COURSE SYLLABUS

Financial Acumen for Federal Leaders Course

Develop the financial knowledge and confidence needed to lead effectively in the federal environment. This hands-on course covers budgeting, appropriations, and resource management, helping leaders make informed financial decisions that support agency missions.

> Group classes (Live Online) and onsite training are available for this course. For more information, email onsite@graduateschool.edu or visit: https://www.graduateschool.edu/courses/financial-acumen-for-federal-leaders-course



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Course Outline

Module 1: The Federal Financial Landscape

- Why financial acumen matters for federal leaders
- Key players: OMB, Treasury, GAO, CFO Act agencies
- The federal budget cycle at a glance

Module 2: Appropriations Law Essentials

- Introduction to Federal Appropriations Law
- The Legal Framework
- Reprogramming, transfers, and obligations vs. expenditures

Module 3: Reading and Using Federal Financial Documents

- Apportionments, allotments, and operating plans
- Financial statements and dashboards
- Activity: Decoding a sample agency report

Module 4: Building and Defending a Budget

- From program goals to a budget justification
- Common pitfalls in budget requests
- Activity: Draft a one-page budget narrative

Module 5: Managing Funds and Financial Risk

- Execution monitoring and burn rates
- Audit readiness and internal controls
- Responding to mid-year cuts and continuing resolutions

Module 6: Capstone — Leading with Financial Confidence

- Capstone Activity: Build a Resource Decision Brief
- Closing: Key takeaways and next steps