concern in more than one course during the same academic term, fails to remediate an assessment successfully, or receives a final course grade of B-.

The Memorandum of Academic Warning will be signed by the Dean of Faculty and Academic Programs or appropriate NIC academic official and issued within three business days from the date the relevant course grade or remediation outcome is posted in Blackboard. The memorandum will

be provided to the student's academic advisor or appropriate academic official to support a required advising discussion with the student. A copy will be included in the student's academic record and provided to the NDU Provost as required by NDU policy.

Academic Review Board

An Academic Review Board may be convened when a student earns a final course grade of C or lower, when the student's cumulative GPA falls below 3.0, or when the student's academic performance otherwise places successful completion of the degree or graduate certificate in jeopardy. The Academic Review Board serves as a formal review of the student's academic record and assesses whether the student can return to good academic standing and complete the program of study.

The composition of the Academic Review Board will be determined by the Dean of Faculty and Academic Programs in accordance with NDU and NIC procedures. The Board may review the student's academic record, relevant memoranda, remediation documentation, faculty input, advising records, and any other information necessary to evaluate the student's academic status and likelihood of successful completion.

Academic Probation

Academic probation may be imposed as an outcome of an Academic Review Board. A student placed on academic probation is in jeopardy of not receiving the master's degree or graduate certificate. Academic probation will include a formalized remediation or academic recovery plan. Conditions may include required advising meetings, course-load restrictions, successful completion of specified courses or assignments, minimum course grades, required improvement in cumulative GPA, or other academic requirements necessary to restore the student to good standing.

Academic probation is documented in the student's academic record but is not recorded on the official transcript unless required by NDU policy or directed through the approved academic action process. Students on academic probation are responsible for complying with all conditions stated in the probation notice and academic recovery plan. Failure to satisfy the conditions of probation may result in additional academic review, denial of a degree or graduate certificate, or recommendation for academic dismissal.

Academic Dismissal

An Academic Review Board may recommend academic dismissal when the student's performance indicates that the student is unable to meet NDU or NIC requirements for the master's degree or graduate certificate. Circumstances that may support a recommendation for dismissal include a final course grade of C or lower, a cumulative GPA below 3.0, failure to satisfy the terms of academic probation, failure to complete required remediation successfully, or other academic deficiencies that prevent successful completion of the program.

A recommendation for academic dismissal is forwarded through the NDU academic review process. In accordance with NDU policy, recommendations for academic dismissal are sent to the Provost and then to the NDU President for final decision. Students may be denied a degree or graduate certificate,

dismissed from the University, placed on academic probation with a formalized remediation plan, or subjected to another academic sanction authorized by NDU and NIC policy.

If a student is a U.S. Government civilian employee, military member, or other sponsored student, the appropriate agency, service, or sponsoring organization may be notified that the student is in jeopardy of not completing the NDU degree or graduate certificate, consistent with NDU, NIC, privacy, records, and information-security requirements.

Grade Appeals

Students may appeal a grade on any assessment if they believe the instructor miscalculated the grade, abused discretion, or issued an arbitrary or capricious grade. The burden of proof rests with the student to demonstrate cause for a grade change. Before initiating a formal grade appeal, the student should meet with the instructor to discuss the assessment, the assigned grade, and the basis for the student's concern. As a professional courtesy, the student should inform the instructor of the intent to file a formal appeal.

A written grade appeal memo must be filed within seven business days after the student receives the grade and assessment feedback. The appeal should be submitted to the Course Director. If the Course Director is also the instructor, the appeal should be submitted to the Associate Dean of Academic Programs. If the course is taught by another NDU college or by non-college NDU faculty, the appeal will follow the applicable NDU routing process.

The reviewing official will have seven business days from receipt of the appeal to conduct the review and issue a decision to the student. The same timelines apply in all cases: seven business days for the student to file the appeal and seven business days for final adjudication.

Appeal or Review of Academic Dismissal

A student recommended for academic dismissal will receive written notification of the academic action, the basis for the recommendation, and any available appeal or review procedures under NDU and NIC policy. Academic dismissal actions will be processed in accordance with NDU academic policy and NDU student disenrollment procedures.

Student Records

All formal academic concern, warning, remediation, probation, review board, dismissal, appeal, and related academic action records will be maintained in the student's official academic file by the Office of Academic Support and Enrollments in accordance with NDU and NIC records, privacy, and student information policies.

Institutional Review Board

The Institutional Review Board (IRB) is responsible for ensuring student and faculty research complies with relevant Federal law. NDU protects the rights of all human subjects when conducting research consistent with all applicable Federal requirements and best practices. The Human

Research Protection Program (HRPP) is administered under the Office of the Provost, which is responsible for creating and distributing procedures to facilitate the program.

If the IRB determines research includes human subjects, those involved with the research may be required to complete additional training through the Collaborative Institutional Training Initiative (CITI). Human subjects research may not proceed until an IRB review has been completed.

Academic Freedom

NIC follows NDU academic freedom policy. Academic freedom supports free inquiry, rigorous analysis, open intellectual exchange, classroom discussion, research, scholarship, and publication within the bounds of academic integrity, professional responsibility, and applicable law and policy.

Faculty and students may express ideas, challenge assumptions, examine evidence, and engage controversial issues relevant to the subject under discussion without fear of institutional retribution. Academic freedom does not authorize conduct inconsistent with academic integrity, professional ethics, respect for others, or the responsibilities of government service.

When speaking, writing, presenting, or publishing outside official NIC duties, faculty, staff, and students must make clear that they are not speaking on behalf of NIC, NDU, the Department of Defense, the Intelligence Community, or the U.S. Government unless specifically authorized to do so. Faculty, staff, and students must also protect classified, controlled unclassified, sensitive, and otherwise protected information and may discuss such information only in authorized settings with individuals who have the required clearance, access, and need to know.

Scholarly products, presentations, publications, and public engagements remain subject to applicable NIC, NDU, DoD, Intelligence Community, classification, republication, and policy-review requirements.

Non-Attribution

NIC follows NDU's non-attribution policy to support open, candid, and professionally responsible academic exchange among faculty, staff, students, guest speakers, senior leaders, and other authorized participants. In accordance with the "Chatham House Rule," unless a speaker gives express permission, comments, views, opinions, presentations, and distributed materials may not be attributed directly or indirectly to the speaker outside the authorized NIC or NDU academic setting.

This policy applies to classroom seminars, lectures, workshops, exercises, online education forums, virtual sessions, field studies, research discussions, guest-speaker events, and other academic exchanges conducted in person or through approved NDU systems, including Blackboard and MS Teams. Information gained in these settings may be used for academic purposes, but it may not be attributed to a specific speaker, by name or implication, without that speaker's express permission.

Recording class sessions, guest lectures, or other academic engagements is prohibited unless authorized in advance and conducted in accordance with NDU policy. Guest-speaker recordings require the speaker's written consent before the engagement. Any approved recording must be

maintained only in approved NDU systems and may not be reproduced, distributed, posted publicly, or shared outside the authorized academic environment.

Non-attribution does not relieve any participant of the obligation to protect classified, controlled unclassified, sensitive, proprietary, personal, or otherwise protected information. Violations of the non-attribution policy are serious and may result in academic, administrative, or disciplinary action.

Academic Integrity

NIC follows NDU academic integrity policy. All NIC students, faculty, and staff are expected to uphold the highest standards of academic honesty, professional ethics, responsible scholarship, stewardship of U.S. Government resources, and protection of classified, controlled unclassified, sensitive, proprietary, personal, and otherwise protected information.

Academic dishonesty is not tolerated. Academic dishonesty includes, but is not limited to, falsification of academic or professional credentials; cheating; unauthorized collaboration or assistance; unauthorized or undisclosed use of artificial intelligence or other tools; multiple submission of the same or substantially similar work without prior written approval; fabrication or falsification of data, evidence, sources, or results; and plagiarism.

Plagiarism is the unauthorized use of another person's or machine's words, ideas, data, analysis, images, code, or other intellectual work without proper attribution. Students must properly cite direct quotations, paraphrased material, ideas, online sources, data, and AI-generated or AI-assisted content when such use is permitted by the syllabus or assignment instructions. Students are responsible for understanding and following the citation, collaboration, and AI-use requirements established by the course syllabus and the instructor. Students should be prepared to demonstrate that submitted work is their own and not the output of an AI tool. Techniques for this include saving the in-stride drafts of their work and being prepared to orally present or defend the content of a submitted written work. While encouraged to use AI tools, students and faculty will ensure that the prose is their own and that use of AI tools is properly cited.

Students may not submit the same paper, project, or substantial portions of the same work for more than one course, assignment, institution, or academic requirement without prior written approval from the instructor or instructors involved. Students may use prior course work as a foundation for a thesis, Substantial Research Paper, Applied Research Project, or other approved Research Option for Degree Completion only when the reuse is properly disclosed, cited, and approved as appropriate.

Suspected academic integrity violations must be reported to the instructor or appropriate NIC academic official. NIC will review suspected violations in accordance with NDU academic integrity policy, NDU Student Disenrollment Policy, and applicable NIC procedures. Before action is taken, NIC will notify and consult with the NDU Office of General Counsel and the NDU Office of Academic Affairs, as required by NDU policy.

Sanctions for academic integrity violations may include rejection of the work submitted for credit, a reduced or failing grade, no credit with a transcript notation of academic dishonesty, letter of

admonishment, suspension, disenrollment, denial or revocation of a degree or certificate, or other academic, administrative, disciplinary, or military action as appropriate. Formal records related to academic integrity cases will be maintained in the student's official academic file in accordance with NDU and NIC records, privacy, and student information policies.

College Library

As an extension of the NDU Library, the NIC Library staff is instrumental in enhancing the competence of intelligence professionals by providing patrons with all-source academic research assistance, instruction, and comprehensive collections and tools to support the curriculum of the College. The NIC librarians are committed to enlarging collections and enhancing services to align with the College's future-focused curricula and the overall mission of the IC.

Location

The NIC Library is located on the basement level of Roberdeau Hall at ICC-B. The Library's staff operating hours are 0800–1800 Monday through Thursday and 0800-1500 on Friday. The facility is physically accessible to users 24 hours a day, 7 days a week, as are electronic resources through the NDU library page.

Collections

The Library's physical holdings consist of 50,000 books and reference materials and more than 300 journals and periodicals, as well as audio CDs and DVDs. The Library also maintains several special collections available to users for research purposes.

Electronic Resources

Access to subscription databases for academic research resources is provided to the NIC Library through NDU's main library. Users can obtain information from thousands of research periodicals and books through these combined subscriptions. For access information, contact the Library staff. Contact information can be found on the Library's Blackboard page.

STUDENT AFFAIRS

The Office of Student Affairs supports NIC students with a variety of non-academic and extracurricular services to enhance the overall student experience (including student communications, orientation, and support of student leadership/organizations and alumni relations). This office is headed by the Dean of Students.

Student Affairs is also responsible for the onboarding and end-of-program surveys, and the coordination of student-focused, College-wide events.

Student Reasonable Accommodations

NIC is committed to ensuring that all students have the opportunity to perform to the best of their abilities while enrolled in College programs. Students in need of reasonable accommodations should contact the Dean of Students.

Student Grievance and Complaint Process

NIC officials grant students the opportunity to seek resolution for any College-related, academic and non-academic grievances, as defined in the NDU student grievance policy. For grievances related to a course grade, please see the Grade Appeals section of this catalog.

NIC ACADEMIC PROGRAM OVERVIEW

NIC faculty are committed to providing a common, rigorous graduate learning experience for students across delivery formats. NIC offers master's degree and graduate certificate programs in formats designed to support in-residence/full-time students, part-time students, and students participating in monthly or executive-format programs. Actual program, concentration, certificate, and course offerings are subject to mission requirements, enrollment, course sequencing, faculty availability, and institutional resources.

One-Year In-Residence, Full-Time

NIC students may complete a master's degree through an in-residence/full-time format over one academic year, beginning in August and ending in June. The in-residence/full-time format supports the Master of Science of Strategic Intelligence (MSSI) and the Master of Science and Technology Intelligence (MSTI). These programs have specific admission and participation requirements, including endorsement by the student's home agency, service, or department. This is the only format in which students may earn Joint Professional Military Education, Phase 1 certification.

Part-Time Graduate Study

NIC students may also pursue a master's degree through part-time study. Part-time courses may be offered during the day, in the evening, or through the monthly executive-format. Although NIC plans part-time offerings to support degree progress, actual course availability and concentration sequencing are subject to enrollment, faculty resources, and institutional requirements.

Part-time students normally complete core and degree requirements early in the program, followed by concentration or elective coursework and the Research Option for Degree Completion appropriate to the student's degree program. Part-time students may attend daytime courses when space is available and when permitted by their work schedule and home agency or service.

Part-time students take up to two courses per term and may request exception through the Associate Dean of Academic Programs to take three.

Monthly Executive Format

NIC students may pursue the MSSI or MSTI through a monthly executive-format schedule. This format typically includes weekend course meetings during the academic year and may include an intensive in-residence period during the summer. The monthly executive format is designed to support qualified active-duty military, reserve military, and U.S. Government civilian students whose professional responsibilities make traditional weekly attendance difficult. Concentrations and graduate certificate options in this format may be limited by course sequencing and faculty availability.

Graduate Certificate Program

NIC offers graduate certificates through the Certificate in Intelligence Studies program in selected topical areas. Graduate certificate offerings are subject to enrollment, course availability, faculty resources, and published program requirements. Students pursuing a graduate certificate are not degree-seeking students unless they separately apply to and are admitted into an NIC master's degree program.

Academic Opportunities

NIC may offer additional academic opportunities, special-topic courses, guest lectures, workshops, exercises, research activities, and other educational experiences during the academic year. These opportunities are advertised to students through official NIC communication channels and may vary by term, program, classification level, site, and resource availability.

Joint Professional Military Education Program

NIC is accredited by the Chairman of the Joint Chiefs of Staff (CJCS) for intermediate-level, in-residence/full-time Joint Professional Military Education Phase I (JPME I). Students must be service-nominated, service-selected, and qualified to enroll in the in-residence/full-time master's degree program. Students are not authorized to self-select for the JPME program and must have the concurrence of their military service as expressed through their NIC Senior Service Advisor. Each service will have its own nomination process, criteria, and in some cases prerequisites.¹ Prospective JPME I students should consult with their respective NIC Senior Service Advisor for more information.

¹ Note to Army officers: NIC is a Chairman of the Joint Chiefs of Staff (CJCS)-accredited JPME I provider. Completion of the in-resident MSSI or MSTI Programs in conjunction with additional JPME I concentration courses satisfies the area of concentration (AOC) for military intelligence (MI) officers. Non-MI officers must obtain approval from the US Army Deputy Chief of Staff, G-3/5/7, prior to enrolling in NIC for JPME I/MEL4 credit. All US Army officers seeking JPME I/MEL4 credit must complete the Intermediate Staff College Preparatory Course prior to enrollment. Officers may enroll in this course through their career managers.

Enrollment into the JPME I program is limited with priority assigned to active-duty officers in the resident format. The JPME Program Director will assign students to the program to ensure an appropriate mix from across the military departments and to ensure service enrollment priorities are addressed. Students seeking admission into the program should select JPME/Military Affairs as their preferred concentration. However, this does not guarantee admission into the JPME program and students will be notified of their selection for the program during NIC orientation. To earn JPME I credit, students must complete the full curriculum for the MSSSI or the MSTI degree and take the designated JPME courses with the academic year JPME cohort. Interested students may contact the JPME Program Director for further details.

Certain continuing education students (second year or later) or NIU/NIC alumni who graduated in 2012 or later may return to NIC to join the JPME program. These students must complete the JPME program with a cohort, in a single academic year, within the daytime program. Continuing education/part-time students must have the full endorsement of their current leadership to attend NIC's JPME classes in person. Interested students may contact the JPME Program Director for further details.

The JPME I curriculum consists of 8 credit hours distributed unevenly across four courses. This curriculum includes several site visits, mandatory guest lectures, and other events. The following courses are mandatory for JPME credit in both the MSSSI and MSTI degree programs:

- *NIC-6101 National Strategy: Theory and Intelligence Considerations (2 credit hours)*
- *NIC-6102 Joint Campaign Planning and Intelligence (2 credit hours)*
- *NIC-6103 Joint Campaign Planning and Operations (3 credit hours)*
- *NIC-6104 Staff Ride (1 credit hour)*

Graduate students enrolled in the JPME I program will earn the Military Affairs concentration.

NIC Global Campus

To effectively meet its mandate to provide relevant, accessible, and continuous intelligence education to globally dispersed students beyond the National Capital Region, NIC has established a global campus structured around regional academic centers.

