Financial Management of Nonprofit Organizations / MGT542

Summer, 2017 Syllabus

Part 1: Course Information

Instructor Information

Instructor: Joan Dawson McConnon

Office: Online
Office Hours: Commencing Thursday June 15th – available every Monday evening 7:30-8:00pm for questions and every Thursday evening 7:30-8:15pm to review the weekly power point and answer any questions.
Moodle Addr: https://zoom.us/j/9604369867
Office Telephone: cell: 267-918-8694 (best way to reach me is by text)
E-mail: jmcconnon@gratz.edu

Course Description
The course will examine the critical financial considerations of the nonprofit organization, including sources of funds, reserve development and management and financial accountability. The students will consider the key financial measures and strategies required to ensure the effectiveness and sustainability of the organization. The course will also consider nonprofit financial statements as indicators of financial health and sound management.

Prerequisite
• N/A

GE Area if Applicable
• N/A
Textbook & Course Materials

**Required Text**


* Available in E-book which you are free to purchase instead of a hard-copy book.

**Recommended Texts & Other Readings**


- Other readings will be made available in the course packet/Web site/Moodle environment
Part 2: Student Learning Objectives

The specific objectives of this course are to:

I. Understand basic accounting and financial terminology used in the Not-For-Profit (NFP) Sector
II. Understand the financial systems required to manage, monitor and report on the financial activities of the NFP Organization
III. Understand the unique nature of ethical decision making in the NFP Organizations
IV. Understand the purpose of budgeting in the NFP Sector and how to create and manage an operating budget
V. Understand the basic financial statements in the NFP Sector and how they are used to analyze the performance of the NFP organization
VI. Understand the reporting and regulatory requirements of the NFP organization

Course Requirements for BA and MA levels tied to Learning Objectives listed above, such as:

I. View videos; complete reading assignments and participate in on-line Discussion Forums 15% (Objectives I, II, III, IV, V and VI).
II. Complete Homework Assignments 10% (Objectives I, II, III, IV, V and VI).
III. Complete research assignment and present at Summer Institute 20% (Objective III)
IV. Complete and present Budgeting Case Study at Summer Institute 20% (Objective IV)
V. Complete and present Financial Analysis Case Study at Summer Institute 20% (Objective V)
VI. Final Examination 15% (Objectives I, II, III, IV, V and VI).

Grading Percentages

Forum Participation = 15% of Final Grade
Homework Assignment = 10% of Final Grade
Research and Presentation = 20% of Final Grade
Budget Case Study = 20% of Final Grade
Financial Analysis Case Study = 20% of Final Grade
Final Exam = 15% of Final Grade
Part 3: Topic Outline/Schedule

• **Week 01: June 7th–June 13th:** This week we will begin with an introduction and overview of the Not-For-Profit (NFP) Sector and the financial management of the NFP organization.
  - Read *Budgeting and Financial Management for Nonprofit Organizations*: Part I: Chapter 1
  - Read *The Simplified Guide to Not-for-Profit Accounting*: Chapters 1,3 and 13
  - Read *Smart Stewardship for Nonprofits*: Chapters 1 and 2
  - View the Videos for Week 1
  - Complete Discussion, Q&A and Homework Forum

• **Week 02: June 14th – June 20th:** This week we will study the fundamentals of Accounting in the NFP organization.
  - Read *Budgeting and Financial Management for Nonprofit Organizations*: Part III: Chapter 5
  - Read *The Simplified Guide to Not-for-Profit Accounting*: Chapter 4
  - View the Video for Week 2
  - Complete Discussion & Q&A Forums and Homework Assignment

• **Week 03 – June 21st – June 28th:** This week we will study the basic preparation and interpretation of Financial Statements
  - Read *Budgeting and Financial Management for Nonprofit Organizations*: Part III: Chapter 6
  - Read *The Simplified Guide to Not-for-Profit Accounting*: Chapter 5
  - View the Video for Week 3
  - Complete Discussion & Q&A Forums and Homework Assignment

• **Week 04 – June 28th – July 4th:** Holiday Week (Week 5 will be open and be available this week)
• **Week 05 – July 5th – 11th:** This week we will research Ethics and Decision Making in the Non Profit Organization
  o Read *Smart Stewardship for Nonprofits*: Chapters 3 and 4
  o Complete Research Assignment to be presented on Sunday Evening at the Summer Institute
  o Complete Discussion & Q&A Forums

• **Week 06–July 12th–July 18th:** [incl. Institute: 7/16-7/18]
  o Read *Budgeting and Financial Management for Nonprofit Organizations*: Part II: Chapter 2 and 4 and Part IV: Chp 9
  o Read *The Simplified Guide to Not-for-Profit Accounting*: Chapter 12
  o Read *Budgeting and Financial Management for Nonprofit Organizations*: Part III: Chapters 7 & 8 and Part IV: Chp 10
  o **Sunday Afternoon Session: Ethics and the Nonprofit**
    ▪ Presentations and Discussion about ethical decision-making in the Non Profit Organization
    ▪ Sunday Evening: Read *Smart Stewardship for Nonprofits*: Chapter 5
  o **Monday All-day Session: Budgeting for the NFP organization.**
    ▪ Review budget reading material; complete in-class exercises; complete and present case study
  o **Tuesday All-day Session: Monitoring and assessing the performance of the NFP organization.**
    ▪ Review performance analysis reading material; complete in-class exercises; complete and present case study

