

CFO Leadership Certificate Program CFO Academy

Information Resources Management College, NDU

The Information Resource Management College (IRMC) at the National Defense University (NDU) is pleased to announce the Chief Financial Officer (CFO) Academy's new CFO Leadership Certificate Program endorsed by the Federal CFO Council and sponsored by the DoD Comptroller.

The graduate-level certificate program is designed to develop the next generation of strategic leaders in the federal financial management community. The curriculum focuses on issues that challenge the financial community to include professionals working in the areas of accounting, finance, budget, cost analysis, auditing and resource management.

In the eight-course curriculum described below, the only required course is "Changing World of the CFO" (CFF). Students will then choose three strategic finance courses and four leadership courses, and will have four years to complete the certificate program. The CFO Certificate Program courses are offered in the eResident format (one week on-campus), and most are available in the Distributed Learning format (10-12 weeks online).

Curriculum Map for the CFO Leadership Certificate Program

Students complete eight courses in Strategic Finance and Leadership, including the mandatory *Changing World of the CFO* course (CFF).

Strategic Finance Courses
<i>In addition to the mandatory Changing World of CFO course, students choose 3 of the following courses:</i>
Changing World of The CFO (CFF)
Federal Budgeting and Financial Management for Strategic Leadership (BFM)
Auditing, Internal Controls, & Risk
Capital Planning & Portfolio Management (PFM)
Decision Support, Strategies, & Tools
Government Business Enterprise Transformation (GBE)

Leadership Courses
<i>Students choose 4 of the following courses:</i>
Leadership for the Information Age (LDC)
Enterprise Information Security & Risk Management (ESS)
Enterprise Architecture for Leaders (ARC)
Multi-Agency Information-Enabled Collaboration (MAC)
Strategies for Process Improvement (PRI)
Enterprise Strategic Planning (ESP)
Continuity of Operations (COO)
Measuring Results of Organizational Performance (MOP)
Building an IT Business Case (BBC)
IT Project Management (ITP)

"The IRM College is a global learning community for government's most promising information leaders."



Eligibility Requirements

Rank/Grade: Students must hold at least the rank/grade of O-5 or GS-14 or equivalent.

Education: All students must possess a Bachelor's Degree from a regionally accredited institution or its equivalent for international participants.

Professional Experience: Applicants must have three years or more of financial management and experience and documented knowledge of financial management, as noted by nominator.

Application Instructions

STEP ONE: Submit your application.

The [CFO Leadership Certificate application](#) may be submitted to the Registrar's Office either by fax (202-685-4860; DSN 325-4860) or scanned attachment to IRMRegistrar@ndu.edu. For application questions, contact the Registrar's Office at IRMRegistrar@ndu.edu or by phone (202-685-6300, DSN 325-6300). Note: Do not apply using the online process described on the website for other programs.

STEP TWO: Submit required documents.

Applicants must submit an "[Employer Verification Form for the CFO Leadership Certificate Program](#)". The Employer Verification Form for the CFO Leadership Certificate Program is used to verify employment, knowledge and experience. The applicant's Departmental, Agency, Bureau CFO, or Deputy CFO or comparable senior official responsible for financial management functions must complete and submit the form, printed on organizational letterhead, directly to the IRM College (fax: 202-685-4860 or scanned attachment to IRMRegistrar@ndu.edu). The applicant may also attach additional comments in support of his/her application. Applications will not be processed until all required materials are received; incomplete applications will be held for 60 days. All application materials become the property of the IRM College and cannot be returned.

STEP THREE: Receive program acceptance notification.

Processing Time: Complete applications are reviewed within ten business days upon receipt of required documentation. Questions concerning status of pending applications should be addressed to the Registrar's Office by phone (202-685-6300; DSN 325-6300) or e-mail to IRMRegistrar@ndu.edu.

Communications of IRM College Admission Decisions: Applicants will receive an e-mail notification of the IRM College Admissions decision. Communications will detail the applicant's program status, the official start and end dates of their program, and faculty advisor contact information. The faculty advisor assists the student in planning a course of study and answer questions about program requirements.