Each academic center is managed by an onsite NIC Center Director and offers courses taught by full-time and adjunct NIC faculty. To maximize accessibility, the academic centers work with approved instructional sites where students can participate via secure VTC (SVTC). Students physically located outside an academic center or instructional site can participate remotely but must be made aware that the onus is on them to ensure they have access to a SVTC. Not all courses can be taught through SVTC, therefore, students are encouraged to reach out to the respective course faculty member or the enrollment staff to verify course participation requirements.

NIC students attending classes virtually are required to: attend via SVTC; attend in a private, secure space; and attend from a space that is distinct from their work-station. NIC Faculty may ask virtual

students to demonstrate their ability to satisfy these requirements at the beginning of each term. Students who cannot satisfy these requirements may be referred to the Associate Dean of Academic Programs for review of their circumstances.

NIC Academic Center at Ft. Meade (NAC)

The NSA Academic Center (NAC) is located at NSA headquarters on Ft. Meade, Maryland, and includes an instructional site at NSA Georgia on Fort Gordon, Georgia. The NAC primarily serves students who work at NSA but is also available to other IC-affiliated staff who can readily access NSA spaces. As NIC's longest standing academic center, the NAC has a large student and alumni population and is seeking to expand to other NSA locations across the country.

NAC students receive local support from a dedicated team of civilian and contractor personnel who ensure that they have classroom space and learning materials, and that they enjoy a positive experience throughout their program. NSA recognizes the value of an NIC degree and provides the resources necessary to offer it in a convenient location and format for its civilian and military personnel.

NAC students earn NIC's degree in the part-time/daytime program, which allows students to dedicate up to two workdays per week to their NIC education program. NAC classes are generally offered in the 0800-1040 course time, and occasionally in the 1100-1340 course time.

NIC European Academic Center (EAC)

The European Academic Center (EAC), located at RAF Molesworth, UK, primarily serves students assigned overseas to US European Command (EUCOM) and US Africa Command (AFRICOM). With additional instructional sites in Stuttgart and Ramstein, Germany, EAC supports students throughout Europe and Africa able to attend course sessions via secure videoconference. The EAC is managed by the Director of the Global Campus.

NIC Southern Academic Center (SAC)

The Southern Academic Center (SAC), located at US Central Command (CENTCOM) in Tampa, Florida, primarily serves students who live and work in the vicinity of MacDill Air Force Base but also supports students from six instructional sites: US Southern Command (SOUTHCOM), Hurlburt Field, and Joint Interagency Task Force-South (JIATF-South) in Florida, National Air and Space Intelligence Center (NASIC) in Ohio, Redstone Arsenal in Alabama, and Fort Bragg in North Carolina. These various locations support a large and diverse student population representing eight different organizations and agencies.

NIC Quantico Academic Center (QAC)

The Quantico Academic Center (QAC), located at the FBI Academy Intelligence and Investigative Training Center, primarily serves students who live and work in the vicinity of Marine Corps Base Quantico. The QAC supports a diverse student population representing multiple organizations and agencies. An FBI-appointed Center Director and Office Services Specialist staff the center. The QAC

provides part-time, evening graduate study to qualified military and Federal civil service personnel who hold active TS/SCI clearances and who are looking to earn a Master of Science of Strategic Intelligence (MSSI) or a Certificate in Intelligence Studies in Counterintelligence (CI).

Degree Status and Credit Hours

Degree Status

Students admitted to National Intelligence College degree programs must satisfy all degree requirements stated in the applicable course catalog and approved degree plan in effect at the time of their enrollment. Questions regarding the applicable catalog or degree requirements should be directed to NIC_Enrollment@ndu.edu.

Assignment of Credit Hours

NIC follows the National Defense University credit-hour system. Academic credit is awarded in accordance with NDU policy, federal standards, and Middle States Commission on Higher Education expectations for credit-bearing coursework.

For lecture and seminar courses, one academic credit hour represents approximately 45 total hours of student learning, normally consisting of 15 hours of direct faculty instruction and approximately 30 hours of out-of-class student work. Out-of-class work may include assigned readings, research, writing, seminar preparation, discussion-board participation, group work, assessment preparation, and completion of other course requirements.

Credit-hour assignments for courses and curricula are based on course content, level, learning outcomes, instructional time, assessment methods, and the expected distribution of in-class and out-of-class student work. Credit-bearing courses and significant course modifications are reviewed and approved through NDU academic governance processes before inclusion in official programs, offerings, transcripts, and catalogs.

Students must successfully complete the minimum number of credit hours required by their approved academic program, concentration, and degree-completion option. Specific degree requirements are published in the applicable NIC/NDU catalog and official degree plan.

Electronic Learning and Assessment

NIC uses Blackboard as the primary learning management system for unclassified course delivery and academic support. Blackboard provides students and faculty access to course syllabi, readings, instructional resources, assignments, discussion boards, announcements, and other tools that support instruction, assessment, and collaboration.

Students may also access applicable library resources and academic support services through approved NDU and NIC systems. Faculty may use additional approved collaboration platforms, including Microsoft Teams and OneDrive, when appropriate for course delivery, research

presentations, student engagement, and academic collaboration. The faculty use DIA COE and Inteldocs to present and make classified course materials available to students.

Master of Science of Strategic Intelligence

Students in the Master of Science of Strategic Intelligence (MSSI) program must conduct research, display critical and creative thinking, and present ideas through effective oral and written exercises, including a graduate thesis or substantial research paper (SRP). The students must demonstrate independent learning; must employ skills in research and reasoning, information retrieval, and source evaluation; and must formulate conclusions despite informational ambiguities.

MSSI Degree Learning Outcomes

Graduates of the degree program will advance the nation's intelligence enterprise through accomplishment of the following learning outcomes:

- Assess how US national security is shaped by forces and developments in an uncertain world.
- Analyze the role the IC plays in the decision-making process within the US national security policy and strategy communities.
- Demonstrate expertise in an area concerning threats, capabilities, or the national security enterprise.
- Conduct rigorous analytic research on topics of interest to the IC using all sources of information.
- Demonstrate effective communication and collaboration in a complex joint and interagency environment.

MSSI Degree Requirements

Required Core Courses (10 credit hours):

- NIC-6607 *Intelligence Reasoning and Analysis*
- NIC-6608 *Leadership and Management in the Intelligence Community*
- NIC-6609 *Intelligence Collection*
- NIC-6611 *Intelligence and National Security Policy*
- NIC-6701 *Research Design*

MSSI Program Requirement (2 credit hours):

- NIC-6601 *Analyzing the Global Strategic Environment*

Research Options for Degree completion requirements:

- Option 1: Thesis
 - NIC-6704 *Master's Thesis (6 credit hours)*
 - 6 total electives (12 credit hours)
 - 4 electives (8 credit hours) may be used to earn a concentration.
- Option 2: Substantial Research Paper (SRP)
 - NIC-6710 *Substantial Research Paper (4 credit hours)*
 - 7 total electives (14 credit hours)
 - 4 electives (8 credit hours) may be used to earn a concentration.

Total of 30 credit hours.

MSSI Research Options for Degree Completion

NIC offers two research options for completing the Master of Science of Strategic Intelligence degree: a thesis or a substantial research paper.

The Master's Thesis (Option 1)

The Master's Thesis is a written presentation of original research that examines a strategic intelligence or intelligence-related topic and contributes to the overall body of knowledge of the Intelligence Community. The thesis option is selective. Students must submit a research description and be approved by a faculty member who agrees to serve as the student's thesis advisor before proceeding with the thesis option. Students who are not approved for the thesis option will complete a Substantial Research Paper (SRP).

Thesis students conduct research and write their theses under the close guidance of a faculty committee, normally consisting of a thesis advisor and a reader. Students are strongly encouraged to leverage classified information in their research as nearly any thesis research question will be enhanced with classified data. Ultimately, the classification of the thesis is determined by the research question, nature of the data, sensitivity of the judgments and findings, and applicable security requirements. Based on their concentrations or programs of study, students choose thesis topics and collaborate with faculty to identify coursework, research methods, and sources that will best prepare them to produce a relevant and rigorous body of research.

The thesis is completed through NIC-6704 Master's Thesis, taken in the final term of the student's enrollment at NIC. Enrollment in NIC-6704 is managed by the student's thesis advisor. The course carries 6 thesis credits and represents the culminating credit-bearing phase of the student's thesis research, writing, revision, and completion.

The thesis requires a substantial written research product of approximately 20,000 words, excluding front and back matter, and a 2–3-page executive summary to support accessibility for Intelligence Community stakeholders. Thesis students must also complete an oral presentation of their thesis work in a Research Symposium or other approved forum, as determined by the thesis advisor, program leadership, and applicable College guidance.

An acceptable thesis must:

- Be based on sound, valid, and clear argumentation.
- Provide documentation sufficient for the research to be assessed and, where appropriate, replicated.
- Contribute to intelligence literature, intelligence practice, or understanding of an intelligence-related problem.
- Meet a minimum length of approximately 20,000 words of text, excluding front and back matter.
- Include a 2–3-page executive summary.
- Include an oral thesis presentation in an approved forum.

Required thesis course:

- **NIC-6704 Master's Thesis** — 6 credit hours

The Substantial Research Paper (SRP) (Option 2)

The Substantial Research Paper is a work of individual scholarship on a strategic intelligence or intelligence-related topic connected to the student's degree program, concentration, or primary area of academic interest. SRPs may take the form of academic inquiry or applied analysis focused on contemporary intelligence, national security, or policy-relevant issues. Regardless of topic or approach, the SRP requires substantial research, rigorous analysis, sound argumentation, and high-quality written presentation.

Students work with faculty to refine their research questions, identify relevant sources, strengthen analytic methods, and develop a coherent argument. While SRPs require rigorous research and analysis, they do not require the production of new knowledge through original or field research. Students may draw on existing scholarship, policy literature, intelligence-related sources, and other appropriate materials to answer a clearly defined research question. Students are strongly encouraged to leverage classified information in their research as nearly any research question will be enhanced with classified data. Ultimately, the classification of the work is determined by the research question, nature of the data, sensitivity of the judgments and findings, and applicable security requirements.

The SRP is completed through NIC-6710 Substantial Research Paper, normally taken during the final term of the student's enrollment at NIC. The course carries 4 credit hours and represents the

culminating credit-bearing phase of the student's SRP research, writing, revision, presentation, and completion.

An acceptable SRP must:

- Be based on sound, valid, and clear argumentation.
- Meet a minimum length of 7,500 words of text, excluding front and back matter.
- Contribute knowledge, synthesis, or analysis to an intelligence topic area of interest.
- Include a 1–2-page executive summary.
- Include an oral presentation in an approved forum.

Required SRP course:

- **NIC-6710 Substantial Research Paper** — 4 credit hours

General Electives and Concentration Courses

MSSI students may select a concentration or complete the degree without a concentration. Concentrations are a curated collection of four NIC courses in a given subject area. Students interested in a specific concentration should review that concentration's requirements carefully. In some cases, and depending on concentration requirements, students may be able to pursue dual concentrations.

MSSI students are not required to earn a concentration and their degree will not indicate whether a concentration was earned. Students who do not select a concentration will simply choose from available electives according to their interests to satisfy degree requirements. This option allows students to select courses from a diverse array of intelligence topics while still completing a cohesive, structured academic program.

NIC staff will make reasonable efforts to accommodate students who request a specific concentration on their application and will notify students of their concentration enrollment status prior to orientation. Students who seek to enter or change a concentration at a later time will be accommodated on a space-available basis.

The following MSSI concentrations are offered contingent on resource availability. Concentrations may not be available to MEP or Center students:

- Advanced Intelligence Analysis
- China
- Military Affairs (JPME I only; selectively based on student qualifications)
- Middle East
- Russia, Europe, and Eurasia

- Homeland Intelligence
- Strategic Intelligence in Special Operations
- Intelligence Community Leadership and Management
- Counterintelligence

Students who select a concentration must satisfy the course requirements for that concentration, normally by completing four prescribed concentration courses totaling **8 credit hours**.

Any course that is not listed as a required core or program course may be taken as an elective, subject to course availability, eligibility, prerequisites, and program requirements.

- Students completing the non-concentration option may choose from electives offered across NIC; however, a minimum of four electives must be selected from MSSI degree program courses.
- Students enrolled in a concentration will receive registration priority for courses required for that concentration.

Each year, NIC staff attempt to offer the courses needed to support approved concentrations and certificate topics published in the catalog. Course offerings are subject to sufficient student demand, faculty availability, classroom capacity, and other institutional requirements.

MSSI Departments

NIC faculty endeavor to improve the global and cultural awareness of military and civilian intelligence and national security professionals, provide frameworks and tools for critical analysis, instill in-depth knowledge of the Intelligence Community and its support to the national security policy process, and enhance students' ability to consider the role and desired impact of intelligence at the strategic level, beyond the perspective of their home agency or organization.

NIC faculty and academic program leaders support concentrations, certificate topics, program requirements, and electives across the curriculum. Course directors, concentration leads, certificate leads, and the Associate Dean of Academic Programs are responsible for the quality, development, and execution of assigned courses, concentrations, electives, and certificate topics. Students with questions regarding degree requirements, concentrations, or program options are encouraged to speak with the appropriate course director, concentration lead, certificate lead, or the Associate Dean of Academic Programs.

National Intelligence and Security Enterprise

The National Intelligence and Security Enterprise curriculum focuses on mission integration within the intelligence enterprise. Graduate learning opportunities build competencies in analysis, collection, counterintelligence, and leadership and management through an approach that emphasizes collaboration, critical thinking, and innovation. Students are challenged to understand today's rapidly changing strategic environment and intelligence enterprise capabilities, develop

strategies and assessments that address adversarial threats, and prepare for future senior intelligence and national security leadership roles.

This curriculum area supports core courses, concentration requirements, certificate topics, and electives related to intelligence analysis, collection, counterintelligence, leadership, management, and enterprise integration. Relevant offerings include NIC-6607 Intelligence Reasoning and Analysis, NIC-6608 Leadership and Management in the Intelligence Community, and NIC-6609 Intelligence Collection, as well as approved concentrations and certificate topics in areas such as Advanced Intelligence Analysis, Counterintelligence, IC Leadership and Management, Counterintelligence, and the IC Strategic Leaders Program.

NISE Concentrations:

Advanced Intelligence Analysis Concentration

The Advanced Intelligence Analysis (AIA) concentration provides a space for students to experiment with qualitative and quantitative analytical tools and methods to ascertain how well they perform in intelligence research and analysis, project their application to address current and future intelligence questions and provide a critical assessment of their use and resourcing by the intelligence community. Courses address historical and current challenges for intelligence analysis with an emphasis on the methods, models, and techniques for intelligence professionals. This includes historical influences that still shape analysis; major current issues, trends, and research in comprehension, critical and creative thinking; examination of analysis from both academic and intelligence agencies; and practical application of knowledge and perspectives within real-world intelligence scenarios.

In addition to the other degree requirements, the AIA concentration includes the following program courses (8 credit hours). Note: NIC-6607 is a prerequisite course for the concentration.

- NIC-6801 *Advanced Methods of Intelligence Analysis*
- NIC-6898 *Historical and Comparative Reasoning*
- NIC-6802 *Forecasting and Foresight for Intelligence*
- NIC-6861 *Social Analysis*

Counterintelligence Concentration

The Counterintelligence (CI) concentration prepares students to critically evaluate the efforts of US CI agencies to mitigate the foreign intelligence service threat to the United States. The courses examine the US CI effort from a strategic perspective, including the role of CI in relation to the larger IC, law enforcement, and US national security strategy. The courses also address the structure and mission of the US CI organizations, as well as the legal, civil liberties, and policy considerations that shape and constrain the CI effort in a democratic society. Students gain an understanding of various aspects of the foreign intelligence threat, including espionage, influence operations, economic espionage, and cyber intrusions. The courses also explore criticism of the US CI effort, alternative theoretical approaches to CI, and the future of CI in a globalized information

environment. Students choose a CI topic for their graduate thesis or SRP and collaborate with faculty to select specific elective courses that optimally prepare them to produce a relevant body of research related to CI.

In addition to the other degree requirements, the CI concentration includes the following program courses (8 credit hours). Note: NIC-6520 is a prerequisite course for the concentration.

- NIC-6520 *Counterintelligence*
- NIC-6521 *Comparative Intelligence*
- NIC-6313 *Chinese Intelligence and Information Warfare*
- NIC-6336 *Russian Intelligence*

Intelligence Community Leadership and Management Concentration

The IC Leadership and Management (L&M) concentration seeks to educate intelligence professionals on the skills and competencies necessary to lead an effective, adaptive, and agile IC. The concentration provides students with an opportunity to explore and apply leadership and management principles to current and future IC challenges through theoretical and real-world examples. Students are exposed to national security law, budget and resource management, intelligence and leadership ethics, lenses for leadership decision-making, and specific leadership roles and methods to effectively support senior policymakers. Students choose a leadership and management topic for their graduate thesis or SRP and collaborate with faculty to select elective courses that prepare them to produce research that contributes to the growing body of work focused on the IC.

