SYLLABUS

Few have heard of Fra Luca Pacioli, the inventor of double entry bookkeeping, but he probably had much more influence on human life than has Dante or Michael Angelo.

Herbert Muller (historian)

Course description
This course is an introduction to public financial management with particular emphasis on state and local government and nonprofits. The first portion of the course examines the municipal bond market, from acquiring to repaying debt. The focus then shifts to treasury management, from collection to investment to disbursement. This is followed by a discussion of financial control, including the elements of fund accounting, financial reporting, and internal and external auditing. A course calendar is attached with the expected dates and topics to be covered in each class session.

This course covers topics that managers in most public and nonprofit organizations will confront in their daily duties. The word among students and alumni is that this is a useful course in their professional careers. The course moves rather quickly through the topics and becomes progressively more challenging. The exercises are used as instructional tools and thus many of the concepts and methods must be mastered before being covered in class. In other words, the exercises will require that students grapple with the solutions, much like the problems confronted by a public manager. *Most of the learning occurs outside the classroom.* Class meetings are used as a forum for clarifying and expanding on the readings and exercises.

Here are some tips for making the course more enjoyable: (1) devote adequate time to completing the readings and exercises; (2) find a study partner to help in preparing the exercises (some of them are time consuming and difficult); and (3) don’t miss class.

Essential competencies

- explain the management of working capital including cash management, investment of idle cash, and accounts receivable management;
- understand the intricacies of the municipal bond market, determinants of the interest cost of municipal bonds, and the methods for evaluating the credit worthiness of issuers;
- understand basic accounting methods for recording, reporting and reconciling financial information and how to interpret financial reports;
- understand the purpose and operation of internal controls, internal auditing, and external auditing.
Course requirements
1. Reading Assignments: Accompanying each class session is a reading assignment from one of the four required texts or from articles distributed in class. Completion of the required reading assignment prior to class is expected.
   (readings) The additional readings are posted on Canvas.

2. Exercises and class participation: Several exercises will be assigned during the semester. These are designed to reinforce comprehension of the reading material and to facilitate class discussion. In addition, students will be evaluated on class participation based on their recollection of the required readings. These exercises are in lieu of a regular research paper.

3. Exams: There will be a midterm and final. The final will cover the material in the second half of the course only.

4. Final course grade: Final grades for the course will be based on the following weights:
   - Midterm exam: 30%
   - Final Exam: 30%
   - Exercises: 35%
   - Class participation: 5%

Course calendar
**AUGUST 26**  INTRODUCTION TO COURSE

**SEPTEMBER 2**  LABOR DAY, NO CLASS

**SEPTEMBER 9,**  MUNICIPAL BONDS
16, & 23
   Guest speaker (Sept. 16): Jeff Leuschel, Partner, McCall, Parkhurst & Horton, LLP, Dallas.
   Guest speaker (Sept 23): Boyd London, Director, Hilltop Securities, Inc., Dallas

I. Overview of the Municipal Bond Market
   **SIFMA, Chaps. 1 and 2**
II. The Process for Issuing Municipal Bonds
   SIFMA, Chaps. 3-8

III. Issues in Debt Management
   SIFMA, Chaps. 9-10
   5. Standard & Poor's, "Guide to Credit Ratings Criteria, Why Criteria are Important and
      How They are Applied," 2015.
   7. Standard & Poor's, "Top 10 Management Characteristics of Highly Rated Credits in
   8. “U.S. Courts Bankruptcy Basics, Chapter 9.”
   11. Liz Farmer, “This Bill Could Save Rural Governments Millions in Infrastructure

SEPTEMBER 30       CASH PLANNING AND CONTROL
OCTOBER 7, & 14
Guest speaker: Patrick Shinkle, Operations Director, Center for Public Management, UNT.

I. Introduction to Treasury Management
      Bartley Hildreth, and Justin Marlowe, Management Policies in Local Government
   2. Girard Miller, Chap 4, “Cash Budgeting, Cash Forecasting, and Arbitrage
      Investing.” in Investing Public Funds, 2nd edition. (Chicago: Government Finance
      Officers Assn, 1998).

II. Managing Cash Investments
   3. Dallas Morning News, “Texas Goes to Wall Street for a Short-term Loan of $5.4
      Billion,” August 17, 2017.
      Depositor Demand for the Texas Local Government Investment Pool,” Public
      Budgeting & Finance, Fall 2015: 95-115.
   7. GFOA, Sample Investment Policy, April 20, 2017.
      Demand and Performance of the Texas Local Government Investment Pool,”
OCTOBER 21  MIDTERM EXAM (Chilton Hall 255)

OCTOBER 28  OVERVIEW OF ACCOUNTING AND FINANCIAL REPORTING

NOVEMBER 4,  A HURL-WIND INTRODUCTION TO FUND ACCOUNTING
11, & 18
3. Joan Norvelle, Chaps 3-6

NOVEMBER 25  FINANCIAL REPORTING AND AUDITING
Guest speakers: April Barnes, Associate Vice President for Budget and Analytics, UNT
Jennifer Stevenson, Associate Controller, UNT
I. Financial Reporting

II. Internal Auditing and Control
7. UNT Internal Audit Charter.

III. External Auditing

DECEMBER 2  CYBERSECURITY AND RANSOMWARE
1. Readings to be assigned.