Course Registration Procedures

Once accepted into an academic program, the student will be assigned a student account, username, and password, which he/she will use to self-enroll in courses from the NDU student information system, uNET (link from www.ndu.edu/irmc). If a student experiences any problems accessing accounts or enrolling, he/she may contact the Registrar's Office at 202-685-6300 or IRMCRegistrar@ndu.edu.

Enrolling With the Class Number: The Class Number can be found next to each class offering listed in the *Schedule of Classes*. It is a four-digit number and it is the unique identifier for each class in that Academic Year.

1. Log into uNET (using your Username and Password)
2. Click on "Add/Drop a Class"
3. Select "Academic Year 200X/200X" (for example, 2008/2009)
4. Select "Add Classes"
5. Enter Class Number
6. Click "Submit"
7. Click "View My Schedule"

Enrolling Without the Class Number: If you do not have the Class Number, or if you would like to search the system for open classes, follow steps one through five above, then click on the magnifying glass to perform a "Look Up" instead of entering the Class Number. Then do the following:

1. Log into uNET (using your Username and Password)
2. Click on "Add/Drop a Class"
3. Select "Academic Year 200X/200X" (for example, 2008/2009)
4. Click on the magnifying glass next to the Class Number box
5. In the Subject box, enter "IRMC-INT" (this stands for IRMC intensive course)
6. In the Description box, enter the three-letter course descriptor (e.g., CFF, MAC, LDC, etc.)
7. *Optional:* Notice that the "Open Classes Only" box is checked. That means that the search will return only open classes. If you want to see all classes (e.g., you may want to place yourself on the wait-list), click inside the box to remove the check.
8. Click on "Search"
9. Click on the checkbox next to the class you want to attend
10. Click "Submit"
11. Click "View My Schedule"

Confirmation of Enrollment: Students may confirm successful enrollment by viewing their class schedule from uNET. Students who successfully enroll in a class will be emailed a class acceptance notice automatically from uNET. Students will also receive an attendance reminder four weeks before the class start date via e-mail describing pre-attendance requirements and reporting instructions. For low-enrolled classes, students may be asked to confirm participation in classes in which they enroll by a return e-mail message or by a telephone call to the IRM College Registrar's Office at (202) 685-6300.



Course Descriptions and Scheduled Offerings – Academic Year 2008/2009

Course Code/Descriptor – Course Title (Class Number) (listed alphabetically by code)

AUDITING, INTERNAL CONTROLS, & RISK*

- * Under development, will be scheduled in Academic Year (AY) 2009/2010.
- * Enrollment restricted to accepted students in the CFO Leadership Certificate Program.

DECISION SUPPORT, STRATEGIES & TOOLS*

- * Under development, will be scheduled in Academic Year (AY) 2009/2010.
- * Enrollment restricted to accepted students in the CFO Leadership Certificate Program.

ARC – ENTERPRISE ARCHITECTURE FOR LEADERS (6412)

This course examines enterprise architecture (EA) as a strategic capability organizational leaders use for enterprise planning, decision-making, and key process execution. Students explore leadership competencies and management strategies needed to advance EA adoption, use, and institutionalization. Students also explore the integration of EA with strategic planning, governance, portfolio management, capital planning and investment control, and information assurance. Students examine EA descriptive frameworks and associated models that guide EA development activities and review EA evaluative frameworks used to assess organizational EA management capacities and performance outcomes enabled by the EA. Students further examine challenges to organizational EA adoption, implementation, use, and institutionalization and consider strategies to address them.