In addition to the other degree requirements, the IC L&M concentration includes the following courses (8 credit hours):

- NIC-6203 *Intelligence Resource Management: Process, Politics, and Money*
- NIC-6204 *Professional Ethics*
- NIC-6205 *Intelligence and National Security Law*
- NIC-6298 *Leadership Decision Making*

Strategic Studies Department (SSD)

The Strategic Studies Department applies innovative and diverse academic approaches to help students master critical strategic, country, regional, and transnational intelligence issues that impact global security. Faculty challenge students not only to understand, but also to evaluate and strategically leverage the instruments of national power and related tools of statecraft. The department uses a variety of multidisciplinary academic and analytical methods to build understanding about intelligence priorities, while synthesizing comprehensive international issues and perspectives to demonstrate their interconnectedness. The curriculum includes instruction in political and economic theory, regional studies, application of public policy, civil-military relations, military and defense studies, and strategy. This intelligence studies curriculum prepares students, as future

leaders and consumers of intelligence, to contextualize and best use that intelligence within their assigned areas of responsibility at home and abroad. The department provides oversight and management of four concentrations: Strategic Intelligence in Special Operations (SISO); China; Middle East; and Russia, Europe, and Eurasia (REE). The department provides administrative support to a fifth concentration – JPME I. Additionally, the Strategic Studies Department oversees five certificate topics (Homeland Intelligence, SISO, China, REE, and Latin America).

SSD Concentrations:

Military Affairs Concentration (Joint Professional Military Education I)

Select NIC students may enroll in the Military Affairs concentration to earn their JPME I certification as described above in the JPME I selection and admissions sections of this Catalog. The JPME I program is designed for mid-career military officers who have mastered their tactical knowledge, skills, and abilities, and are now ready to develop an understanding of the operational level of war, national strategy, and joint force matters.

Military Affairs Concentration and JPME I Program Learning Outcomes:

- Evaluate the application of the instruments of national power to strategic competition.
- Create intelligence products to support joint operations.
- Develop planning products to enable joint operations.

Military Affairs concentration students will take the following courses, in sequence in a single academic year within a cohort.

- NIC-6101 *National Strategy - Theory and Intelligence Considerations (2 credits)*
- NIC-6102 *Joint Campaign Planning and Intelligence (2 credits)*
- NIC-6103 *Joint Campaign Planning and Operations (3 credits)*
- NIC-6104 *Staff Ride (1 credit)*

Strategic Intelligence in Special Operations (SISO) Concentration

Special operations forces (SOF) play an important role in US national security strategy, interagency activities, and military operations. Moreover, a strong, mutually supporting, symbiotic, and unique relationship exists between SOF and the IC. The SISO concentration prepares students to critically examine and evaluate SOF operations and intelligence activities that support those operations with the aim of providing national security decisionmakers more effective strategic options across a wide spectrum of conflict within today's complex global environment. Students who select the SISO concentration will choose SOF/intelligence-related topics for their graduate theses or SRPs. Research focuses on intelligence at the national-strategic level, with faculty collaboration to select elective courses that optimally prepare students to produce a relevant body of research on strategic intelligence and special operations.

In addition to the other degree requirements, the SISO concentration includes the following courses

(8 credit hours overall):

- NIC-6206 *Covert Action*
- NIC-6407 *Transnational Threats*
- NIC-6123 *Intelligence and Special Operations*

One additional course (student's choice):

- NIC-6121 *Irregular and Asymmetric Warfare*
- NIC-6861 *Social Analysis*
- NIC-6402 *Introduction to Terrorism*
- NIC-6404 *Countering Terrorism*
- NIC-6405 *Case Studies in Terrorism*
- NIC-6412 *Engaging International Partnerships*

China Concentration

The China concentration emphasizes strategic-level knowledge of this diverse and dynamic country, preparing students to critically identify, analyze, and forecast current and emerging intelligence and security concerns facing the IC in the Indo-Pacific region and globally. The program provides students with a multidisciplinary approach for researching and evaluating the drivers, objectives, strategies, and activities associated with China's political, social, economic, security, military, and informational behavior. Particular focus is on assessing the opportunities and constraints of China's comprehensive modernization and the effects and trajectories of its reemergence as a great power, both regionally and globally. Students choose a topic and collaborate with faculty to research and produce future-oriented intelligence and national security studies.

In addition to the degree requirements, the China concentration includes the following courses (8 credit hours):

- NIC-6310 *Introduction to China's Politics*
- NIC-6311 *China's National Strategies and Foreign Policy*
- NIC-6312 *China's Military Capabilities and Strategy*

One additional course (student's choice):

- NIC-6313 *Chinese Intelligence and Information Warfare*
- NIC-6314 *China in the Future*
- NIC-6315 *The Chinese Economy: National Security and Intelligence Concerns*
- NIC-6316 *Taiwan: Crucible of US-China Relations*

- *NIC-6321 Northeast Asia: Intelligence Issues*
- *NIC-6322 South Asia Intelligence Issues*
- *NIC-6323 North Korea: Intelligence Issues*
- *NIC-6324 Southeast Asia: Intelligence Issues*
- *NIC-6125 Intelligence and US-China Great Power Competitive Strategies*

Middle East Concentration

The Middle East Concentration emphasizes advanced, strategic-level knowledge of the diverse and complex Middle East, preparing students to critically analyze, assess, and identify current and emerging geopolitical intelligence issues in the region.

In addition to the degree requirements, the Middle East Concentration requires four courses (8 credit hours overall):

- *NIC-6351 Introduction to Middle East Politics and Security Issues (Required)*

Three additional courses (student's choice):

- *NIC-6352 Iran: Geopolitical Intelligence Issues*
- *NIC-6353 Egypt, Turkey, and the Levant: Geopolitical Intelligence Issues*
- *NIC-6354 Iraq and the Arabian Peninsula: Geopolitical Intelligence Issues*
- *NIC-6355 Islamism: Geopolitical Intelligence Issues*

Russia, Europe, and Eurasia Concentration

The Russia, Europe, and Eurasia concentration emphasizes strategic-level knowledge of this dynamic, geographically broad, and politically and culturally diverse region and prepares students to identify, analyze, and forecast the IC's current and emerging intelligence and security concerns and policies toward both regional allies and potential adversaries. The concentration provides students with a multidisciplinary approach for researching and evaluating the drivers, objectives, strategies, and activities associated with Eurasian questions. It addresses political, sociocultural, economic, demographic, security, military, conflict, and informational issues for this region. The program also focuses on assessing the drivers and outcomes of Russia's authoritarian assertiveness in an era of great power politics; the challenges and advantages of European Union integration; economic and energy production and interdependence; radicalization and terrorism issues; and external security and economic policies and engagement. Students choose thesis and SRP topics and collaborate with faculty to formulate a specific academic sequence of selective and elective courses that prepare them to produce future-oriented, relevant intelligence assessments.

In addition to the other degree requirements, the Russia, Europe, and Eurasia concentration includes the following courses (8 credit hours overall):

- *NIC-6332 Russian Politics*

- NIC-6336 *Russian Intelligence*
- NIC-6337 *Russian Foreign Policy*

One additional course (student's choice):

- NIC-6330 *Analysis of the Russian Military*
- NIC-6335 *Central/Eastern Europe and the Caucasus*

Homeland Intelligence Concentration

Homeland Intelligence for Transnational Issues provides an in-depth examination and evaluation of intelligence gathered and used domestically by the intelligence, law enforcement, and private sectors to address the significant national security threats that face the United States. Intelligence areas covered within this program could span foreign malign activity, border security, terrorism, counterterrorism, domestic violent extremists, cyber threats, transnational threats, infrastructure protection, WMD, homeland warning, or other homeland-related threats. During weeks 7-9 mandatory site visits will take the place of regularly scheduled classes. These site visits will be full-day affairs, generally occurring from 0800-1700.

Required:

- NIC-6409 *Intelligence to Protect the Homeland*
- NIC-6414 *Homeland Intelligence Warning Field Engagement*

Student's choice of two:

- NIC-6520 *Counterintelligence*
- NIC-6954 *Infrastructure Vulnerability Assessment*
- NIC-6971 *The Biological Threat*
- NIC-6973 *The Explosive Threat*
- NIC-6974 *The Chemical Threat*
- NIC-6920 *Cyber Intelligence Foundations*
- NIC-6963 *Foreign Information and Cyber Strategies*
- NIC-6921 *Cyber Threat*
- NIC-6965 *Social Networks and Intelligence*
- NIC-6402 *Introduction to Terrorism*
- NIC-6404 *Countering Terrorism*
- NIC-6405 *Case Studies in Terrorism*
- NIC-6407 *Transnational Threats*

- *NIC-6408 The Role of Intelligence in Counternarcotics*
- *NIC-6313 Chinese Intelligence and Information Warfare*
- *NIC-6336 Russian Intelligence*

Master of Science and Technology Intelligence

The Master of Science and Technology Intelligence (MSTI) degree curriculum integrates science and technology intelligence (S&TI) competencies, knowledge, skills, and abilities for S&TI officers with the academic mission of the College. Students in the degree program take core courses designed to introduce them to the strategic nature of the intelligence environment. Then, students can choose a concentration to focus their education on issues directly related to their interests. Students can also take a more generalist approach and take a variety of elective courses from MSTI concentrations. Students in the MSTI program must write and present their ideas effectively; learn independently; use appropriate and advanced analytic tools; retrieve information and evaluate sources; and develop critical and independent thinking skills, tolerating complexities and ambiguities.

MSTI Degree Learning Outcomes

Graduates of the degree program will advance the nation's intelligence enterprise through accomplishment of the following learning outcomes:

- Understand how world issues and the US national security community are influenced by science and technology.
- Analyze specific science and technology areas to evaluate either associated threats or the potential to enhance US intelligence capabilities.
- Conduct rigorous analytic research on science and technology topics of interest to the IC and provide outputs to appropriate customers and stakeholders.
- Inform decisions on science and technology topics within the US national security and intelligence communities.

MSTI Degree Requirements

The MSTI degree program consists of 30 credit hours, including:

Required Core Courses (10 credit hours):

- *NIC-6607 Intelligence Reasoning and Analysis*
- *NIC-6608 Leadership and Management in the Intelligence Community*
- *NIC-6609 Intelligence Collection*

- *NIC-6611 Intelligence and National Security Policy*
- *NIC-6701 Research Design*

MSTI Program Requirement (2 credit hours):

- *NIC-6913 Science and Technology Intelligence*

Research Options for Degree Completion:

- Option 1: Thesis
 - 6 Electives (12 credits)
 - 4 must be MST electives.
 - 2 free electives. Full-time JPME students can apply JPME electives but will need 2 additional courses to earn the MSTI degree with a thesis for a total of 34 credits.
 - 1 Master's Thesis Course (6 credits)
- Option 2: Applied Research Project (ARP)
 - 7 Electives (14 credits)
 - 4 must be MST electives.
 - 3 free electives. Full-time JPME students can apply JPME electives but will need 1 additional course to earn the MSTI degree with a thesis for a total of 32 credits.
 - 1 ARP course (4 credits)

MSTI Research Options for Degree Completion

NIC offers two research options for completing the Master of Science and Technology Intelligence degree: a thesis or an applied research project.

The Master's Thesis (Option 1)

The Master's Thesis is a written presentation of original research that examines a strategic intelligence or intelligence-related topic and contributes to the overall body of knowledge of the Intelligence Community. The thesis option is selective. Students must submit a research description and be approved by a faculty member who agrees to serve as the student's thesis advisor before proceeding with the thesis option. Students who are not approved for the thesis option will complete the approved non-thesis research option for their degree program.

Thesis students conduct research and write their theses under the close guidance of a faculty committee, normally consisting of a thesis advisor and a reader. Students are strongly encouraged to leverage classified information in their research as nearly any thesis research question will be

enhanced with classified data. Ultimately, the classification of the thesis is determined by the research question, nature of the data, sensitivity of the judgments and findings, and applicable security requirements. Based on their concentrations or programs of study, students choose thesis topics and collaborate with faculty to identify coursework, research methods, and sources that will best prepare them to produce a relevant and rigorous body of research.

The thesis is completed through NIC-6704 Master's Thesis, taken in the final term of the student's enrollment at NIC. Enrollment in NIC-6704 is managed by the student's thesis advisor. The course carries 6 thesis credits and represents the culminating credit-bearing phase of the student's thesis research, writing, revision, and completion.

The thesis requires a substantial written research product of approximately 20,000 words, excluding front and back matter, and a 2–3-page executive summary to support accessibility for Intelligence Community stakeholders. In general, MSTI theses are expected to meet the same standards and approximate length expectations as MSSI theses. However, because some MSTI students conduct experimental or technical research that may not fit a traditional 80-page written format, Thesis Chairs supervising such projects will coordinate with the Associate Dean for Research to ensure the proposed work is sufficiently robust and meets degree requirements. Thesis students must also complete an oral presentation of their thesis work in a Research Symposium or other approved forum, as determined by the thesis advisor, program leadership, and applicable College guidance.

An acceptable thesis must:

- Be based on sound, valid, and clear argumentation.
- Provide documentation sufficient for the research to be assessed and, where appropriate, replicated.
- Contribute to intelligence literature, intelligence practice, or understanding of an intelligence-related problem.
- Meet a minimum length of approximately 20,000 words of text, excluding front and back matter.
- Include a 2–3-page executive summary.
- Include an oral thesis presentation in an approved forum.

Required thesis course:

- **NIC-6704 Master's Thesis** — 6 credit hours

The Applied Research Project (ARP) (Option 2)

The Applied Research Project (ARP) is a work of individual scholarship or analysis on a science, technology, intelligence, or intelligence-related topic connected to the student's degree program, concentration, or primary area of academic interest. ARPs are intended to be applied and/or experimental in nature and should address Intelligence Community problems, missions,

stakeholders, operational challenges, or decision needs involving science and technology. Regardless of topic or approach, the ARP requires substantial research, rigorous analysis, sound methodology, and high-quality written and/or applied presentation.

Students work with faculty to refine their research questions, identify relevant sources and stakeholders, strengthen analytic or experimental methods, and develop a coherent approach to addressing a real-world problem. ARPs should demonstrate a student's ability to engage an applied research problem, secure partner agency or organizational support, answer questions through experimentation, analysis, or other applied research methods, and communicate findings effectively. Depending on the nature of the project, ARPs may emphasize technical products, code, experimentation, or other applied outputs in addition to written analysis. Students are strongly encouraged to leverage classified information in their research as nearly any research question will be enhanced with classified data. Ultimately, the classification of the work is determined by the research question, nature of the data, sensitivity of the judgments and findings, and applicable security requirements.

The ARP is completed through NIC-6705 Applied Research Project, normally taken during the final term of the student's research effort. The course carries 4 credit hours and represents the culminating credit-bearing phase of the student's ARP research, analysis, experimentation (as applicable), writing, presentation, and completion. An acceptable ARP must:

- Be based on sound, valid, and clear research design, analysis, or experimentation
- Address a clearly defined research question or applied problem
- Be applied and/or experimental in nature with relevance to Intelligence Community problems, missions, stakeholders, or decision needs involving science and technology
- Include a final written product of approximately 5,000 words (20 pages), excluding front and back matter, unless the nature of the project warrants a different format or length
- Include a 1–2-page executive summary.
- Include an oral presentation in an approved forum.

Required ARP course:

- **NIC-6705 Applied Research Project — 4 credit hours**

General Electives and Concentration Courses

The NIC offers its concentrations to students at ICC-B who attend class in person, or via secure VTC. Students who want a more in-depth S&TI education in a particular area of study may pursue a concentration. Students wanting a specific concentration should examine that concentration's requirements. In some cases, contingent upon the concentration requirements, students can also pursue dual concentrations. NIC does not place students into concentrations unless their home agency specifically mandates it. Students simply earn a concentration by taking four courses in the

desired concentration area.

Due to faculty resources, not all concentrations will be achievable in all degree formats (day, evening, and weekend). Furthermore, not all courses will be offered in a degree format, nor will all courses that comprise a concentration be offered in a given academic year due to faculty resources.

MSTI students also enrolled in the JPME Program may pursue dual concentrations (Military Affairs/JPME and the MSTI concentration of their choice). Doing so will require MSTI students pursuing the JPME certification to complete two additional courses beyond the baseline MSTI requirements. MSTI JPME students will require 34 total credit hours, rather than 32.