• **Week 07 – July 19th – July 25th:** Break (Week 8 will be open and be available this week)

• **Week 08 - July 26th – August 1st:** This week we will discuss the regulatory and reporting and the audit process for the NFP organization
  o Read *The Simplified Guide to Not-for-Profit Accounting*: Chapter 14 and 16
  o Read *Budgeting and Financial Management for Nonprofit Organizations*: Part IV: Chapter 14
  o Complete Discussion & Q&A Forums
  o Complete Final Exam
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Part 4: Grading Policy

Graded Course Activities

List of all Graded Course Activities:

Forum Participation = 15% of Final Grade

The Forum will be comprised of questions from either the video lecture or from the weekly readings that students will be expected to post and one Discussion Question (DQ) that I will put forth to the group.

Students are expected to make a minimum of 3 posts each week:

One post must be a question to the group pertaining to the week’s lecture and readings.
One post must be a response to the DQ I will post to the group.
One post can be an answer to another student’s question or a comment regarding another student’s response to the DQ.

Students’ posts are expected to contain thoughtful questions, responses and analysis. The Forum is viewed by the entire class and is expected to be public discussion.

Homework Forum/Assignments = 10% of Final Grade
Research and Presentation = 20% of Final Grade
Budget Case Study prepared and presented at the Summer Institute = 20% of Final Grade
Financial Analysis Case Study prepared and presented at the Summer Institute = 20% of Final Grade
Final Exam = 15% of Final Grade

Late Work Policy

Be sure to pay close attention to deadlines—there will be no make up assignments or quizzes, or late work accepted without a serious and compelling reason and instructor approval.
**Letter Grade Assignment**

Final grades assigned for this course will be based on the percentage of total points earned and are assigned as follows:

<table>
<thead>
<tr>
<th>Letter Grade</th>
<th>Percentage</th>
<th>Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>94-100%</td>
<td>Excellent Work</td>
</tr>
<tr>
<td>A-</td>
<td>90-93%</td>
<td>Nearly Excellent Work</td>
</tr>
<tr>
<td>B+</td>
<td>88-89%</td>
<td>Very Good Work</td>
</tr>
<tr>
<td>B</td>
<td>84-87%</td>
<td>Good Work</td>
</tr>
<tr>
<td>B-</td>
<td>80-83%</td>
<td>Mostly Good Work</td>
</tr>
<tr>
<td>C+</td>
<td>78-79%</td>
<td>Above Average Work</td>
</tr>
<tr>
<td>C</td>
<td>74-77%</td>
<td>Average Work</td>
</tr>
<tr>
<td>C-</td>
<td>70-73%</td>
<td>Mostly Average Work</td>
</tr>
<tr>
<td>D+</td>
<td>68-69%</td>
<td>Below Average Work</td>
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<tr>
<td>D</td>
<td>65-67%</td>
<td>Poor Work</td>
</tr>
<tr>
<td>F</td>
<td>64% and below</td>
<td>Failing Work</td>
</tr>
</tbody>
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**Important note:** For more information about grading at Gratz College, visit the academic policies and grading section of the college catalog.
Part 5: Course Policies

Guidelines for Online Forum Discussions

The following is the policy concerning Forum Participation:

**Forum Participation Requirements**
Students are expected to participate in the question and answer sessions and the Discussion Question (DQ) forum. Each student is expected to post one question from the material and one response to the weekly DQ. Students are also expected to make one additional post which can be achieved by providing an answer to a question posed by a fellow student or by commenting to a response made by a fellow student to the DQ.

Consideration will be given for those students who experience a dramatic personal emergency during the semester, such as illness in the family or disruption due to weather or other issues that impede Internet access. In the event of an emergency, it is the student’s responsibility to notify the instructor as soon as possible.

**Weekly Schedule:**
- Instructor posts DQ by 12am on Wednesday
- Students post question from material and DQ Response by 10pm Saturday
- Students make one post (answer to a question or comment to a DQ response) by 11pm Monday
- Students submit Homework Assignment by 10pm Tuesday
Assessing Participation

**Forum Evaluation Metrics:**

Excellent = Students post high quality questions/responses and actively participate a minimum of 3 times during the week.

Satisfactory = Students post a question demonstrating that materials were read and post a response to the DQ one other time during the week.

Incomplete = Either the student did not participate in the forum for a given session or the postings give the instructor a sense that the student has not demonstrated an understanding of the material.

**Homework Assignment Evaluation Metrics:**

Excellent = Assignment is well organized and reflects strong knowledge gathered from course lectures and readings.

Satisfactory = Assignment reflects basic information from course material and is adequately presented.

Incomplete = Assignment does not reflect an understanding of the course material and is poorly presented.