Class #	Description	Section	Start Date	End Date	Location/Format
1014	ARC	01	11/3/2008	11/7/2008	Fort McNair, DC/E-Resident
1015	ARC	02	2/9/2009	2/13/2009	Fort McNair, DC/E-Resident
1016	ARC	03	4/6/2009	4/10/2009	Fort McNair, DC/E-Resident
1017	ARC	04	5/4/2009	7/24/2009	Distributed Learning
1018	ARC	05	5/18/2009	5/22/2009	Fort McNair, DC/E-Resident
1019	ARC	06	7/20/2009	7/24/2009	Fort McNair, DC/E-Resident
1020	ARC	07	9/21/2009	12/11/2009	Distributed Learning



BBC – BUILDING AN IT BUSINESS CASE (6430)

This course focuses upon program-level development and presentation of an effective IT acquisition business case. Well-developed business cases support agency IT capital planning and investment control and successful OMB IT investment review. Topics include best practices in economic and risk analysis, identifying and communicating the value of alternative IT investments, business process reengineering and benchmarking, and the IT Program Manager’s responsibilities in agency IT portfolio management. The course examines both the OMB Circular A-11 Exhibit 300: Capital Asset Plan and Business Case Summary and the more detailed business case used in the agency investment review process. Students analyze sample IT business cases and develop a business case based on source materials.

Class #	Description	Section	Start Date	End Date	Location/Format
1107	BBC	01	12/8/2008	12/12/2008	Fort McNair, DC/E-Resident
1108	BBC	02	3/2/2009	3/6/2009	Fort McNair, DC/E-Resident
1109	BBC	03	5/4/2009	7/24/2009	Distributed Learning
1110	BBC	04	5/11/2009	5/15/2009	Fort McNair, DC/E-Resident
1111	BBC	05	7/13/2009	7/17/2009	Fort McNair, DC/E-Resident
1112	BBC	06	8/17/2009	8/21/2009	Fort McNair, DC/E-Resident
1113	BBC	07	8/21/2009	12/11/2009	Distributed Learning

BFM – FEDERAL BUDGETING AND FINANCIAL MANAGEMENT FOR STRATEGIC LEADERSHIP (6417)

This course examines Federal budgeting, appropriations, and financial management. It is intended to provide a strategic understanding of the players, roles, structure, responsibilities, and rules of Federal budgeting, appropriations, and financial management. With this critical understanding, the senior manager or leaders gain ability to shape the fiscal environment to achieve agency strategic outcomes. The course focuses on topics such as the dynamic interaction between agency, executive, and congressional stakeholders in developing a budget and gaining an appropriation; the impact on government of current fiscal issues, including the competition between discretionary and nondiscretionary spending; and emerging Federal financial management reform initiatives. The course concludes with a discussion of budget execution, internal control, audit, and appropriations law issues.

Class #	Description	Section	Start Date	End Date	Location/Format
1114	BFM	01	6/8/2009	6/12/2009	Ft. McNair, DC/e-Resident
1115	BFM	02	9/14/2009	9/18/2009	Ft. McNair, DC/e-Resident



CFF – THE CHANGING WORLD OF THE CFO (6601)*

This course focuses on the changing environment of the federal Chief Financial Officer (CFO). The course provides an overview of the essential elements of the current and future roles of government CFOs and their staffs. It surveys the various roles of the executive and strategic leader, compliance officer, risk manager, transaction processor, strategic planner, fiduciary reporter, and reporter of management and financial information. The course discusses policies, challenges and opportunities associated with areas including decision support, business process improvement, systems integration, financial systems, ethics, workforce development, performance management, budget, and portfolio management. Standards, privacy, and transparency issues are considered and discussed. The fundamental role of the networked community as the critical ingredient for success is explored in depth.

***Enrollment restricted to accepted students in the CFO Leadership Certificate Program.**

Class #	Description	Section	Start Date	End Date	Location/Format
1089	CFF	01	2/2/2009	2/6/2009	Ft. McNair, DC/e-Resident
1121	CFF	02	6/15/2009	6/19/2009	Ft. McNair, DC/e-Resident

COO – CONTINUITY OF OPERATIONS (6504)

This course provides a broad description of the major elements involved in developing and implementing effective continuity of operations plans for government agencies. Using Federal regulations policies as a backdrop, the course examines the technological, human capital, legal, and acquisition factors involved in creating and maintaining a continuity of operations plan. Topics include determining key assets and systems, creating and implementing emergency plans, working with the responder community, developing metrics and exercises, and restoring effective operations.

