



Financial Management for Joint Leaders

The National Defense University's CFO Academy offers three "Financial Management for Joint Leaders" electives that are designed to provide joint leaders, whether serving on the "battlefield" or in the "office", with the business acumen necessary to support mission accomplishment. These electives will provide practical knowledge and understanding of the DoD business environment to include budgeting and resource management; financial reporting and data analysis; internal controls, enterprise risk management, and audit management, and strategic planning and performance management. As part of their strategic foundation, joint leaders should have a strong understanding of the DoD business environment to adapt and respond to the dynamic fiscal challenges impacting national security. The core elements of what EVERY joint leader needs to know in support of the National Security Strategy include:

- Managing Budgetary Resources
- Establishing an Effective System of Internal Controls
- Thinking Critically to Mitigate Risk and Support Effective Decision-making
- Aligning Business Operations to Support Mission

1. **Budgeting for National Security** – 2 Credits (Scheduled for Fall 2020)

- Introduces students to federal budgeting process, with specific emphasis on DoD
- Topics include the current DoD budget environment; strategic performance and budget management; budget formulation; Congressional engagement; budget enactment and execution,

Professors: Joe Wessling – joseph.r.wessling.civ@msc.ndu.edu; John O'Brien - ObrienJ@ndu.edu

2. **Performance and Accountability in Government** – 2 Credits (Scheduled for Fall 2020)

- Examines importance of strategic direction, development of a culture of performance and accountability and informed decision making
- Topics include the strategic planning and performance metrics; data analysis; performance and financial reporting; and budget/performance integration and decision making

Professors: David Harvey – david.a.harvey.civ@ndu.edu; Adrienne Ferguson – adrienne.ferguson@ndu.edu

3. **Frameworks for Risk Management and Internal Controls** – 2 Credits (Scheduled for Spring 2021)

- Examines how senior leaders can enhance efficiency, effectiveness, accountability and transparency through risk informed options and ethical conduct
- Topics include best practices in enterprise risk management; the DoD Manager's Internal Control Program; development of corrective action plans to address material weaknesses

Professors: Dorothy Potter – dorothy.o.potter.civ@msc.ndu.edu; David Harvey – david.a.harvey.civ@ndu.edu

In order to complete a concentration in Financial Management, students must complete any two of the above electives. To register, please contact the Office of Student Services via phone at 202-685-6300 or via email at CICOSS@ndu.edu.



Frequently Asked Questions

1. Why was the Financial Management concentration created?

To support the strategic foundation of joint leaders by enhancing business acumen and knowledge of the DoD business environment. These electives will provide practical knowledge and understanding of the DoD business environment to include budgeting and resource management; financial reporting and data analysis; internal controls, enterprise risk management, and audit management, and strategic planning and performance and accountability mechanisms.

2. Do these electives require previous experience or training in the financial management area?

No. These are open to all NDU students without regard to prior financial management experience or training.

3. In order to complete the Financial Management concentration, is it required to complete all three courses?

No, students need to take only two of the three financial management electives to meet concentration requirements.

4. Is it required to complete the electives in any particular order?

No, each class stands on its own and they may be taken in any order.

5. Is it acceptable to just take one elective without the intention of completing the Financial Management concentration?

Yes. Students may take a single elective for professional development and enrichment purposes.

6. Do these courses require a long end-of-course paper?

No. As 2-credit electives, these courses do not include such a requirement. These courses will generally make use of a combination of assessment methods, including participation in synchronous sessions each week, responses to discussion prompts on discussion boards, shorter writing assignments, and group projects.