Concentrations include:

- Counterproliferation (CP)
- Cyber Intelligence (CYI)
- Data Science in Intelligence (DSI)
- Emerging Technologies (ET)
- Information and Influence Intelligence (I3)

Counterproliferation (CP) Concentration

Weapons of mass destruction (WMD) are among the highest priority concerns for the IC. WMD issues include chemical, biological, radiological, nuclear, and high-yield explosive (CBRN-E) threats from state and nonstate actors, as well as nonstate armed groups involving all forms of WMD. The IC uses a wide range of techniques to identify and counter the various adversarial WMD programs. To address these critically important issues in an ever-changing global environment, the Counterproliferation (CP) Concentration at NIC provides a graduate education designed to introduce students to the technology used in threat WMD programs. The CP Concentration explores intelligence issues and challenges surrounding the full spectrum of WMD actors and their evolving capabilities.

In addition to the other degree requirements, to earn the Counterproliferation Concentration students must take four of the following courses (8 credit hours):

- *NIC-6951 Advanced Conventional and Non-Conventional Weapons (dual-listed)*
- *NIC-6954 Infrastructure Vulnerability Assessment (dual-listed)*
- *NIC-6970 WMD: Counterproliferation*
- *NIC-6971 The Biological Threat (dual-listed)*
- *NIC-6972 The Nuclear Threat*
- *NIC-6973 The Explosive Threat*
- *NIC-6974 The Chemical Threat*
- *NIC-6975 S&TI Space and Missile Systems*

- NIC-6998 *Special Topics in Intelligence* [must be aligned to concentration]
- NIC-6999 *Directed Readings* [must be aligned to concentration]

Cyber Intelligence (CYI) Concentration

Cyber intelligence is information in the digital world: how it is used, manipulated, and understood. The Cyber Intelligence (CYI) Concentration educates students on the foundations and rapidly changing dynamics of the global information environment. Successful completion of four courses in the following concentration area prepares students to provide strategic intelligence support within cyber intelligence.

Students must take four courses from the following:

- NIC-6922 *Cyber Law, Policy, and Strategy*
- NIC-6923 *Intelligence Community Role in Offensive Cyber Operations (OCO)*
- NIC-6920 *Cyber Intelligence Foundations*
- NIC-6963 *Foreign Information and Cyber Strategies (dual-listed)*

NIC-6921 *Cyber Threat* [NIC-6920 is a prerequisite. See the Course Director if lacking the prerequisite.]

- NIC-6965 *Social Networks and Intelligence (dual-listed)*

NIC-6924 *Cyber Operations Environment—Engagement* [NIC-6921 is a prerequisite. See the Course Director if lacking the prerequisite.]

- NIC-6995 *Algorithmic Warfare (dual-listed)*
- NIC-6998 *Special Topics in Intelligence* [must be aligned to concentration]
- NIC-6999 *Directed Readings* [must be aligned to concentration]

Data Science in Intelligence (DSI) Concentration

The Data Science in Intelligence (DSI) Concentration educates students on the rapidly expanding applications of data science within the context of intelligence collection and analysis. Successful completion of the four courses in the concentration prepares students to provide technically competent critical insight into how data science can be applied to strategic intelligence problems. Data science involves the development of methods to engage large data sets in order to infer useful information and convey insights. Information in large databases, complex structures, and massive data flows provides intelligence analysts and operators with opportunities to inform strategic decisions.

Students must take four courses from the following:

- NIC-6990 *Data Science Applications*
- NIC-6991 *Data Science Mathematics*

- *NIC-6992 Data Science Tools and Techniques [NIC-6990 is a prerequisite. See the Course Director if lacking the prerequisite]*
- *NIC-6993 Data Science Visualization and Communication [NIC-6990 is a prerequisite. See the Course Director if lacking the prerequisite]*
- *NIC-6994 Geospatial Data Science [NIC-6990 is a prerequisite. See the Course Director if lacking the prerequisite]*
- *NIC-6995 Algorithmic Warfare (dual-listed)*
- *NIC-6998 Special Topics in Intelligence [must be aligned to concentration]*
- *NIC-6999 Directed Readings [must be aligned to concentration]*

Note: Some DSI curriculum is taught at the iRES facility at NDU (Fort McNair) which is accessible through unclassified means by all distance learning students, including those overseas. Distance learning students must also have secure VTC access for some class sessions hosted at the ICC-B during course iterations. The iRES facility is co-located with other CIC labs with the focus on AI, SCADA, and Robotics curriculum and research.

Emerging Technologies (ET) Concentration

The coupled intelligence problems of evolving technology and resources must be grappled with to forestall strategic surprise. One of the most daunting challenges in strategic intelligence is to anticipate the progress of science and technology, compounded by the strategic importance of various resources and environmental forces. Estimating the potential of specific resources, theoretical sciences, emerging disciplines, and hypothetical capabilities to shape the future requires new approaches and broad awareness. Successful completion of four courses in the Emerging Technologies (ET) Concentration prepares students to provide strategic intelligence support within other S&TI disciplines, including cyber and WMD. Students should discuss their elective choices with their concentration Department Chair or Academic Advisor.

Students must take four courses from among the following:

- *NIC-6950 Advanced Science and Technology [NIC-6913 is a prerequisite]*
- *NIC-6951 Advanced Conventional and Non-Conventional Weapons (dual-listed)*
- *NIC-6952 The Economics of Technology*
- *NIC-6953 Case Studies in Technology Transfer*
- *NIC-6954 Infrastructure Vulnerability Assessment (dual-listed)*
- *NIC-6955 Research, Development, Test, and Evaluation (RDT&E) Intelligence*
- *NIC-6971 The Biological Threat (dual-listed)*
- *NIC-6966 Identity Intelligence (dual-listed)*

- NIC-6957 *Fundamentals of Space Operations*
- NIC-6958 *Foreign Space Capabilities*
- NIC-6998 *Special Topics in Intelligence* [must be aligned to concentration]
- NIC-6999 *Directed Readings* [must be aligned to concentration]

Information and Influence Intelligence (I3) Concentration

The Information and Influence Intelligence (I3) Concentration educates students on the principles, foundations, threats, and dynamics of using information in the cognitive dimension of the information environment to shape the opinions, choices, and behaviors of others to gain an intelligence advantage. The denial and deception (D&D) component of the concentration addresses foreign programs designed to counter US technological superiority or significantly affect US national security interests. The information power component addresses intelligence-related issues and equities in the use of information to affect the understanding, will, and behavior of selected target audiences. The I3 Concentration is designed to enable students to analyze, evaluate, and solve the IC's current and emerging concerns regarding the use of information in the cognitive dimension of the information environment.

Students who pursue an I3 Concentration must complete at least four I3 elective courses:

- NIC-6960 *Introduction to Denial and Deception*
- NIC-6964 *Denial and Deception: Adversaries, Organizations, Activities, and Countermeasures* [NIC-6960 is required as a prerequisite]
- NIC-6966 *Identity Intelligence (dual-listed)*
- NIC-6962 *Information Power*
- NIC-6961 *Propaganda* [NIC-6962 a prerequisite. See the Course Director if lacking the prerequisite.]
- NIC-6963 *Foreign Information and Cyber Strategies (dual-listed)*
- NIC-6965 *Social Networks and Intelligence (dual-listed)*
- NIC-6967 *Advanced Information Power Seminar* [Must take at least one I3 course as a prerequisite; NIC-6962, NIC-6961, and NIC-6963 especially recommended]
- NIC-6998 *Special Topics in Intelligence* [must be aligned to concentration]
- NIC-6999 *Directed Readings* [must be aligned to concentration]

Science and Technology Intelligence Department

The Science and Technology Intelligence Department serves a management and oversight function for S&T-related concentrations, certificates, and elective offerings within NIC. The department offers

elective courses available to the broader student body, subject to program requirements, course availability, prerequisites, and registration priorities.

The Department Chair, concentration leads, certificate leads, course directors, and teaching faculty are responsible for the quality, development, and execution of assigned concentrations, certificate topics, and elective courses. Students with questions regarding an S&T concentration, certificate, or elective pathway are encouraged to speak with the Department Chair, the appropriate concentration or certificate lead, or the Associate Dean of Academic Programs

The department oversees S&T-related concentrations and certificates, including:

- Emerging Technologies
- Counterproliferation
- Cyber Intelligence
- Information and Influence Intelligence
- Data Science in Intelligence

The department also supports elective offerings across the S&T curriculum and coordinates faculty expertise in emerging technology, geostrategic resources, counterproliferation, artificial intelligence, cyber, influence, data science, and related intelligence mission areas.

Certificate in Intelligence Studies

The Certificate in Intelligence Studies (CIS) program allows non-degree-seeking students the opportunity for in-depth, graduate-level study of intelligence topics. CIS programs are conducted at the ICC-B NIC Main Campus and at designated instructional locations. Certificate topics may not be offered every year, and availability is subject to enrollment, space availability, faculty availability, and other NIC commitments and priorities.

Students interested in applying for a CIS program must possess an undergraduate degree from an institution accredited by an institutional accreditor recognized by the U.S. Department of Education. Students already enrolled in an NIC graduate degree program may take CIS courses as individual electives but may not earn the graduate certificate. CIS students who do not earn a certificate but subsequently matriculate to an NIC graduate program can apply to transfer credit toward their NIC master's degree.

Strategic Intelligence Certificate Topics

Students seeking a Certificate in Intelligence Studies may complete four electives, totaling 8 credit hours, within one approved certificate topic. Some certificate topics may align with degree concentration areas. Certificate electives are drawn from the existing course catalog and are offered on a space-available basis.

Students have up to two years from the start of their first certificate course to complete the certificate and may request an extension through the appropriate academic approval process. Because

certificate electives are offered on a space-available basis, courses may be taken during the day, in the evening, or on the weekend when available. Students should discuss elective choices with the appropriate certificate lead or academic advisor.

Master's students may apply up to three certificate courses, totaling 6 credit hours, from an earned certificate toward free elective requirements in the degree program, subject to program approval. Likewise, up to three elective courses, totaling 6 credit hours, may be applied toward the Certificate in Intelligence Studies when those courses satisfy the requirements of an approved certificate topic.

China

The Certificate in Intelligence Studies–China emphasizes strategic-level knowledge of this diverse and dynamic country, preparing students to critically identify, analyze, and forecast current and emerging intelligence and security concerns facing the IC in the Indo-Pacific region and globally. The program provides students with a multidisciplinary approach for researching and evaluating the drivers, objectives, strategies, and activities associated with China's political, social, economic, security, military, and informational behavior. Particular focus is on assessing the opportunities and constraints of China's comprehensive modernization and the effects and trajectories of its reemergence as a great power, both regionally and globally.

The China topic is available to students at ICC-B and NIC's instructional location at USPACOM.

Certificate in Intelligence Studies–China Learning Outcomes:

- Apply the lenses of China's modern history, institutional structure, and elite politics as explanations for its contemporary policies and regime behavior in crisis or conflict.
- Outline the Communist Party of China's national strategy and foreign policy, the processes by which it formulates, articulates, and implements them, and the relationship between the Party's overall strategic ends and its efforts in specific functional and regional areas; critique the scholarly debates about the implications for the United States and the international order.
- Integrate examinations of China's military modernization program, doctrine, capabilities, and strategies for regional conflicts into the construction of potential Chinese military campaigns in the Indo-Pacific.
- Appraise China's domestic and international activities in the information domain to include intelligence, counterintelligence, cyber and information warfare, and strategic influence operations; evaluate the implications for US policy.
- Evaluate the strengths and weaknesses of China studies scholarship and its implications for the US strategic intelligence enterprise.

The certificate course requirements include:

- *NIC-6310 Introduction to China's Politics*
- *NIC-6311 China's National Strategies and Foreign Policy*

- NIC-6312 *China's Military Capabilities and Strategy*
- NIC-6313 *Chinese Intelligence and Information Warfare*

Latin America

The Certificate in Intelligence Studies–Latin America examines the current and future threats, challenges, and opportunities for the United States in Latin America and the Caribbean and provides a greater understanding of recent developments within their historical, political, and cultural contexts. The program focuses on the vital role of intelligence in understanding and handling critical security issues, including political and economic instability, governmental corruption, mass migration, transnational organized crime, insurgency, terrorism, and foreign influence in the region.

The Latin America topic is available to students via ICC-B.

Certificate in Intelligence Studies – Latin America Learning Outcomes:

- Evaluate major historical influences as explanations for contemporary Latin American regional decision making and the implications for US policy.
- Assess the current impact of major internal/regional trends and transnational crime on economic and democratic stability.
- Assess the current impact of regional and strategic competition, especially from China and Russia, on US national security and the US intelligence community.
- Hypothesize the future impact of major current issues and trends within real-world intelligence scenarios, for the purpose of developing intelligence professionalism in indications and warning collection and analysis.

The certificate course requirements include:

- NIC-6341 *Latin America: Geostrategic Intelligence Issues*
- NIC-6342 *Mexico and Central America Intelligence Issues*
- NIC-6343 *The Caribbean Basin: Intelligence Issues*
- NIC-6344 *South America Intelligence Issues*

Russia, Europe, and Eurasia

The Certificate in Intelligence Studies–Russia, Europe, and Eurasia emphasizes strategic-level knowledge of this dynamic, geographically broad, and politically and culturally diverse region and prepares students to identify, analyze, and forecast the IC's current and emerging intelligence and security concerns and policies toward both regional allies and potential adversaries. The concentration provides students with a multidisciplinary approach for researching and evaluating the drivers, objectives, strategies, and activities associated with Eurasian questions. It addresses political, sociocultural, economic, demographic, security, military, conflict, and informational issues

for this region. The program also focuses on assessing the drivers and outcomes of Russia's authoritarian assertiveness in an era of great power politics; the challenges and advantages of European Union integration; economic and energy production and interdependence; radicalization and terrorism issues; and external security and economic policies and engagement.

The Russia, Europe, and Eurasia topic is available to students at ICC-B or by VTC.

Certificate in Intelligence Studies–Russia, Europe, and Eurasia Learning Outcomes:

- Evaluate the expert theoretical and applied research literature examining the dynamics of Eurasia's evolving internal socioeconomic development, national and supranational governance, financial and economic performance and challenges, and domestic stability and internal security.
- Evaluate Russia's military, intelligence, and information strategy, modernization, and operations.
- Analyze Russia's evolving regional and global aspirations, behaviors, and assertiveness, including in foreign policy, trade and finance, regional and other multilateral organizations, transnational security issues, and confronting or causing regional disputes.
- Assess threats and opportunities for the United States vis-à-vis the actions and intentions of Russia and the former Soviet republics in the key issues of governance, economic and infrastructure development, foreign and security policy, domestic political and security conditions, and resource management.

The Russia, Europe, and Eurasia Certificate includes the following courses (8 credit hours overall):

- NIC-6332 *Russian Politics*
- NIC-6336 *Russian Intelligence*
- NIC-6337 *Russian Foreign Policy*

One additional course (student's choice):

- NIC-6330 *Analysis of the Russian Military*
- NIC-6335 *Central/Eastern Europe and the Caucasus*

Counterintelligence

The Certificate in Intelligence Studies–Counterintelligence prepares students to critically evaluate the efforts of US counterintelligence (CI) agencies to mitigate the foreign intelligence service threat to the United States. The courses examine the US CI effort from a strategic perspective, including the role of CI in relation to the larger IC, law enforcement, and US national security strategy. The courses also address the structure and mission of US CI organizations, as well as the legal, civil liberties, and policy considerations that shape and constrain the CI effort in a democratic society. Students gain an understanding of various aspects of the foreign intelligence threat, including espionage, influence operations, economic espionage, and cyber intrusions. The courses also

explore criticism of the US CI effort, alternative theoretical approaches to CI, and the future of CI in a globalized information environment.

The Counterintelligence topic is available to students at ICC-B and NIC's Quantico Academic Center.

Certificate in Intelligence Studies–Counterintelligence Learning Outcomes:

- Consider the political, legal, social, and economic factors that have shaped the evolution of the US approach to CI.
- Evaluate US CI policy, strategies, organizations, functions, and missions.
- Appraise the foreign intelligence threat to the United States.
- Consider the political, legal, social, and economic factors that have shaped selected foreign intelligence communities.

The course requirements include:

- *NIC-6520 Counterintelligence* [This course is a prerequisite for the CI certificate.]
- *NIC-6521 Comparative Intelligence*
- *NIC-6313 Chinese Intelligence and Information Warfare*
- *NIC-6336 Russian Intelligence*

The IC Strategic Leaders Program

This CIS program provides IC professionals with an educational experience in a collaborative interagency environment that furthers knowledge and use of leadership theory and practice, organizational management skills, national security law and ethics, and the role of intelligence in national security policy formulation. Participation requires a nomination from the applicant's home agency, a two-page résumé, a 500-word statement of interest, and official transcripts from degrees completed.