Class #	Description	Section	Start Date	End Date	Location/Format
1125	COO	01	12/1/2008	12/5/2008	Fort McNair, DC/E-Resident
1126	COO	02	3/9/2009	3/13/2009	Fort McNair, DC/E-Resident
1127	COO	03	5/4/2009	7/24/2009	Distributed Learning
1128	COO	04	6/15/2009	6/19/2009	Fort McNair, DC/E-Resident
1129	COO	05	8/24/2009	8/28/2009	Fort McNair, DC/E-Resident

ESP - ENTERPRISE STRATEGIC PLANNING (6320)

In this course the students will conduct a strategic assessment by reviewing the various elements of *The National Security Strategy of the United States of America* (information, economic, diplomatic, and military power) and supporting strategies (e.g., *National Strategy for Homeland Security*, *National Strategy for Combating Terrorism*, *National Defense Strategy*, *National Military Strategy*, etc.) to



understand the strategic direction of the Federal Government and its impact on their organization. They will review and critique the U.S. national security and inter-agency strategic planning process and explain the unique role that each agency plays in achieving inter-agency and national missions and goals. Students will explain various approaches to strategic planning in the face of uncertainty.

Class #	Description	Section	Start Date	End Date	Location/Format
1316	ESP	01	9/14/2009	9/18/2009	Ft. McNair, DC/e-Resident

ESS – ENTERPRISE INFORMATION SECURITY AND RISK MANAGEMENT (6206)

This course examines the practical challenges of assessing and managing information security risks when developing an enterprise information security program. Based upon OMB, NIST, and DOD risk management guidance, the course addresses the key components of an organization’s information security program including the identification, assessment, mitigation, and acceptance of risk. The course builds upon fundamental information assurance concepts and information security technology, integrating them into scalable, practical working solutions for defending the enterprise. Security program components, including configuration, incident, system lifecycle, and acquisition are examined from a risk management perspective. Other topics include program and system security planning, risk assessment, policy, control/countermeasure selection, and continuous performance measurement and monitoring.

Class #	Description	Section	Start Date	End Date	Location/Format
1163	ESS	01	11/17/2008	11/21/2008	Ft. McNair, DC/e-Resident
1164	ESS	02	1/12/2009	4/3/2009	Ft. McNair, DC/e-Resident
1165	ESS	03	1/26/2009	1/30/2009	Ft. McNair, DC/e-Resident
1166	ESS	04	5/4/2009	5/8/2009	Ft. McNair, DC/e-Resident
1167	ESS	05	5/4/2009	7/24/2009	Distributed Learning
1168	ESS	06	7/20/2009	7/24/2009	Ft. McNair, DC/e-Resident
1169	ESS	07	9/14/2009	9/18/2009	Ft. McNair, DC/e-Resident
1170	ESS	08	9/21/2009	12/11/2009	Distributed Learning

GBE - GOVERNMENT BUSINESS ENTERPRISE TRANSFORMATION (6501)

This course focuses on initiatives, strategies, and opportunities for transforming the Federal Government’s business operations that provide capabilities, resources, and materiel to the government employee (such as global warfighters or disaster recovery staff). The course assesses the structural, political, technological, leadership, and human challenges of effecting transformational change in a complex mega-enterprise. This includes analyzing the challenges transformation initiatives bring when engaging in new ways of doing business, retiring legacy systems, processes, and strategies, while



simultaneously delivering required services and results. The evolving vision and development of the Federal Enterprise Architecture as the information technology enabler of business enterprise transformation are evaluated. Students examine large organization transformations from the corporate sector to identify insightful lessons that can be developed as recommendations for government business enterprise transformation.

