Class Meeting: Wednesday 2:00 pm to 4:50 pm
Location: Gateway, Room 137
Class Number: 13741
Instructor: Yu (Kelly) Shi, PhD
Email: yu.shi@unt.edu
Office: Room 204N, Chilton Hall
Office Phone: 940-369-7248
Office Hours: By appointment or Wednesday 5-7:00 pm

Course Overview and Objectives:

This course covers the subject of nonprofit financial management from a practical perspective. It is designed to provide current and prospective nonprofit leaders and other interested students with an understanding of the concepts, issues and information in financial management and accounting for nonprofit organizations. The emphasis will be on the skills necessary to use financial information. Students will be introduced to a full range of financial management topics, including budgeting, financial statement and reporting, financial condition analysis, cash management and liquidity, as well as internal control and accountability.

You may need to understand that a single course will not make you an expert in accounting or financial management in nonprofits. However, mastery of the course material can be advantageous to anyone who is aiming for a position in a not-for-profit organization, a financial analyst, or any other positions calling for familiarity with accounting and finance in the public sector. In addition, this course assumes that students know how to use basic Microsoft words and excel.

Specifically, by the end of the semester you should be able to:

- Use financial vocabulary for communication and develop the ability to ask the right questions and interpret financial results;
- Read a wide variety of financial reports comfortably that are generated in the nonprofit organizations;
- Get and use financial information to enhance the nonprofit organization mission, and make sound decisions and effective management within the nonprofit organizations;
- Have a better understanding of the entire financial management and budgeting process;
- Have the ability to conduct service-learning based project.

Textbooks and Other Readings

(2) Other assigned readings and case studies can be found through UNT library or will be posted on UNT Canvas. It is the student’s responsibility to locate assigned articles and read all materials prior to the class.

Course Structure, Requirements and Grading:

This course has three primary components: pre-class preparation (reading and assignment), lectures, and service-learning project. Prior to each class meeting, you should read the required chapter and/or reading materials, outline key terms, and complete required activity assignments. I will assume that you will spend time for preparations such as reading textbooks and completing assignments before each class meeting.

In class sessions, we will give students lectures and focus on discussions which will be informed by your review of the existing materials. I will use the time in class to answer any questions you may have when you read course materials. In some classes, I will give you excel exercises and review the activity assignments if necessary. As such, the in-person class sessions are designated to clarify, integrate, and strengthen your knowledge of the materials. If you conduct the required preparation, you should have little trouble with key terms or analytical tools.

There are three requirements for the course:

1) Examinations (weight of 45%): There will be two exams. Exam 1 accounts for 20% and exam 2 accounts for 25%. Exams will cover material presented in the assigned texts, activity assignments, lectures, and class discussions. More information about the exams will be provided in the review sessions.

2) Activity assignments (weight of 25%): There are 5 activity assignments, each of them accounts for 5%. The primary purposes of these assignments are to help you analyze, think critically, engage and participate in the class discussions or exercises. You will need to submit your activity assignments to the activity assignments on Canvas by 9:00 pm on Monday. All activity assignments must be submitted via Canvas. Email submission will not be accepted except for technical issues or special accommodation requests.
   - Activity#1 Due 08/30
   - Activity#2 Due 09/13
   - Activity#3 Due 10/04
   - Activity#4 Due 10/25
   - Activity#5 Due 11/08

3) NGOs service-based learning project (weight of 30%): This project will prepare you to be a CFO of an established nonprofit organization. The assumption is that you are in an MPA degree program in a university A, and you found a finance-related job posting of an established nonprofit. You are interested in this organization and this job, so you decide to start working as a volunteer to know this NGO and the services provided by the NGO.

   **Step A.** Make a decision of your choice of the NGO (Due: Week 2 - 09/06)

   Please ONLY drop the name and web address of the nonprofit organization to the Canvas by the due date.
Some examples: Serve Denton (Denton); United Way of Metropolitan Dallas (Dallas with virtual volunteer opportunities); Jubilee Park Community Center (Dallas).

Think carefully and choose a nonprofit organization of your interests, and establish your project goal and start to communicate with CFO and director of the NGO to request an activity.

- Identify and assess the NGO’s mission statement (e.g., any changes need to be done to make it clear and easy to understand), objectives, current projects, priorities (any changes in terms of priorities and services in the future plans), and future targets (e.g., different groups of population for services);
- Visit the website and read the NGO’s basic information, such as directors, CFO, board members and organizational structure, major services coverage, target population, major revenue sources, and fundraising strategies, etc.
- Search for any other related important information. They could be any media news about the NGOs, successful fundraising experience, budget crisis, project expansion, volunteer management, and etc.

**Step B (10%). Reflection 1 based on a service activity. (Due: Week 5 - 09/27)**

Please visit the organization and participate one service activity as a volunteer. After this experience, please submit a four-page (double spaced) reflection essay about this activity. It is completely fine to participate a virtual volunteering activity. See detailed requirements for this reflection 1.

Please start requesting all budget and financial documents and an interview between reflection 1 and reflection 2.