November 18 to December 5: Complete SPOT course evaluation at my.unt.edu

DECEMBER 9  FINAL EXAM (Chilton Hall 255)
POLICY ON CHEATING AND PLAGIARISM
Notice of this policy shall be given in all public administration classes each semester, and written copies shall be available in the public administration office.

Definitions
The UNT Code of Student Conduct and Discipline defines cheating and plagiarism “as the use of unauthorized books, notes, or otherwise securing help in a test; copying other’s tests, assignments, reports, or term papers; representing the work of another as one’s own; collaborating without authority with another student during an examination or in preparing academic work; or otherwise practicing scholastic dishonesty.”

Penalties
Normally, the minimum penalty for cheating or plagiarism is a grade of “F” in the course. In the case of graduate departmental exams, the minimum penalty shall be failure of all fields of the exam. Determination of cheating or plagiarism shall be made by the instructor in the course, or by the departmental faculty in the case of departmental exams.

Cases of cheating or plagiarism on graduate departmental exams, papers, theses, or dissertations shall automatically be referred to the departmental Curriculum and Degree Programs Committee. Cases of cheating or plagiarism in ordinary course work may, at the discretion of the instructor, be referred to the Curriculum and Degree Programs Committee in the case of either graduate or undergraduate students. This committee, acting as an agent of the Department, shall impose further penalties, or recommend further penalties to the Dean of Students, if they determine that the case warrants it. In all cases, the Dean of Students shall be informed in writing of the case.

Appeals
Students may appeal and decision under this policy by following the procedure laid down in the UNT Code of Student Conduct and Discipline.

POLICY ON DISABILITY ACCOMMODATION
The Department of Public Administration, in cooperation with the Office of Disability Accommodation, complies with the Americans with Disabilities Act in making reasonable accommodations for qualified students with disabilities. Please present your written accommodation request during regular office hours before the 12th class day of regular semesters (4th class day of summer sessions).

POLICY ON LAPTOPS AND CELL PHONES IN THE CLASSROOM
The classroom setting at an institution of higher learning is intended to serve as a venue that permits the transfer of knowledge and facilitates the sharing of ideas. As such, it is imperative that any distractions from these stated objectives be avoided and kept to a minimum. Potential disruptions include modern electronic devices such as laptop computers and cell phones.

Students are allowed to take notes on personal laptop computers to enhance the learning process, but they should not activate their internet browsers during class or use computers for non-academic purposes (as this diverts attention from the lecture/discussion for both the student using it and others nearby). Students should also avoid using cell phones to search the Internet or text while class is in session.

Exceptions to this policy will be at the discretion of the faculty only and may occur if searching the Internet is necessary to find additional information or facts related to the subject being covered on that particular day.

POLICY ON STUDENT BEHAVIOR IN THE CLASSROOM
Student behavior that interferes with an instructor’s ability to conduct a class or other students’ opportunity to learn is unacceptable and disruptive and will not be tolerated in any instructional forum at UNT. Students engaging in unacceptable behavior will be directed to leave the classroom and the instructor may refer the student to the Center for Student Rights and Responsibilities to consider whether the student's conduct violated the Code of Student Conduct. The university's expectations for student conduct apply to all instructional forums, including university and electronic classroom, labs, discussion groups, field trips, etc. The Code of Student Conduct can be found at www.unt.edu/csrr.
SEXUAL DISCRIMINATION, HARRASSMENT, & ASSAULT

UNT is committed to providing an environment free of all forms of discrimination and sexual harassment, including sexual assault, domestic violence, dating violence, and stalking. If you (or someone you know) has experienced or experiences any of these acts of aggression, please know that you are not alone. The federal Title IX law makes it clear that violence and harassment based on sex and gender are Civil Rights offenses. UNT has staff members trained to support you in navigating campus life, accessing health and counseling services, providing academic and housing accommodations, helping with legal protective orders, and more.

UNT’s Dean of Students’ website offers a range of on-campus and off-campus resources to help support survivors, depending on their unique needs: http://deanofstudents.unt.edu/resources. UNT’s Student Advocate can be reached through e-mail at SurvivorAdvocate@unt.edu or by calling the Dean of Students’ office at 940-565-2648. You are not alone. We are here to help.