Class #	Description	Section	Start Date	End Date	Location/Format
1311	GBE	01	2/23/2009	2/27/2009	Ft. McNair, DC/e-Resident

ITP – INFORMATION TECHNOLOGY PROJECT MANAGEMENT (6416)

This course focuses on project and program management in an Information Technology (IT) context. Students explore industry-accepted project management processes, e.g., the Project Management Institute’s (PMI) Project Management Book of Knowledge® framework, and apply project management concepts. Major topics include planning and management of project communications, scope, time, cost, quality, risk, human resources, procurement, and project integration. Factors that make IT projects unique and difficult to manage are explored, along with tools and techniques for managing them. Hands-on exercises challenge students to internalize how they can apply these concepts to actual IT projects. In an extensive team project simulation, students gain hands-on project management experience by performing complex project management tasks leading to the development of a project management strategy/plan.

Class #	Description	Section	Start Date	End Date	Location/Format
1298	ITP	01	12/1/2008	12/5/2008	Fort McNair, DC/E-Resident
1299	ITP	02	1/12/2009	4/3/2009	Fort McNair, DC/E-Resident
1300	ITP	03	2/23/2009	2/27/2009	Fort McNair, DC/E-Resident
1301	ITP	04	8/24/2009	8/28/2009	Fort McNair, DC/E-Resident
1302	ITP	05	9/21/2009	12/11/2009	Distributed Learning

LDC – LEADERSHIP FOR THE INFORMATION AGE (6301)

This course examines Information Age leadership and organizations. It describes the successful Information Age leader and organization as constantly learning and adapting to an increasingly complex, changing, and information-rich environment. Emphasis is placed on “out-of-the-box” thinking, individual and organizational innovation, and the processes and structures that enhance an organization’s ability to learn, adapt, and compete in the Information Age. The course also explores the role of information and technology in the Information Age organization; the relationships among learning, change, and strategic planning; and the new abilities required for leading in the Information Age.



Class #	Description	Section	Start Date	End Date	Location/Format
1232	LDC	01	10/20/2008	10/24/2008	Ft. McNair, DC/e-Resident
1233	LDC	02	12/15/2008	12/19/2008	Ft. McNair, DC/e-Resident
1234	LDC	03	1/12/2009	4/3/2009	Distributed Learning
1235	LDC	04	4/13/2009	4/17/2009	Ft. McNair, DC/e-Resident
1236	LDC	05	8/3/2009	8/7/2009	Ft. McNair, DC/e-Resident
1237	LDC	06	9/14/2009	9/18/2009	Ft. McNair, DC/e-Resident

MAC – MULTI-AGENCY INFORMATION-ENABLED COLLABORATION (6512)

This course focuses on strategies, means, and information models needed for effective multi-agency collaboration in planning, decision-making and implementation of national security operations, including stabilization and reconstruction, and homeland security and national preparedness operations. It examines current and proposed initiatives for transforming and leading cross-boundary collaboration at the Federal, State and local levels, and includes multilateral collaboration situations with nongovernment (NGO) and international organizations and coalitions, media, private sector and coalition partners. The course examines how information-enabled networks, collaborative tool-sets, cross-boundary information-sharing, and work processes can be harnessed to enable effective multi-agency and multilateral national and homeland security activities. The course assesses the human, social and leadership issues of sustained and effective multi-agency collaborations. Impediments such as legal and budgetary authority restrictions, educational and cultural factors that inhibit cross-boundary mission effectiveness and transformation are assessed, as are strategies for addressing them.

Class #	Description	Section	Start Date	End Date	Location/Format
1025	MAC	01	10/20/2008	10/24/2008	Ft. McNair, DC/e-Resident
1026	MAC	02	1/26/2009	1/30/2009	Ft. McNair, DC/e-Resident
1241	MAC	03	4/20/2009	4/24/2009	Ft. McNair, DC/e-Resident
1242	MAC	04	5/4/2009	7/24/2009	Ft. McNair, DC/e-Resident



MOP – MEASURING RESULTS OF ORGANIZATIONAL PERFORMANCE (6316)

This course provides strategies and techniques for assessing organizational performance results as part of the strategic planning and budgeting process required to fulfill regulatory oversight requirements (e.g., GPRA, Clinger-Cohen Act, President’s Management Agenda, PART). The course leverages lessons learned from both inter-agency and private sector experiences on the leadership, process, and resource issues surrounding the identifying, developing, and validating performance measurement instrumentation, collecting and organizing performance data, and analyzing and reporting organizational results. Using the Kaplan and Norton Balanced Scorecard methodology as a framework, organizational performance measures are developed that tie to the organizational mission, vision, goals, objectives, initiatives, budget, strategy, and outcomes. A priority emphasis is placed on organizational outcomes as those outcomes link mission accomplishment to the value added for customers and stakeholders.