This program is designed for GS-14s and 15s (and military rank equivalent) intelligence professionals of all job series and backgrounds with at least 10 years' experience in national security. The program integrates education and information sharing, while participants in this four-course program explore and analyze real-world intelligence challenges and use tools immediately applicable to their daily environment. Seating is limited.

The IC Strategic Leaders Program is available to students at ICC-B. Designed as an in-person residency for a 20-person cohort, each program cohort meets four weeks per year (Monday to Friday, 8 am to 4 pm). The one-week cohort sessions are held in September, January, March, and May.

Certificate in Intelligence Studies–IC Strategic Leaders Program Learning Outcomes:

- Apply leadership and management theories and strategies to decision making in the IC.
- Evaluate the current and future challenges facing the intelligence enterprise in national

security policy formulation and execution.

- Apply the role of professional ethics and the foundational constitutional, statutory, and legal authorities to issues impacting intelligence practitioners.
- Employ a structured analytical framework for strategic planning that assesses current and future operating environments, utilizes organizational change theories, and applies risk and performance management theories and practice.
- Develop realistic solutions against an IC enterprise challenge that applies the tools and strategies presented in this program.

The certificate course requirements include:

- *NIC-6251 Leadership and Intelligence*
- *NIC-6252 Leadership, Intelligence, and National Security Decision Making*
- *NIC-6253 National Security Law and Ethics*
- *NIC-6254 Organizational Management and Change*

Homeland Intelligence for Transnational Issues

The Certificate in Intelligence Studies–Homeland Intelligence for Transnational Issues provides an in-depth examination and evaluation of intelligence gathered and used domestically by the intelligence, law enforcement, and private sectors to address the significant national security threats that face the United States. Intelligence areas covered within this program could span foreign malign activity, border security, terrorism, counterterrorism, domestic violent extremists, cyber threats, transnational threats, infrastructure protection, WMD, homeland warning, or other homeland-related threats. For NIC-6414, there will be a one-week period where students must report to NIC during working hours to participate in site visits and a tabletop exercise. Please ensure your supervisor is aware and approves prior to submitting your application.

Certificate in Intelligence Studies–Homeland Intelligence for Transnational Issues Learning Outcomes:

- Assess the intelligence requirements and capabilities available to counter foreign and domestic sponsored or inspired threats to the homeland.
- Evaluate intelligence on key homeland topics—which can include border security, terrorism, transnational threats, cyber threats, foreign malign activity, WMD, and critical infrastructure protection—for the utility each has to support homeland preparedness.
- Assess the balance between the laws that protect the homeland and the desire to protect civil liberties, civil rights, and privacy.
- Analyze the efficacy of homeland warning systems, including the National Terrorism Advisory System.

Students in the CIS–Homeland Intelligence for Transnational Issues must take two required courses:

- NIC-6409 *Intelligence to Protect the Homeland*
- NIC-6414 *Homeland Intelligence Warning Field Engagement*

In addition to the two required courses, students are to complete two of the following CIS-Homeland Intelligence for Transnational Issues electives. Students may also choose other threat or area studies courses that are related to the homeland from the catalog. Please note that not all electives will be offered or spots guaranteed in each class every year.

- NIC-6520 *Counterintelligence*
- NIC-6954 *Infrastructure Vulnerability Assessment (dual-listed)*
- NIC-6971 *The Biological Threat*
- NIC-6973 *The Explosive Threat*
- NIC-6974 *The Chemical Threat*
- NIC-6920 *Cyber Intelligence Foundations*
- NIC-6963 *Foreign Information and Cyber Strategies (dual-listed)*
- NIC-6921 *Cyber Threat* [NIC-6920 is a prerequisite. See the Course Director if lacking the prerequisite.]
- NIC-6965 *Social Networks and Intelligence*
- NIC-6402 *Introduction to Terrorism*
- NIC-6404 *Countering Terrorism*
- NIC-6405 *Case Studies in Terrorism*
- NIC-6407 *Transnational Threats*
- NIC-6408 *The Role of Intelligence in Counternarcotics*
- NIC-6313 *Chinese Intelligence & Information Warfare*
- NIC-6336 *Russian Intelligence*

Strategic Intelligence in Special Operations

Special operations forces (SOF) play an important role in US national security strategy, interagency activities, and military operations. Moreover, a strong mutually supporting, symbiotic, and unique relationship exists between SOF and the IC. This certificate topic prepares students to critically examine and evaluate SOF operations and intelligence activities that support those operations and intelligence activities with the aim of providing national security decisionmakers more effective strategic options across a wide spectrum of conflict within today's complex global environment.

The Strategic Intelligence in Special Operations topic is available to students at ICC-B and at the Southern Academic Center (SAC).

Certificate in Intelligence Studies–Strategic Intelligence in Special Operations Learning Outcomes:

- Apply analytical frameworks by which to evaluate emerging transnational and conventional threat capabilities and strategies within the environment of special operations.
- Evaluate the unique capabilities of SOF intelligence and sensitive operational activities and how they network within the wider IC.
- Analyze and evaluate how covert action tools and techniques can be incorporated within broader national security strategies and evaluate measures to assess their effectiveness.
- Synthesize key aspects of special operations-unique capabilities with national intelligence means to propose complex problem solutions to senior-level decisionmakers.

There are three required certificate courses:

- *NIC-6206 Covert Action*
- *NIC-6407 Transnational Threats*
- *NIC-6123 Intelligence and Special Operations*

Additionally, students choose one elective course from the following list (2 credit hours):

- *NIC-6121 Irregular and Asymmetric Warfare*
- *NIC-6861 Social Analysis*
- *NIC-6402 Introduction to Terrorism*
- *NIC-6404 Countering Terrorism*
- *NIC-6405 Case Studies in Terrorism*
- *NIC-6412 Engaging International Partnerships*

Science and Technology Intelligence (STI) Certificate Topics

Students seeking a Certificate in Intelligence Studies (CIS) in an S&TI area of study may select four electives (8 credits) all from within one of the certificate topics listed, each of which is aligned to degree concentration areas. The electives are offered on a space-available basis from the existing course catalog. Students have up to two years from the start of their first course to complete all 8 credits and may request an extension from the Dean of Faculty and Academic Programs. Because electives are offered on a space-available basis, courses can be taken during the day, in the evening, or on the weekend if available. Students should discuss their elective choices with their appropriate academic advisor.

Counterproliferation (CP)

WMD issues are among the highest priority concerns for the IC. They include chemical, biological, radiological, nuclear, and high-yield explosive (CBRN-E) threats from state and nonstate actors, as well

as nonstate armed groups involving all forms of WMD. The IC uses a wide range of techniques to identify and counter the various adversarial WMD programs. To address these critically important issues in an ever-changing global environment, the certificate provides material designed to introduce students to the technology used in threat WMD programs. The certificate explores intelligence issues and challenges surrounding the full spectrum of WMD actors and their evolving capabilities.

The Counterproliferation topic is available to students at ICC-B.

Certificate in Intelligence Studies–Counterproliferation (CP) Learning Outcomes:

- Identify different types of WMD and their methods of development and employment.
- Examine WMD technologies, intelligence indicators, and collection challenges.
- Analyze the different factors that affect adversarial WMD capabilities, intent, doctrine, and use, as well as the competing global or regional efforts that enable or counter these activities.
- Evaluate the nature of the WMD threat to the United States and its allies, and the role of the IC in countering WMD.

To earn the Certificate in Intelligence Studies–Counterproliferation (CP) students must take four of the following courses (8 credit hours):

- *NIC-6951 Advanced Conventional and Non-Conventional Weapons (dual-listed)*
- *NIC-6954 Infrastructure Vulnerability Assessment (dual-listed)*
- *NIC-6970 WMD: Counterproliferation*
- *NIC-6971 The Biological Threat (dual-listed)*
- *NIC-6972 The Nuclear Threat*
- *NIC-6973 The Explosive Threat*
- *NIC-6974 The Chemical Threat*
- *NIC-6975 S&TI Space and Missile Systems*
- *NIC-6998 Special Topics in Intelligence [must be aligned to certificate]*
- *NIC-6999 Directed Readings [must be aligned to certificate]*

Cyber Intelligence (CYI)

Cyber intelligence is information in the digital world: how it is used, manipulated, and understood. The certificate educates students on the foundations and rapidly changing dynamics of the global information environment. Successful completion of four courses in the area prepares students to provide strategic intelligence support within cyber intelligence.

The cyber intelligence topic is available to students at ICC-B.

Certificate in Intelligence Studies–Cyber Intelligence (CYI) Learning Outcomes:

- Assess the cyber threat environment in relation to strategic intelligence.
- Analyze cyber-related science and technology and the impact on strategic intelligence.
- Examine IC roles and responsibilities related to current and future cyber network operations environments.

Students must take four courses from the following:

- *NIC-6922 Cyber Law, Policy, and Strategy*
- *NIC-6923 Intelligence Community Role in Offensive Cyber Operations (OCO)*
- *NIC-6920 Cyber Intelligence Foundations*
- *NIC-6963 Foreign Information and Cyber Strategies (dual-listed)*
- *NIC-6921 Cyber Threat* [NIC-6920 is a prerequisite. See the Course Director if lacking the prerequisite]
- *NIC-6965 Social Networks and Intelligence (dual-listed)*
- *NIC-6924 Cyber Operations Environment—Engagement* [NIC-6921 is a prerequisite. See the Course Director if lacking the prerequisite]
- *NIC-6995 Algorithmic Warfare (dual-listed)*
- *NIC-6998 Special Topics in Intelligence* [must be aligned to certificate]
- *NIC-6999 Directed Readings* [must be aligned to certificate]

Data Science in Intelligence (DSI)

The Certificate in Intelligence Studies–Data Science in Intelligence (DSI) educates students on the rapidly expanding applications of data science within the context of intelligence collection and analysis. Successful completion of four courses prepares students to provide technically competent critical insight into how data science can be applied to strategic intelligence problems. Data science involves the development of methods to engage large data sets in order to infer useful information and convey insights. Information in large databases, complex structures, and massive data flows provides intelligence analysts and operators with opportunities to inform strategic decisions.

The Data Science in Intelligence topic is available to students at ICC-B.

Certificate in Intelligence Studies–Data Science in Intelligence (DSI) Learning Outcomes:

- Explain the evolving role of data science within the IC.
- Assess the applications and limitations of data science within the context of strategic intelligence.
- Calculate statistics and algorithmic output from intelligence data sets.
- Interpret and communicate the meaning of information inferred from data.

Students must take four courses from the following:

- *NIC-6990 Data Science Applications*
- *NIC-6991 Data Science Mathematics*

NIC-6992 Data Science Tools and Techniques [NIC-6990 is a prerequisite. See the Course Director if lacking the prerequisite]

NIC-6993 Data Science Visualization and Communication [NIC-6990 is a prerequisite. See the Course Director if lacking the prerequisite]

NIC-6994 Geospatial Data Science [NIC-6990 is a prerequisite. See the Course Director if lacking the prerequisite]

- *NIC-6995 Algorithmic Warfare (dual-listed)*
- *NIC-6998 Special Topics in Intelligence* [must be aligned to certificate]
- *NIC-6999 Directed Readings* [must be aligned to certificate]

Emerging Technologies (ET)

The coupled intelligence problems of evolving technology and resources must be grappled with to forestall strategic surprise. One of the most daunting challenges in strategic intelligence is to anticipate the progress of science and technology, compounded by the strategic importance of various resources and environmental forces. Estimating the potential of specific resources, theoretical sciences, emerging disciplines, and hypothetical capabilities to shape the future requires new approaches and broad awareness. Successful completion of the certificate topic prepares students to provide strategic intelligence support within other S&TI disciplines, including cyber and WMD.

The Emerging Technologies topic is available to students at ICC-B.

Certificate in Intelligence Studies–Emerging Technologies (ET) Learning Outcomes:

- Analyze emerging technological trends and disruptive events and their implications, including global or regional conditions and environments.
- Analyze market- and economic-based drivers for technological development and supply chain challenges.
- Evaluate the process for and execution of state and nonstate research, development, and acquisition life cycles and the resources required to support, complement, or counter them.
- Evaluate how environmental changes, geostrategic resources, power systems, access routes, supply chain, critical and rare materials, manufacturing, technology transfer, and other critical drivers may influence disruptive and emerging technologies.

Students must take four courses from the following:

- *NIC-6950 Advanced Science and Technology* [NIC-6913 is a prerequisite]

- NIC-6951 *Advanced Conventional and Non-Conventional Weapons (dual-listed)*
- NIC-6952 *The Economics of Technology*
- NIC-6953 *Case Studies in Technology Transfer*
- NIC-6954 *Infrastructure Vulnerability Assessment*
- NIC-6955 *Research, Development, Test, and Evaluation (RDT&E) Intelligence*
- NIC-6971 *The Biological Threat (dual-listed)*
- NIC-6966 *Identity Intelligence (dual-listed)*
- NIC-6957 *Fundamentals of Space Operations*
- NIC-6958 *Foreign Space Capabilities*
- NIC-6998 *Special Topics in Intelligence* [must be aligned to certificate]
- NIC-6999 *Directed Readings* [must be aligned to certificate]

Information and Influence Intelligence (I3)

The Certificate in Intelligence Studies–Information and Influence Intelligence (I3) educates students on the principles, foundations, threats, and dynamics of using information in the cognitive dimension of the information environment to shape the opinions, choices, and behaviors of others to gain an intelligence advantage. The denial and deception (D&D) component addresses foreign programs designed to counter US technological superiority or significantly affect US national security interests. The information power component addresses intelligence-related issues and equities in the use of information to affect the understanding, will, and behavior of selected target audiences. The overarching goal of the certificate is to enable students to analyze, evaluate, and solve the IC's current and emerging concerns regarding the use of information in the cognitive dimension of the information environment.

The Information and Influence Intelligence topic is available to students at ICC-B.

Certificate in Intelligence Studies–Information and Influence Intelligence (I3) Learning Outcomes:

- Understand the role of I3 in strategic intelligence.
- Understand foreign I3-related capabilities, methods, and intentions.
- Analyze adversarial I3 activities.
- Evaluate foreign I3 strategies, capabilities, methods, and activities.

Students must take four courses from the following:

- NIC-6960 *Introduction to Denial and Deception*
- NIC-6964 Denial and Deception: Adversaries, Organizations, Activities, and Countermeasures [NIC-6960 is a prerequisite]

- NIC-6966 *Identity Intelligence (dual-listed)*
- NIC-6962 *Information Power*
- NIC-6961 Propaganda [NIC-6962 is a prerequisite. See the Course Director if lacking the prerequisite]
- NIC-6963 *Foreign Information and Cyber Strategies (dual-listed)*
- NIC-6965 *Social Networks and Intelligence (dual-listed)*
- NIC-6967 Advanced Information Power Seminar [must take at least one I3 course as a prerequisite]
- NIC-6998 *Special Topics in Intelligence* [must be aligned to certificate]
- NIC-6999 *Directed Readings* [must be aligned to certificate]

COURSE DESCRIPTIONS

The following is a list of all NIC courses. Not all courses are offered every year, or in every location. Please check the course schedule for course offerings each academic year. Unless otherwise noted, secure VTC attendance *may* be available, except for courses offered at USPACOM. Please verify secure VTC options with the instructor in advance of the course.

Graduate Core Courses

All master's degree students are required to take the following courses.

NIC-6701 *Research Design*

Develop advanced research design skills for strategic and technological intelligence studies. Learn to formulate research questions, review scholarly literature, and select appropriate methodologies. Prepare to conduct rigorous, graduate-level research aligned with national security intelligence priorities.

Legacy course number: MCR 701

NIC-6607 *Intelligence Reasoning and Analysis*

Explores the art and science of intelligence analysis through the lens of logic, critical thinking, and argumentation. Strengthens skills in evaluating intelligence analysis. Examines methods for identifying and mitigating common analytical pitfalls and challenges. Gains insight into the evolving demands of intelligence in a rapidly shifting global environment. Builds analytical agility to navigate complexity, uncertainty, and ambiguity in today's dynamic environment.

Legacy course number: MCR 607

NIC-6608 *Leadership and Management in the Intelligence Community*

Explore leadership theory and organizational management within the unique structure of the

intelligence community. Analyze how leaders motivate, shape culture, and drive strategic change. Assess best practices for vision development, risk management, and interagency collaboration in a rapidly evolving global environment.

