COURSE SYLLABUS

Financial Acumen for State Leaders Course

Build financial fluency for state and local leaders to interpret government financial documents, manage budget cycles, oversee public funds responsibly, and communicate clearly with stakeholders.

> 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-state-leaders-course



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Course Outline

Module 1: The State Financial Landscape

- Revenue sources: taxes, fees, transfers, grants
- Roles of councils, boards, and finance officers
- The state and local budget cycle

Module 2: Reading Budgets and Financial Reports

- The adopted budget, CAFR/ACFR, and dashboards
- Comparing budget to actuals during the year
- Activity: Decode a sample financial report

Module 3: Building and Defending a Budget

- From program goals to a budget request
- Working with elected officials and the public
- Activity: Draft a one-page budget narrative

Module 4: Managing Funds and Financial Risk

- Execution monitoring, audits, and internal controls
- Responding to revenue shortfalls and mid-year cuts
- Capital planning basics

Module 5: Capstone — Leading with Financial Confidence

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