Class #	Description	Section	Start Date	End Date	Location/Format
1243	MOP	01	11/3/2008	11/7/2008	Fort McNair, DC/E-Resident
1244	MOP	02	12/8/2008	12/12/2008	Fort McNair, DC/E-Resident
1245	MOP	03	1/12/2009	4/3/2009	Distributed Learning
1246	MOP	04	1/26/2009	1/30/2009	Fort McNair, DC/E-Resident
1247	MOP	05	3/16/2009	3/20/2009	Fort McNair, DC/E-Resident
1248	MOP	06	4/27/2009	5/1/2009	Fort McNair, DC/E-Resident
1249	MOP	07	5/4/2009	7/24/2009	Distributed Learning
1250	MOP	08	6/1/2009	6/4/2009	Fort McNair, DC/E-Resident
1251	MOP	09	7/20/2009	7/24/2009	Fort McNair, DC/E-Resident
1252	MOP	10	9/21/2009	12/11/2009	Distributed Learning

PFM - CAPITAL PLANNING AND PORTFOLIO MANAGEMENT (6315)

This course focuses on state-of-the-art strategies for portfolio management, with an emphasis on assessing, planning, and managing information technology (IT) as a portfolio of investments. The three phases of the investment management process are considered: selection, control, and evaluation of proposals; on-going projects; and existing systems. The relationship of performance measures to mission performance measures is explored. The course examines the roles of the CIO, the CFO, and other managers in developing investment assessment criteria, considers how the criteria are used in planning and managing the portfolio, and explores the Office of Management and Budget’s (OMB) portfolio perspective as found in Circular A-11, Part 7, Section 53, Information Technology and E-Government. Individual and team exercises are employed, including simulation of an IT investment portfolio review by the Investment Review Board.



Class #	Description	Section	Start Date	End Date	Location/Format
1272	PFM	01	11/17/2008	11/21/2008	Ft. McNair, DC/e-Resident
1273	PFM	02	3/23/2009	3/27/2009	Ft. McNair, DC/e-Resident
1274	PFM	03	9/21/2009	9/25/2009	Ft. McNair, DC/e-Resident
1275	PFM	04	9/21/2009	12/11/2009	Ft. McNair, DC/e-Resident

PRI – STRATEGIES FOR PROCESS IMPROVEMENT (6333)

This course examines strategies, management processes and resources for process improvement within and across Federal agencies. The course provides an executive-level examination of business process improvement strategies, including business process re-engineering, benchmarking, activity-based costing/management, process architecting, Lean Six Sigma, and other quality improvement programs. An overview of the tools, techniques, and technologies that enable process-centric performance improvements in how agencies achieve their missions is provided. Attention is focused on the enterprise-level leadership challenges of process management, including initiation, collaboration, design, implementation, and portfolio project management of process-centric improvements within and across agencies.

Class #	Description	Section	Start Date	End Date	Location/Format
1219	PRI	01	11/17/2008	11/21/2008	Fort McNair, DC/E-Resident
1221	PRI	02	1/12/2009	1/16/2009	Fort McNair, DC/E-Resident
1222	PRI	03	1/12/2009	4/3/2009	Distributed Learning
1224	PRI	04	4/13/2009	4/17/2009	Fort McNair, DC/E-Resident
1225	PRI	05	5/18/2009	5/22/2009	Fort McNair, DC/E-Resident
1226	PRI	06	7/20/2009	7/24/2009	Fort McNair, DC/E-Resident
1227	PRI	07	9/14/2009	9/18/2009	Fort McNair, DC/E-Resident
1317	PRI	08	9/21/2009	12/11/2009	Distributed Learning