Legacy course number: MCR 608

NIC-6609 *Intelligence Collection*

Examine core intelligence collection disciplines—HUMINT, SIGINT, GEOINT, MASINT, and OSINT—and their role in supporting all-source analysis. Analyze structures, technologies, and limitations of each method. Apply case studies to assess how collection informs analytic outcomes and meets national intelligence requirements.

Legacy course number: MCR 609

NIC-6611 *Intelligence and National Security Policy*

Analyze the institutional framework guiding the US Intelligence Community and its role in national security policymaking. Examine interagency coordination, oversight mechanisms, and the evolution of IC authorities. Assess strategies for enhancing agility, innovation, and resilience in a complex global environment.

Legacy course number: MCR 611

Research Options for Degree Completion Courses

The course requirement for the master's degree thesis are described in the subsection that follows.

NIC-6704 *Master's Thesis*

Develop and complete an original, faculty-supervised research project that demonstrates mastery of graduate-level inquiry, evidence-based analysis, and scholarly writing. Formulate a research question, apply an appropriate methodology, analyze findings, and produce a final thesis that contributes to intelligence, national security, or the student's approved field of study.

NIC-6710 *Substantial Research Paper*

Develop an advanced, faculty-advised research paper that answers a well-crafted research question and demonstrates graduate-level learning in an approved topic area. Conduct independent research, evaluate relevant evidence, apply appropriate scholarly or analytic methods, and produce a rigorous written product that meets graduate standards for argumentation, accuracy, and presentation. (MSSI Students Only)

NIC-6705 *Applied Research Project*

Apply graduate-level research methods to examine an intelligence, national security, or approved professional problem. Develop an applied or experimental project tied to an identified stakeholder, mission need, or organizational challenge; secure partner agency or organizational buy-in; evaluate evidence through appropriate methods; and produce findings, conclusions, or recommendations that demonstrate scholarly rigor and practical relevance. (MSTI Students Only)

Program Requirement Courses

All MSSSI students must successfully complete the MSSSI program requirement, NIC-6601. All MSTI students must successfully complete the MSTI program requirement, NIC-6913.

NIC-6601 *Analyzing the Global Strategic Environment*

Examine global intelligence challenges through both systemic and state-centric lenses. Analyze major theoretical debates shaping national security strategy and intelligence priorities. Assess the role of international organizations, regional dynamics, and emerging issues that influence strategic decision-making in a connected global environment.

Legacy course number: MSI 601

NIC-6913 *Science and Technology Intelligence*

Examine core concepts and analytic approaches used in scientific and technical intelligence. Build a shared foundation for understanding current and emerging S&T-driven threats from a global perspective. Analyze how adversaries employ or may employ advanced technologies, evaluate the science behind key weapons and intelligence systems, and assess the capabilities of major U.S. and international S&T organizations. Strengthens the ability to anticipate technological developments and their implications for national security.

Legacy course number: MST 613

Strategic Intelligence Graduate Electives

The MSSSI electives within the MSSSI degree program are described below.

Strategic Studies Department

NIC-6101 *National Strategy: Theory and Intelligence Considerations*

Analyze the application of the instruments of national power in an environment of strategic competition to achieve national priorities. Assess domain-specific military strategy foundations and their integration with DIME-FIL tools. Analyze and apply insights from classical theorists such as Clausewitz and Sun Tzu in the context of joint, all-domain conflict. Apply strategic concepts such as the theory of victory and operational art in the formulation and analysis of national military strategy. Evaluate the intelligence community's role in shaping strategic objectives.

*This course is mandatory for students seeking JPME I credit.

Legacy course number: DEF 601

NIC-6102 *Joint Campaign Planning and Intelligence*

Apply joint intelligence doctrine to develop military intelligence products for national, theater, and operational level use. Develop planning and wargaming skills for strategic competition environments. Participate in a scenario-driven exercise to prepare for real-world roles supporting joint task force operations in crisis environments.

*This course is mandatory for students seeking JPME I credit.

Legacy course number: DEF 602

NIC-6103 *Joint Campaign Planning and Operations*

Apply joint planning doctrine to develop military plans for national, theater, and operational level use. Develop planning and wargaming skills for strategic competition environments. Participate in a scenario-driven exercise to prepare for real-world roles supporting joint task force operations in crisis environments.

* This course is mandatory for students seeking JPME I credit.

Legacy course number: DEF 603

NIC-6104 *Staff Ride*

Synthesize strategic thought and operational concepts through guided study and field experience. Integrate historical lessons with contemporary military doctrine to illustrate universal principles of operational art. Includes a two-hour lecture and one-day site visit supporting NIC-6101–603. 1 credit.

* This course is mandatory for students seeking JPME I credit

Legacy course number: DEF 604

NIC-6121 *Irregular and Asymmetric Warfare*

Analyze the strategic evolution of warfare beyond conventional state actors. Examine fourth- and fifth-generation threats, transnational adversaries, and the role of ideology in shaping conflict. Assess identity intelligence (I2) challenges and develop counter strategies to support combatant commanders in complex, culturally diverse environments.

Legacy course number: DEF 621

NIC-6122 *Intelligence Support to Stability Operations*

Analyze the role of intelligence in multinational peacekeeping and stability missions. Examine concepts of nation-building, reconstruction, and transition across conflict zones. Assess how NGOs, intergovernmental, and governmental organizations interact to support stabilization and resolve regional conflicts.

Legacy course number: DEF 622

NIC-6123 *Intelligence and Special Operations*

Examine the strategic relationship between intelligence and special operations in support of national objectives. Analyze mission environments, human terrain, and operational frameworks to assess intelligence requirements. Evaluate the effects, risks, and benefits of integrating intelligence into special operations planning and execution.

Legacy course number: DEF 623

NIC-6125 *Intelligence and US-China Great Power Competitive Strategies*

Analyze the role of intelligence in countering China's strategic actions short of armed conflict. Apply competitive frameworks aligned with US national security and defense strategies. Assess Beijing's influence operations, regional ambitions, and emerging threats to US and allied interests, while exploring options to advance American objectives in a contested global environment.

Legacy course number: DEF 625

NIC-6201 *The History of US Intelligence*

Traces history of US intelligence organizations and missions in the context of evolving threats. Focuses on the history of US intelligence collection, analysis, operational support, and the intelligence-policy nexus. Connects legacy intelligence capabilities, limitations, achievements, and failures to enduring challenges of today and tomorrow. Readings and assignments focus on primary and secondary source treatments of American intelligence history. Students dive deeply into case studies on topics of military

intelligence, political analysis, advanced technology threats, economic/industrial intelligence, espionage/counterintelligence, and intelligence ethics/oversight.

Legacy course number: INT 601

NIC-6206 *Covert Action*

Examine the strategic role of covert activities in advancing national security objectives. Analyze operations ranging from propaganda and influence campaigns to subversion and paramilitary programs. Assess development procedures, oversight mechanisms, and distinctions between covert action, special operations, and information operations.

Legacy course number: INT 606

NIC-6310 *Introduction to China's Politics*

Examines the People's Republic of China (PRC)'s contemporary politics under Xi Jinping through the lenses of China's traditional views of political order, modern history since the mid-19th century, and political institutions. Explores alternative social science approaches to studying the elite politics of the Chinese Communist Party (CCP), as well as the party's challenges in the areas of the economy, domestic stability, and the Taiwan issue. Students also present on historical cases of the PRC's behavior in crisis or conflict.

Legacy course number: RSI 610

NIC-6311 *China's National Strategies and Foreign Policy*

Analyzes the People's Republic of China's national goals and domestic and international strategies. Examines the Chinese Communist Party (CCP)'s strategy and policy processes. Explores the CCP's views of the international order and its alternative vision for the world and evaluates the debates in Beijing and Washington about the future of US-PRC relations. Assesses the PRC's strategies for political economic, and technological great power competition, its global initiatives, and its approaches to crisis decision making, coercion, strategic signaling, and negotiating behavior.

Legacy course number: RSI 611

NIC-6312 *China's Military Capabilities and Strategy*

Analyze China's military strategy, force modernization, and global security activities. Assess the development of People's Liberation Army capabilities across land, maritime, air, space, cyber, electronic, and information warfare domains. Examine China's military roles beyond its borders, including options to coerce rivals, deter Taiwan independence, and counter US intervention. Develop future-oriented intelligence assessments addressing key questions about China's evolving military posture and potential regional and global impact.

Legacy course number: RSI 612

NIC-6315 *The Chinese Economy: National Security and Intelligence Concerns*

Analyze China's political economy and its strategic implications for national security. Examine the party-state's role in directing development, sector-level dynamics in finance, industry, and technology, and the global reach of initiatives like Belt and Road. Assess military-civil fusion, economic influence, and the evolving US-China economic relationship.

Legacy course number: RSI 615

NIC-6316 *Taiwan: Crucible of US-China Relations*

Examine Taiwan's strategic role in US-China relations and Indo-Pacific power dynamics. Analyze trilateral security interactions, historical legacies, and national strategies shaping cross-Strait developments.

Explore prospects for resolution, US involvement, and contemporary debates on the potential for conflict over Taiwan.

Legacy course number: RSI 616

NIC-6322 *South Asia Intelligence Issues*

Examine the political cultures and conflict dynamics of India, Pakistan, and Afghanistan. Analyze regional extremism, ethnic and sectarian tensions, and strategic flashpoints such as Kashmir. Assess China's growing influence, Afghanistan's evolving prospects, and India-Pakistan competition. Explore enduring US strategic interests and future regional trajectories.

Legacy course number: RSI 622

NIC-6323 *North Korea: Intelligence Issues*

Examine how North Korea's modern history, geography, and culture shape contemporary and future intelligence issues. Assess the impact of Japanese imperialism, national division, and leadership consolidation on North Korea's strategic behavior. Analyze nuclear crises, cycles of provocation, and the regime's survival strategies through integrated historical, political, and intelligence perspectives.

Legacy course number: RSI 623

NIC-6324 *Southeast Asia: Intelligence Issues*

Examine Southeast Asia's strategic environment and its interactions with Australia, China, India, Japan, the United States, ASEAN, and other actors. Assess historical foundations, regional power dynamics, and the region's role in sustaining a Free and Open Indo Pacific. Analyze evolving political, security, economic, institutional, and transnational issues through diverse intelligence, policy, and scholarly sources.

Legacy course number: RSI 624P

NIC-6330 *Analysis of the Russian Military*

Explores the scope and complexity of analyzing Russian military capability. Emphasizes factors such as military structure, training, geography, force employment, sustainment, personnel, equipment, and intangibles. Strengthens analytic skills through the application of military analytic techniques.

Legacy course number: RSI 630

NIC-6331 *Europe: Intelligence Partner and Analytic Subject*

Evaluate Europe's role as a strategic partner in advancing US national security objectives. Analyze NATO and EU cooperation, intra-European disputes, and the continent's capacity to support multilateral efforts. Assess Europe's influence on US leadership in political, cultural, and military domains in the 21st century.

Legacy course number: RSI 631

NIC-6332 *Russian Politics*

Analyze and assess Russia's historic and current domestic institutions and developments and how they impact its internal politics. This course examines traditional and current political culture, leading political personalities and institutions, economic and demographic challenges, regional and local government, civil society, media and cultural issues, nationalism and ethnicity, and how these issues affect Russia's internal stability and U.S. interests. The course develops critical thinking and an understanding of Russia's perspective in the context of great power competition.

Legacy course number: RSI 632

NIC-6333 *Central Asia: Geostrategic Intelligence Issues*

Analyze the strategic significance of Central Asia in the context of regional and global power dynamics. Examine the political, economic, and security environments of Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, and Uzbekistan. Assess intelligence challenges and opportunities in a region shaped by its proximity to Iran, Russia, China, and Afghanistan, and its role as a corridor between Europe and Asia.

Legacy course number: RSI 633

NIC-6334 *The Caucasus*

Analyze the strategic landscape of the Caucasus region, bordered by Iran, Russia, and Turkey. Examine the political dynamics of Armenia, Azerbaijan, Georgia, and Russia, along with contested territories including Abkhazia, Nagorno-Karabakh, and South Ossetia. Assess regional challenges, post-Soviet transitions, and US intelligence priorities in a complex and evolving environment.

Legacy course number: RSI 634

NIC-6335 *Central/Eastern Europe and the Caucasus*

Explore the strategic landscape from the Baltic to the Black Sea, including the Baltic, Central, Eastern European, and Caucasus states. Examine historical legacies, ideological conflicts, and post-Soviet transitions. Analyze contemporary regional challenges and their impact on US policy, fostering critical insight into evolving geostrategic dynamics. (No prerequisite required; complements NIC-6332.)

Legacy course number: RSI 635

NIC-6337 *Russian Foreign Policy*

Analyze the evolution of Russian foreign policy through historical transitions and contemporary strategic objectives. Examine instruments of hard and soft power and Russia's relations with the Near Abroad, the Middle East, Asia, the EU, and the United States. Evaluate the influence of leadership versus tradition in shaping policy and develop intelligence-focused assessments of Russia's global posture.

Legacy course number: RSI 637

NIC-6339 *Polar Security*

Examine the strategic importance of the Arctic and Antarctica in global security and intelligence contexts. Analyze shifting geopolitical dynamics, climate-driven change, and rising stakeholder activity in science, resource extraction, and commerce. Assess emerging threats, great power competition, and the need for enhanced US intelligence capabilities and engagement in the polar regions.

Legacy course number: RSI 639

NIC-6341 *Latin America: Geostrategic Intelligence Issues*

Assess current and emerging threats, challenges, and opportunities in Latin America and the Caribbean. Examine political, economic, and cultural contexts shaping regional instability, corruption, migration, and transnational crime. Evaluate the role of intelligence in addressing insurgency, terrorism, and foreign influence across the Western Hemisphere.

Legacy course number: RSI 641

NIC-6342 *Mexico and Central America Intelligence Issues*

Analyze the impact of globalization on national security and intelligence strategies in Mexico and Central America. Examine domestic and international political, cultural, and institutional challenges. Assess national, operational, and tactical intelligence requirements to address evolving threats and opportunities in the region.

Legacy course number: RSI 642

NIC-6343 *The Caribbean Basin: Intelligence Issues*

Analyze current and emerging threats, challenges, and opportunities in the Caribbean Basin. Examine political, economic, and cultural contexts shaping instability, corruption, migration, and transnational crime. Assess the role of intelligence in addressing insurgency, terrorism, and foreign influence. Builds on NIC-6341 by deepening understanding of regional dynamics and their impact on US strategic interests.

Legacy course number: RSI 643

NIC-6344 *South America Intelligence Issues*

Examine the diverse political, economic, and cultural landscapes of South American nations and their implications for US intelligence planning. Analyze regional histories, modernization paths, and ideological movements, including fascism, populism, communism, and militarism. Assess the impact of demographic diversity and geographic access on national development. Complements NIC-6341 by deepening understanding of South American dynamics, excluding Colombia and Venezuela, which are covered in NIC-6343.

Legacy course number: RSI 644

NIC-6351 *Introduction to Middle East Politics and Security Issues*

Survey the cultural, political, economic, and ideological dynamics shaping Middle Eastern domestic stability and regional conflict. Examine historical legacies, foreign policy preferences, and socioeconomic strategies across key states. Analyze the impact of Islamic ideologies and opposition movements on regime stability, civil society development, and strategic competition.

Legacy course number: RSI 651

NIC-6352 *Iran: Geopolitical Intelligence Issues*

Analyze Iran's strategic ambitions and its evolving role in regional and global politics. Examine historical legacies, domestic governance, socioeconomic dynamics, and internal security challenges. Assess Iran's foreign policy, proxy networks, and influence operations, and evaluate implications for US and allied intelligence priorities.

Legacy course number: RSI 652

NIC-6353 *Egypt, Turkey, and the Levant: Geopolitical Intelligence Issues*

Examine strategic security and intelligence issues across Syria, Lebanon, Jordan, Israel, and the Palestinian Authority, along with Egypt and Turkey. Analyze regional trajectories, threat structures, and strategic interactions. Develop intelligence assessments to forecast developments and identify challenges and opportunities for US policy in the broader Levant region.

Legacy course number: RSI 653

NIC-6354 *Iraq and the Arabian Peninsula: Geopolitical Intelligence Issues*

Analyze the evolving political, economic, and security dynamics of Iraq and the Arabian Peninsula. Examine leadership transitions, socioeconomic reforms, proxy influence, and the impact of technology on public expectations. Assess how defense policies, cultural expression, and religious ideologies shape regional stability and influence great power competition.

Legacy course number: RSI 654

NIC-6355 *Islamism: Geopolitical Intelligence Issues*

Examine Sunni and Shia Islamist ideologies and their institutional distinctions. Analyze the historical development of Islamism and its influence on contemporary regional and global politics. Assess domestic

and foreign policy preferences, socioeconomic impacts, and patterns of interaction between Islamic movements and Western societies.