Build Rapport

If you find that you have any trouble keeping up with assignments or other aspects of the course, make sure you let your instructor know as early as possible. As you will find, building rapport and effective relationships are key to becoming an effective professional. Make sure that you are proactive in informing your instructor when difficulties arise during the semester so that they can help you find a solution.

Complete Assignments

*All assignments for this course will be submitted electronically through Moodle unless otherwise instructed.*

All Forum discussions or assignments must be completed by the assignment due date and time. Unless an extension is granted, late or missing Forum discussions or assignments will affect the student’s grade.

Understand When You May Drop This Course

*Withdrawal from a Course*

Students who wish to drop a class after the drop/add period has ended must contact their academic advisor in writing by email.
Withdrawal from the College
Students wishing to withdraw from Gratz College must notify their academic advisor in writing by email.

Students who withdraw from courses later than the Withdrawal deadline found in the College Academic Calendar will receive an “F” for the course.

Incomplete Policy
Under emergency/special circumstances, students may petition for an incomplete grade.

Each instructor must provide clear guidelines on the course syllabus as to what minimal work (i.e., 60% of all Forums or Written Assignments) a student must do to be eligible to request an Incomplete in the course.

If granted an Incomplete, students will have one semester to complete their Incompletes. Beyond that one-semester deadline, students must petition in writing to their academic advisor for a further extension. Faculty will no longer be authorized to grant individual extensions beyond the deadline. If no written request is given, students who do not complete their Incompletes by the end of the following semester will receive an F.

Inform Your Instructor of Any Accommodations Needed
Gratz College is committed to equal educational opportunities for qualified students with disabilities in compliance with Section 504 of the Federal Rehabilitation Act of 1973 and the Americans with Disabilities Act (ADA) of 1990. Any students needing accommodation should contact disabilities@gratz.edu. All requests for accommodations need appropriate advance notice by the student and require supporting documentation from appropriate professionals testifying to the disability. If approved, you are responsible for discussing approved accommodations with faculty.

Commit to Integrity
As a student in this course (and at this college) you are expected to maintain high degrees of professionalism, commitment to active learning and participation in this class and also integrity in your behavior in and out of the classroom.
Academic Dishonesty Policy

1. Academic dishonesty includes such things as cheating, inventing false information or citations, plagiarism and helping someone else commit an act of academic dishonesty. It usually involves an attempt by a student to show possession of a level of knowledge or skill that he/she does not possess.

2. Course instructors have the initial responsibility for detecting and dealing with academic dishonesty. Instructors who believe that an act of academic dishonesty has occurred are obligated to discuss the matter with the student(s) involved. Instructors should possess reasonable evidence of academic dishonesty. However, if circumstances prevent consultation with student(s), instructors may take whatever action (subject to student appeal) they deem appropriate.

3. Instructors who are convinced by the evidence that a student is guilty of academic dishonesty shall assign an appropriate academic penalty. If the instructors believe that the academic dishonesty reflects on the student's academic performance or the academic integrity in a course, the student's grade should be adversely affected. Suggested guidelines for appropriate actions are: an oral reprimand in cases where there is reasonable doubt that the student knew his/her action constituted academic dishonesty; a failing grade on the particular paper, project or examination where the act of dishonesty was unpremeditated, or where there were significant mitigating circumstances; a failing grade in the course where the dishonesty was premeditated or planned. The instructors will file incident reports with the Vice Presidents for Academic Affairs. These reports shall include a description of the alleged incident of academic dishonesty, any relevant documentation, and any recommendations for action that he/she deems appropriate.

4. The Vice President for Academic Affairs shall maintain an Academic Dishonesty File of all cases of academic dishonesty with the appropriate documentation.

5. Student may appeal any actions taken on charges of academic dishonesty to the "Academic Appeals Board."

6. The Academic Appeals Board shall consist of faculty and at least one student.

7. Individuals may not participate as members of the Academic Appeals Board if they are participants in an appeal.

8. The decision of the Academic Appeals Board will be forwarded to the President of Gratz College, whose decision is final.
PART 6: SUGGESTED BIBLIOGRAPHY (AND WEBSITES IF APPLICABLE)

Additional Books:


Web Resources:

• www.nonprofitquarterly.org
• www.guidestar.org
• www.charitynavigator.org
• www.councilofnonprofits.org
• www.wallacefoundation.org

PART 7: PRE AND POST COURSE UNGRADED Quizzes

As part of our accreditation with Middle States, we have continual assessment of student learning. One of the ways we demonstrate this is through Pre and Post Course Ungraded Quizzes. Students complete the Quiz at the beginning of the course to assess their level of knowledge before taking the course and take the Quiz again after taking the course. Demonstrating that students have gained knowledge by the end of the course is one way that we can demonstrate effective student learning.

Important Note: Any form of academic dishonesty, including cheating and plagiarism, may be reported to the office of academic affairs.

Course policies are subject to change. It is the student’s responsibility to check Moodle for corrections or updates to the syllabus. Any changes will be posted in Moodle.