Legacy course number: RSI 655

NIC-6356 *Iranian Foreign Policy*

Survey Iran's international relations by analyzing key drivers, decision-making institutions, and threat perceptions. Examine the actors advancing Iran's Islamic Revolution and assess Tehran's foreign policy trajectory and expansionist strategies. Develop strategic-level intelligence products to inform US policy, military planning, and intelligence operations.

Legacy course number: RSI 656

NIC-6402 *Introduction to Terrorism*

Explore the key drivers of terrorism and counterterrorism within the broader context of social movement theory. Analyze transnational threats, ideological foundations, and psychological dynamics at individual, organizational, and societal levels. Assess terrorist messaging, social media strategies, and financing methods. Establish a foundation for advanced study in terrorism analysis and counterterrorism strategy. (Recommended prerequisite for NIC-6404 and NIC-6405.)

Legacy course number: TRN 602

NIC-6404 *Countering Terrorism*

Examine the structure, missions, and policies of the US counterterrorism community in historical and political context. Analyze the role of perception, rhetoric, media, and strategic indicators in shaping counterterrorism responses. Assess American and allied political, military, and cultural reactions to terrorist threats and attacks. Explore interagency collaboration to understand counterterrorism capabilities and limitations in a globalized environment.

Legacy course number: TRN 604

NIC-6405 *Case Studies in Terrorism*

Apply analytical frameworks to assess the origins, strategies, and operational dynamics of contemporary terrorist threats. Examine terrorism as both logic and method, shaped by structural constraints, individual agency, and contingency. Through progressive case study engagement—"See One," "Do One," "Teach One"—develop critical judgments to inform counterterrorism strategy and intelligence analysis.

Legacy course number: TRN 605

NIC-6406 *Economics and National Security*

Analyze how international relations and economic theories jointly shape national security policymaking to better assess a nation's capabilities and intentions. This course equips students with tools to evaluate economic indicators, global interconnections, and political systems—enhancing their ability to deliver informed intelligence assessments that support US national security and foreign policy goals.

Legacy course number: TRN 606

NIC-6407 *Transnational Threats*

Assess the evolving landscape of transnational threats shaped by globalization, including terrorism, WMD proliferation, environmental degradation, pandemics, resource conflict, migration, and financial instability. Examine how these challenges impact global power dynamics and regional stability. Develop intelligence-driven analytic and collection strategies to inform effective policy responses.

Legacy course number: TRN 607

NIC-6408 *The Role of Intelligence in Counternarcotics*

Examine the global impact of drug trafficking and its intersection with terrorism, illicit finance, human trafficking, and contraband smuggling. Analyze the evolution of trafficking networks and their influence on regional security. Assess US interagency responses and the intelligence community's role in supporting practitioners, policymakers, and implementers in countering narcotics threats.

Legacy course number: TRN 608

NIC-6409 *Intelligence to Protect the Homeland*

Examines the integration of law enforcement and intelligence, and the collaboration among federal, state, local, tribal, territorial, and private sector entities in homeland security. Explores strategic and operational threats to the U.S. Homeland. Analyzes the complexity of the relationships, laws, regulations, policies and strategies that exist in the Homeland that align with democratic values.

Legacy course number: TRN 609

NIC-6412 *Engaging International Partnerships*

Examine the strategic role of intelligence partnerships in addressing transnational threats and global security challenges. Analyze coalition operations, intelligence sharing, and collaborative efforts to build warning systems, monitor compliance, and support intervention forces. Assess how globalization and hard-target access shape US engagement with trusted partners to enhance national, regional, and global security.

Legacy course number: TRN 612

NIC-6414 *Homeland Intelligence Warning Field Engagement*

Examines intelligence's role in guiding strategic and operational direction through warning in the Homeland. Analyzes the nature of warning, past failures, and evaluates the current warning framework. Explores complex relationships between federal, state, local, tribal, territorial, and private sector partners to enhance homeland security, prevent adversary success, and maximize protection against current threats and capabilities. During weeks 7-9 mandatory site visits will take the place of regularly scheduled classes. These site visits will be full-day affairs, generally occurring from 0800-1700. There is also a mandatory tabletop exercise during week 10, which will take place during normal class hours.

Legacy course number: TRN 614

The following courses have been offered by the Strategic Studies Department as permanent courses in the past but are not scheduled to be offered in AY 2026-27.

NIC-6124 *Operational Capabilities Analysis*

Explore methods, frameworks, and theories for assessing the capabilities of armed forces at the operational level of military activity. Discuss key analytic factors such as force structure, logistics, the operating environment, manpower, equipment, operational art, training and exercises, and intangibles. Demonstrate an ability to apply concepts via discussions, formal and informal presentations, and essays.

Legacy course number: DEF 624

NIC-6314 *China in the Future*

Examine China's modernization and strategic rise as a global power. Analyze the use of hard and soft power, internal stability drivers, and the influence of history, culture, and geography. Assess China's foreign policy, military diplomacy, intelligence operations, economic strategies, and participation in global institutions within the evolving security environment.

Legacy course number: RSI 614

NIC-6321 *Northeast Asia: Intelligence Issues*

Examine how Northeast Asia's history, geography, and culture shape current and future intelligence issues. Assess historical trends that frame emerging security challenges, priority intelligence concerns, and securing opportunities in the region. Analyze priority intelligence issues such as North Korea's provocations and nuclear programs, South Korea's and Japan's democratization and alliance evolution, Russia's role in the region, and the region's responses to China's rise as a major regional and global actor.

Legacy course number: RSI 621

NIC-6357 *Iran: Military Capabilities and Doctrine*

Survey Iran's military structure, evolving warfighting strategies, and shifting defense doctrine. Assess the nature and trajectory of Iran's military threat to regional and global actors, including the United States. Analyze the impact of technological modernization and foreign assistance from China and Russia. Develop strategic intelligence products that provide timely warning and insight into Iran's future military posture.

Legacy course number: RSI 657P

NIC-6413 *Essentials of Conflict Analysis*

Examine the global spectrum of conflict—from protest movements to terrorism, insurgency, and conventional war—through diverse theoretical and analytical frameworks. Assess how globalization strains identity and legitimacy, shaping threats to state and international stability. Develop intelligence skills in conflict anticipation, collection, and strategic warning to support effective analysis and decision-making.

Legacy course number: TRN 613

National Intelligence and Security Enterprise (NISE) Department**NIC-6801 *Advanced Methods of Intelligence Analysis***

Examine advanced models, methods, and structured techniques for complex thinking in intelligence analysis. Explore critical and creative thinking aligned with ICD 203 and assess analytic methodologies across stages of development. Integrate models to generate knowledge, deliver strategic warning, identify opportunities, and support decision advantage for defense and national security stakeholders.

Legacy course number: AIA 601

NIC-6802 *Forecasting and Foresight for Intelligence*

Explore forecasting and foresight methodologies to address complex, multivariant challenges across intelligence missions. Examine modeling techniques and structured analytic approaches. Integrate public and private sector practices to enhance insight generation, identify strategic opportunities, and deliver timely warning in support of national security decision-making.

Legacy course number: AIA 602P

NIC-6898 *Historical and Comparative Reasoning*

Explores how intelligence analysts can use historical and comparative reasoning to inform judgments about contemporary issues. Surveys the primary modes of historical reasoning available to analysts. Examines more structured approaches in the social sciences that compare historical cases to make causal inferences. Identifies the opportunities and pitfalls associated with looking to the past for insights into current analytic challenges. Develops students' ability to identify intelligence implications in scholarly works.

Legacy course number: AIA 698P

NIC-6861 *Social Analysis*

Apply sociological and empathetic frameworks to understand the emergence and evolution of contemporary threats. Examine historical, structural, and agent-driven factors using peer-reviewed social science concepts. Analyze diverse social phenomena—including conflict, political movements, and radicalization—to support strategic intelligence estimates and grand strategy development.

Legacy course number: AIA 661

NIC-6503 *Open-Source Intelligence (OSINT)*

Examines the strategic collection and analysis of publicly available information (PAI) and its uses in addressing intelligence requirements. Provides the theory, principles, and concepts that current and future IC leaders will need to manage, lead, and provide effective oversight over Open Source (OSINT) exploitation activities. Introduces the key functions and principles of OSINT, and the significance they have for the use and management of OSINT in the IC.

Legacy course number: CAC 603

NIC-6511 *Signals Intelligence Resources, Methods, and Operations*

Explore SIGINT operations and their alignment with the National Intelligence Priorities Framework (NIPF). Analyze NSA's evolving mission integration within a global network architecture to maintain persistent intelligence presence. Assess how enterprise-wide SIGINT capabilities provide strategic advantage across the intelligence community. (Prerequisite: NIC-6609)

Legacy course number: CAC 611

NIC-6512 *Geospatial Intelligence: A Strategic Introduction*

Explore the strategic utility of GEOINT through imagery, geospatial data, and spatial analysis. Assess historical foundations in military geography and aerial reconnaissance, current collection capabilities, and analytic methods. Evaluate how GEOINT enhances situational awareness and provides decision advantage to policymakers and defense leaders. Examine emerging challenges in discipline. (Prerequisite: NIC-6609)

Legacy course number: CAC 612

NIC-6513 *HUMINT*

Examine HUMINT as a core intelligence discipline that provides unique insight into adversary intent and strategic context. Analyze HUMINT operations across overseas, domestic, and war zone environments. Assess its role in supporting all-source analysis, covert action, and counterintelligence, along with perspectives from policymakers and congressional oversight.

Legacy course number: CAC 613

NIC-6520 *Counterintelligence*

Examine the strategic role of counterintelligence in protecting US national security and economic interests. Assess CI's integration with the intelligence community, law enforcement, and national security strategy. Analyze CI organizations, legal frameworks, and operational strategies, along with foreign threats including espionage, influence operations, economic espionage, and cyber intrusions.

Legacy course number: CAC 620

NIC-6521 Comparative Intelligence

Analyze foreign intelligence systems and services through academic models and US analytic frameworks. Examine the resources, operations, and strategic intent of adversaries and allies. Apply comparative methodologies to case studies that assess global intelligence capabilities and inform counterintelligence and national security decision-making.

Legacy course number: CAC 621

NIC-6251 Leadership and Intelligence

Explore leadership principles within the context of the intelligence community. Examine leadership theories, organizational culture, motivation, trust-building, and influence. Assess challenges facing IC leaders and apply leadership philosophy through seminar instruction, experiential activities, case studies, and reflective exercises. Applies to the Leadership and Management in the Intelligence Community certificate.

Legacy course number: INT 751

NIC-6252 Leadership, Intelligence, and National Security Decision Making

Examine the formulation of US national security policy and the role of intelligence in shaping decisions. Analyze key actors, interagency processes, resource management, and oversight mechanisms. Apply theoretical models and real-world examples to understand how leadership and intelligence intersect in the development and execution of national security strategy. Applies to the Leadership and Management in the Intelligence Community certificate.

Legacy course number: INT 752

NIC-6253 National Security Law and Ethics

Examines a range of complex legal and ethical issues that senior intelligence officers, responsible for leading mission-oriented organizations, should understand. Senior officers should have a grasp of intelligence law and an appreciation for the roles and responsibilities of attorneys in government. Ethics, the science of morals in human conduct, often helps to inform judgment in areas in which obligations might not be clear. NIC-6253 is the third of four courses for NIC's IC Strategic Leaders Program.

Legacy course number: INT 753

NIC-6254 Organizational Management and Change

Apply business management principles to the intelligence community by examining group dynamics, organizational change, decision-making, strategic communications, and marketing. Integrate prior learning to analyze IC-specific challenges through case studies. Assess leadership and change management theories in support of effective organizational transformation. Applies to the Leadership and Management in the Intelligence Community certificate.

Legacy course number: INT 754

NIC-6298 Leadership Decision Making

Examine multidisciplinary approaches to decision-making drawn from economics, psychology, business, political science, and organizational behavior. Evaluate diverse studies—including experiments, statistical analyses, and interviews—and assess their relevance to leadership decisions in the intelligence community and US national security organizations.

Legacy course number: INT 698

NIC-6203 *Intelligence Resource Management: Process, Politics, and Money*

Examine the strategic allocation of fiscal resources within the intelligence community. Analyze the legal, political, bureaucratic, and interpersonal dynamics that shape the National and Military Intelligence Programs. Assess how resource management influences policy implementation and strategic outcomes and explore leadership challenges in navigating competing priorities across the IC and DoD.

Legacy course number: INT 603

NIC-6204 *Professional Ethics*

Examines ethics — the branch of knowledge dealing with human values — to the IC mission, which is often seen as operating without ethics, or at best, operating in a "gray" area. Introduces ethical analysis that can help answer the question: based on what we value, what should we do as intelligence professionals? Sound ethical reasoning will help students use their moral compasses in contentious and complex mission and operational environments they might encounter.

Legacy course number: INT 604

NIC-6205 *Intelligence and National Security Law*

Examines constitutional issues such as the separation of powers, the preservation of civil liberties in light of rapidly evolving collection and surveillance technologies, and our international legal obligations, providing the critical authorities, prohibitions, and oversight processes for intelligence professionals. Post-9/11 legislation, subsequent court challenges, and legal commentary will form the basis for examining how national security law is developing, and how intelligence professionals can—or should—attempt to predict, if not influence, its path.

Legacy course number: INT 605

NIC-6313 *Chinese Intelligence and Information Warfare*

Analyze the structure, missions, and operations of China's intelligence, influence, cyber, and internal security organizations. Assess the threat posed to US national security and economic interests by PRC information warfare capabilities. Examine the role of intelligence in China's national security strategy and evaluate US efforts to counter PRC operations using diverse sources and perspectives.

Legacy course number: RSI 613

NIC-6336 *Russian Intelligence*

Examine the structure, missions, and operations of Russia's intelligence organizations. Assess the threat posed to US interests by Russian intelligence and information operations and analyze their role in Russian governance and society. Evaluate US counterintelligence efforts and draw insights from diverse sources including IC products, government publications, academic research, and Russian documents.

Legacy course number: RSI 636

The following courses have been offered by the NISE Department as permanent courses in the past but are not scheduled to be offered in AY 2025-26.

NIC-6510 *Advancing Intelligence Collection*

Examine advanced collection strategies to address complex intelligence challenges, with emphasis on hard targets. Build on foundational concepts from Intelligence Collection (NIC-6609) to assess the contributions of individual systems and explore future collection architectures. Analyze how integrated approaches enhance capability across missions and operational environments. (Prerequisite: NIC-6609)

Legacy course number: CAC 610

NIC-6514 *Time and Narrative in Intelligence Analysis*

Explore how concepts of time and narrative shape policy decisions, political rhetoric, and societal expectations. Analyze the historical contexts and lived experiences that influence decision-making across cultures. Assess how foreign leaders and institutions construct meaning through narrative and examine how intelligence analysts incorporate these frameworks into strategic assessments.

Legacy course number: CAC 614P

NIC-6515 *Private Sector Intelligence Practices*

Examine the evolving role of private intelligence companies (PICs) in global intelligence operations. Analyze how PICs apply SIGINT, HUMINT, GEOINT, OSINT, and MASINT techniques, and assess their contributions, constraints, and workforce challenges. Explore their partnerships with governments and their growing influence in addressing intelligence gaps. This course does not involve collection from the private sector.

Legacy course number: CAC 615P

NIC-6502 *Applied Collection and Analysis for Strategic Warning*

Apply advanced analytic methodologies to real-world strategic warning problems. Evaluate collection priorities, foreign intelligence concepts, and adversary denial and deception (D&D) tactics. Assess the challenges of delivering timely, actionable warning that enables strategic decision-makers to respond proactively to emerging threats.

Legacy course number: CAC 602

NIC-6530 *History of Warning Intelligence*

Examine historical successes and failures in strategic warning across the United States and other nations. Analyze the origins, development, and organizational challenges of warning intelligence, with emphasis on methodological lessons and cognitive obstacles. Engage in case-study presentations and discussions to assess the psychology of analysis and improve future warning practices.

Legacy course number: CAC 630

NIC-6531 *Challenges in Strategic Warning*

Analyze the evolving complexity of strategic warning in the post–Cold War era. Examine globalization's impact on threat dynamics, including cyber, terrorism, and WMD proliferation. Assess the integration of collection and analysis functions and explore the role of international and interagency collaboration in enhancing strategic intelligence outcomes.

Legacy course number: CAC 631

NIC-6532 *Warning Theory and Methodologies*

Survey post-9/11 analytical techniques designed to improve strategic warning. Examine Cold War methodologies, indicator-based scenarios, and their continued relevance. Explore structured techniques that enhance imagination and challenge assumptions, including horizon scanning, strategic surveillance, and futures analysis. Assess deception risks and decision-making theory to understand adversary behavior and improve anticipatory intelligence.

Legacy course number: CAC 632

Special Interest Courses

NIC-6698 *Special Topics*

Explore emerging or specialized topics in strategic intelligence through this flexible course designation. Engage with timely subject matter or unique faculty expertise. Topics may address evolving threats, novel methodologies, or interdisciplinary approaches, and may serve as candidates for future permanent course offerings.

Legacy course number: MSI 698

NIC-6699 *Directed Readings*

Pursue focused study on a specialized or emerging topic in strategic intelligence not covered by existing courses. Develop a proposal, reading list, and assignments in collaboration with a sponsoring faculty member and the Associate Dean of Academic Programs. May be used to fulfill an elective requirement.

Legacy course number: MSI 699

Science and Technology Intelligence Graduate Electives

The MSTI electives within the MSTI degree program are described below:

NIC-6922 *Cyber Law, Policy, and Strategy*

Explores the legal, policy, and national strategy aspects of the cyber domain. It aims to provide students with a thorough understanding of US national cyber policy, domestic and international cyber law, and national strategies, and how they regulate the use of cyber capabilities for intelligence and national security.

Legacy course number: MST 640P

NIC-6923 *Intelligence Community Role in Offensive Cyber Operations (OCO)*

Examines how the Intelligence Community (IC) supports U.S. offensive cyber operations (OCO) from planning through execution. Topics may include cyber collection and analysis methods, policies, enabling activities, operational phases, intelligence gain/loss considerations, campaign planning, cyber-effects campaign plans, and emergency cyber action declarations. Equips students with insight into the strategic and tactical integration of intelligence in cyber operations.

Legacy course number: MST 641P

NIC-6950 *Advanced Science and Technology*

Examine advanced science and technology issues shaping national security, with emphasis on rapidly evolving or high-priority topics. Assess emerging and disruptive technologies such as, but not limited to, Artificial Intelligence, Quantum Computing, WMD-related developments, missile and space systems, cyber capabilities, proliferation trends, and environmental and health drivers. Evaluate technological advances alongside S&T that enables U.S. intelligence collection and analysis. Strengthens the ability to interpret complex technical developments and anticipate their implications for intelligence and policy. (Prerequisite is NIC-6913)

Legacy course number: MST 653

NIC-6951 *Advanced Conventional and Non-Conventional Weapons*

Explore the scientific foundations that enable modern military capabilities, emphasizing how advances in basic and applied research translate into powerful and often novel weapon systems. Assess delivery systems associated with WMD while focusing on the broader technologies that drive power projection

and technological superiority. Analyze the intersection of interdisciplinary innovation and practical systems integration and evaluate why these critical S&T areas attract persistent foreign intelligence and espionage efforts aimed at gaining military or economic advantage.

Legacy course number: MST 655

NIC-6952 *The Economics of Technology*

Employ economic tools to assess emergence, dissemination, and application of technologies. Develop skills to assess how market forces and governments' policies impact the state of technology.

Legacy course number: MST 656

NIC-6953 *Case Studies in Technology Transfer*

Examine the varied meanings and implications of technology transfer, from routine exchanges to strategically significant movements of knowledge and systems. Analyze its tactical, strategic, and intelligence dimensions, with attention to organizational, analytical, political, legal, and economic factors. Explore how technology transfer shapes national competitiveness, influences global power dynamics, and affects the security of critical science and technology. Clarifies the real-world consequences of technological advantages, loss, and exploitation.

Legacy course number: MST 657

NIC-6954 *Infrastructure Vulnerability Assessment*

Examine the highly interdependent nature of critical infrastructures within modern societies and the traditional and evolving physical threats to degrade or destroy. Analyze infrastructure risk as a function of physical threats, vulnerabilities, and criticalities. Assess single point vulnerabilities in the context of protecting and exploiting physical infrastructure in diverse operational contexts to ensure U.S. national security. Examine human fragility and behaviors to better protect critical infrastructure (defensive) and exploit critical infrastructure (offensive) to achieve decision maker intent.

Legacy course number: MST 658

NIC-6955 *Research, Development, Test, and Evaluation (RDT&E) Intelligence*

Examine the security, intelligence, and counterintelligence dimensions of global scientific research, development, testing, evaluation, and system acquisition. Analyze the economic forces shaping technological innovation, with emphasis on disruptive technologies that generate rapid social, military, or economic impact. Assess academic, commercial, and government research across the physical and biomedical sciences and engineering, along with acquisition processes that produce and validate new systems. Highlights how these activities create opportunities for intelligence exploitation, protection, and disruption.

Legacy course number: MST 659P

NIC-6960 *Introduction to Denial and Deception*

Examine the historical, thematic, and contemporary foundations of denial and deception, building the perspective needed to identify and counter foreign D&D activities. Analyze core principles, notable cases, and trends. Consider how denial and deception impacts national security priorities and shapes the work of analysts. Highlights the influence of denial and deception on U.S. strategic warning and national security objectives.

Legacy course number: MST 660

NIC-6964 *Denial and Deception: Adversaries, Organizations, Activities, and Countermeasures*

Examine how adversarial organizations design and execute denial and deception activities. Analyze the influence of collection technologies on both the success and exposure of D&D efforts. Investigate contemporary adversary D&D capabilities and methods for countering foreign manipulation and strengthening analytic resilience against deceptive practices. (Prerequisite is NIC-6960)

Legacy course number: MST 664

NIC-6970 *WMD: Counterproliferation*

Examine the structure and role of U.S. counterproliferation efforts across the intelligence community, with emphasis on the enabling functions outlined in national strategy. Analyze key elements of counterproliferation policy and the collaborative responsibilities of collectors and analysts in identifying and mitigating WMD-related threats. Clarifies chemical, biological, and nuclear threat categories and explores emerging developments that shape future counterproliferation challenges and intelligence requirements.

Legacy course number: MST 663

NIC-6971 *The Biological Threat*

Examine the pathological, biological, biochemical, molecular, and laboratory characteristics of living agents and organic products with potential use in warfare, terrorism, or crime. Assess how biological agents may target humans, animals, or plants, along with key considerations in prophylaxis and therapeutics. Analyze environmental factors that heighten regional biological threats and review principles of laboratory diagnosis and forensic investigation. Distinguish agents suited for strategic or tactical employment from those more aligned with bioterrorism or criminal misuse.

Legacy course number: MST 665

NIC-6972 *The Nuclear Threat*

Examine the science, technology, and intelligence behind nuclear weapons and their impact on national security. Gain insight into special nuclear material production, weapons development, and proliferation threats from state and non-state actors. Analyze technical indicators, collection methods, and policy challenges. Assess future technologies shaping global nuclear programs and build foundational knowledge for evaluating nuclear threats within the intelligence community. Designed as an information foundation elective in the CP concentration for the Master of Science and Technology Intelligence degree. This course cannot be offered via secure VTC as it requires special access.

Legacy course number: MST 667

NIC-6973 *The Explosive Threat*

Examine explosives, their precursors, and indicators of nefarious acquisition or use across domestic and overseas environments. Analyze military, commercial, and improvised explosive materials, their properties, and associated employment considerations. Assess threats to personnel and facilities, along with methods for identifying, warning, and mitigating hostile activity. Explore adversarial planning through a red-team lens to illuminate vulnerabilities and protective strategies. Reviews chemical and explosive WMD categories, their effects, emergent trends, and the intelligence indicators tied to weapon development and deployment.

Legacy course number: MST 669

NIC-6974 *The Chemical Threat*

Examine the scientific, technical, and policy dimensions of chemical weapons used in warfare, terrorism, or criminal activity. Analyze chemical agents alongside the strategic, operational, and tactical intelligence actions required in chemical threat environments. Evaluate counterproliferation, counterterrorism, and counterintelligence information to assess chemical programs, networks, and emerging developments. Highlights the intelligence tradecraft, indications and warning, and decision-support principles essential for navigating fast-moving chemical crises and understanding evolving threats from state and nonstate actors.

Legacy course number: MST 670P

NIC-6975 *S&TI Space and Missile Systems*

Examine the core principles, components, and technologies that define modern space and missile systems. Compare space-based applications, including orbital and interplanetary propulsion and sensing architectures. Build a foundational understanding of propulsion and the thermodynamic laws that enable advanced vehicles. Analyze guidance, navigation, control, warhead design, delivery methods, and penetration aids to clarify system performance. Evaluates U.S. and foreign capabilities with emphasis on the intelligence challenges posed by rapidly evolving space and missile technologies.

Legacy course number: MST 671

NIC-6966 *Identity Intelligence*

Examine identity intelligence at the operational, strategic, and national levels, focusing on core terms, concepts, doctrine, and mission applications. Analyze identity modalities and the enabling activities of biometrics, forensics, and DOMEX, along with biologic, biographic, and behavioral attributes. Assess key organizations, missions, technologies, databases, and analytic tradecraft, including policy and legal considerations. Highlights the dual I2 functions of discovering or revealing identity to deny threat anonymity and protecting or concealing identity when required.

Legacy course number: MST 674

NIC-6957 *Fundamentals of Space Operations*

Explore the space environment and the technologies that shape its commercial, military, and intelligence uses. Examine orbital fundamentals, space system characteristics, and delivery methods, along with applications such as remote sensing, GEOINT, SIGINT, communications, missile warning, navigation, scientific research, and commercial exploitation. Analyze ground infrastructure, command and control, satellite components, and payload functions, as well as acquisition and operational considerations. Reviews the international laws and treaties that govern space activities.

Legacy course number: MST 676

NIC-6958 *Foreign Space Capabilities*

Examine foreign space systems and architectures across adversary, competitor, commercial, and allied actors. Analyze how military, scientific, and economic policies shape foreign activity in the space domain. Compare adversary space operations and doctrine with those of the United States, assessing implications for capability and intent. Evaluate mission sharing across commercial and allied architectures and the risks such arrangements introduce. Reviews global technology trends—including quantum and artificial intelligence—and their influence on future capability development, policy, and doctrine.

Legacy course number: MST 677P

NIC-6962 Information Power

Examine the information component of national power through a strategic intelligence lens. Analyze military information advantage, critical information infrastructure, cyberspace dynamics, strategic communication, public diplomacy, and media effects across a contested global information environment. Evaluate adversary information-related capabilities and activities to identify vulnerabilities and support the development of strategic intelligence requirements essential to information conflict.

Legacy course number: MST 680

NIC-6961 Propaganda

Examine the techniques, methodologies, and strategies of influence. Analyze communication theory, social influence and persuasion, attitude formation, the evolution of propaganda, target audience dynamics, media conflict, and approaches for evaluating adversary messaging. Strengthens the ability to identify, interpret, and assess adversary influence activities and tactics in support of developing strategic intelligence requirements.

Legacy course number: MST 681

NIC-6920 Cyber Intelligence Foundations

Explores core concepts, functions, and mechanisms of the cyber domain to build a foundation in cyber intelligence. Topics covered include how networks operate, cyber-physical effects, and supply chain vulnerabilities. Highlights relevance to the Intelligence Community and national security decision-making.

Legacy course number: MST 682

NIC-6963 Foreign Information and Cyber Strategies

Examine the information and cyber strategies employed by key foreign threat actors in the global information environment. Analyze adversary information warfare concepts, the use of cyber capabilities, and the integration of these tools to advance national objectives. Assess how information technology enables adversaries to pursue strategic goals and evaluate the resulting implications for U.S. national interests and security.

Legacy course number: MST 683

NIC-6921 Cyber Threat

Evaluates cyber threat actors, methodologies, and resources by assessing real-world scenarios. Compares global cyber capabilities and strategies of foreign state and nonstate actors. Investigates cyber-attack processes, vectors, exploitation techniques, espionage, and denial and deception tactics. [Prerequisite is NIC-6920. See the Course Director if lacking the prerequisite.]

Legacy course number: MST 684

NIC-6965 Social Networks and Intelligence

Explores foundations and dynamics of social networks and their role in intelligence. Understand recent developments in social networks and introduces Social Network Analysis to highlight relationships. Builds analytical skills to support strategic intelligence as it relates to social networks.

Legacy course number: MST 685

NIC-6924 Cyber Operations Environment—Engagement

Explore network operations, exploitation techniques, and cyber activities within a controlled, standalone network environment. Enhances understanding of how adversaries operate and how networks can be analyzed for vulnerabilities and threats. This course cannot be offered via secure VTC. [Prerequisite is NIC-6921. See the Course Director if lacking the prerequisite.]

Legacy course number: MST 686

NIC-6967 *Advanced Information Power Seminar*

Analyze strategic challenges in information power that affect U.S. national interests and assess adversary information strategies, tactics, and intent. Evaluate asymmetric information advantages, generate intelligence support requirements, and synthesize solutions to the complexities of strategic information conflict. Strengthen the ability to interpret dynamic, scenario-driven problems, anticipate adversary actions, and develop strategic intelligence that addresses both expected and unforeseen information-based threats.

Legacy course number: MST 687

NIC-6990 *Data Science Applications*

Explores the history, philosophy, and modern applications of data science. Focuses on algorithms, data structures, visualization, and network analysis to extract knowledge and reveal patterns. Considers ethical responsibilities and emerging trends while building practical insight and critical thinking skills. Prepares students to apply data science effectively in addressing complex challenges across diverse real-world domains.

Legacy course number: MST 688

NIC-6991 *Data Science Mathematics*

Examine the mathematical foundations essential to data science and intelligence analysis. Review and assess the roles of linear algebra, statistical methods, differential calculus, and graph theory in extracting insight from complex data. Apply these tools to intelligence-relevant problem sets to strengthen quantitative reasoning and analytic rigor. Builds a common understanding of the mathematical concepts that support data-driven intelligence collection, interpretation, and assessment.

Legacy course number: MST 690

NIC-6992 *Data Science Tools and Techniques*

Explores foundational concepts and mathematical principles underpinning modern artificial intelligence and machine learning, including probability, regression, and Bayesian approaches. Develops skills in designing, implementing, and evaluating machine learning models such as recurrent and convolutional neural networks, and natural language processing (NLP). Emphasizes model selection, training, and performance evaluation. Equips students to apply data science tools to intelligence research through hands-on projects, enhancing analytical and technical proficiency in predictive modeling and AI applications. (Prerequisite is NIC-6990)

Legacy course number: MST 691

NIC-6993 *Data Science Visualization and Communication*

Examine the evolving foundations of data science technology, visualization, analytic tools, and communication. Analyze how effective visual design supports intelligence priorities, clarifies trends, and strengthens forecasting. Apply graphical techniques to match data with the most appropriate representation and present analytic findings to varied audiences with clarity and precision. Develop the ability to explore, gather, manipulate, analyze, and communicate data sets in ways that highlight key intelligence attributes and enhance decision-making. (Prerequisite is NIC-6990. See the Course Director if lacking the prerequisite)

Legacy course number: MST 692

NIC-6994 *Geospatial Data Science*

Examine the theory and applied practice of spatial data science in intelligence analysis. Assess the role of spatial methods in strategic intelligence, including GEOINT capabilities across the IC and joint forces. Explore geostatistical fundamentals for modeling spatial and spatiotemporal phenomena in operational contexts. Review network analysis, spatial interpolation, geostatistical techniques, and emerging data science approaches that reveal patterns in human and environmental geography. Builds working knowledge of spatial statistics and geostatistics relevant to real-world intelligence challenges.

Legacy course number: MST 693

NIC-6995 *Algorithmic Warfare*

Examine the role of artificial intelligence in intelligence collection, analysis, and modern warfare. Assess how AI and data science shape strategic intelligence, current capability delivery across the IC and joint forces, and efforts to field AI at operational speed and scale. Analyze emerging warfighting and intelligence constructs, key operational challenges, and the ethical implications of AI and potential AGI. Gain practical experience with machine-learning algorithms and evaluate their utility for real-world intelligence and operational needs.

Legacy course number: MST 694

Special Interest Courses**NIC-6998 *Special Topics in Intelligence***

Explores emerging or niche S&TI subjects that draw on specialized faculty expertise or address timely intelligence challenges. Supports flexible curriculum development and may inform future permanent course offerings. Ensures each offering aligns with a designated concentration or certificate, maintaining program coherence; for example, an ET-focused section cannot fulfill I3 requirements. Faculty must secure curricular approval before scheduling a Special Topics course.

Legacy course number: MST 698

NIC-6999 *Directed Readings*

Pursues an individualized investigation into an emerging or highly specialized S&TI topic. Enables focused engagement with a faculty expert while advancing targeted research or analytic skills. Develops subject-matter depth beyond existing coursework and supports intellectual exploration tailored to professional or academic goals. Requires an approved plan of study outlining objectives, methods, and expected outcomes.

Legacy course number: MST 699