**Step C (15%). Reflection 2 based on document reading and interviews. (Due: Week 13 - 11/15)**

Please obtain all kinds of financial documents including the IRS form 990, financial statement, cash flow statement, tax forms and other financial reports from your choice of organization. After reading these statements, please schedule an interview with the NGO to discuss useful financial-related information of the NGO (these financial documents should be received on or before the interview).

See detailed requirements for this reflection 2.

**Step D. (5%). A 20-minute presentation for a summary of the project and the activities conducted for the project. (Due: Week 15 - 11/29).**

The presentation will be evaluated based on the following information:

- Are the financial analyses and recommendations sound?
- Your familiarity with the NGO’s financial condition and budget process.
- Are they presented clearly, concisely, and confidently?
- The impact of your service-based activities in reflection 1 and reflection 2 and lessons
- Any pictures and videos to present the interactions with the NGO

All written work must be turned in digital format. No hardcopy will be accepted. Written work must be submitted on or before the due time and date.
*Written work format requirements:

- 12 points font Times Roman
- 1-inch margin, double spaced
- MS word format submitted to the Canvas
- APA reference style

Your final grades will be based on the following formula:

<table>
<thead>
<tr>
<th>Component</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>NGOs project</td>
<td>30%</td>
</tr>
<tr>
<td>Exam 1</td>
<td>20%</td>
</tr>
<tr>
<td>Exam 2</td>
<td>25%</td>
</tr>
<tr>
<td>Activity assignments</td>
<td>25%</td>
</tr>
</tbody>
</table>

TOTAL PERCENT: 100%

Final grades are based on total percent received in the course, which is the same as a weighted average if all assignments were grades on a scale of 0 - 100. Please note that I do not give letter grades on individual assignments or exams. I give a numerical score for each course element during the semester and assign letter grades based on a weighted average of the numerical scores. I also reserve the right to base final grades on a “curve” rather than use the standard scale below.

<table>
<thead>
<tr>
<th>Weighted numerical score of</th>
<th>Letter grade in the course</th>
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<tbody>
<tr>
<td>90.00% or above</td>
<td>A</td>
</tr>
<tr>
<td>80.00% to 89.99%</td>
<td>B</td>
</tr>
<tr>
<td>70.00% to 79.99%</td>
<td>C</td>
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<tr>
<td>60.00% to 69.99%</td>
<td>D</td>
</tr>
<tr>
<td>Less than 59.99%</td>
<td>F</td>
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Course Technology & Skills:

Please bring a laptop with excel to the in-person class. Minimum technology requirements for this course:

- Computer
- Reliable internet access
- Microsoft Office Software (CloudLab at UNT allows you to remote access to UNT’s physical computer labs and virtual labs over the internet)

Computer skills & digital literacy

- Using Canvas
- Using email with attachments
- Downloading and installing software
- Using spreadsheet programs (e.g., excels)
- Using presentation and graphics programs
Technical assistance at UNT
UNT has a Student Help Desk that you can contact for help with Canvas or other technology issues.

University Information Technology (UIT) Help Desk: UIT Student Help Desk site (https://it.unt.edu/helpdesk), Email: helpdesk@unt.edu
Phone: 940-565-2324
In Person: Sage Hall, Room 130
Walk-In Availability (subject to change): Monday-Friday 8am-5pm
CloudLab: https://it.unt.edu/cloudlab

Course Expectations

Class participation
Most of the students are active learners and learn best when they can actively engage and discuss the material. The more you participate, the more engaging and interesting the class will be. Your opinions and experiences matter so please share with the class. Students who pose questions and participate in the discussion sharpen their critical thinking and analytical skills. Students benefit from hearing the discussion and questions of other students. As a result, class discussion suffers in your absence. Of course, personal and family circumstances can require class absence. Students should contact the professor about such absences before the class (email is preferred).

Class Materials for Online Learning and Instruction
Remote instruction may be necessary if community health conditions change or you need to self-isolate or quarantine due to COVID-19. To fully participate in this class and access to any remote learning materials, students will need internet access and will need to be familiar with the Canvas system. If there are any remote learning components, these materials will be posted on Canvas.

Information on how to be successful in an online learning environment can be found at https://online.unt.edu/learn. It is also student’s responsible to frequently check announcements on Canvas or messages from the instructor regarding to online learning dates, lectures, and other learning related information.

Attendance Recommendation
Students are expected to attend classes regularly and to abide by the attendance policy established for the class. If you are absent from the class or will miss a class, please ensure that you communicate with the instructor before the class or as soon as possible.

If you are experiencing any symptoms of COVID-19 (https://www.cdc.gov/coronavirus/2019-ncov/symptoms-testing/symptoms.html) please seek medical attention from the Student Health and Wellness Center (940-565-2333 or askSHWC@unt.edu) or your health care provider PRIOR to coming to campus. UNT also requires you to contact the UNT COVID Hotline at COVID@unt.edu for guidance on actions to take due to symptoms, pending or positive test results, or potential exposure.
Face Coverings
UNT encourages everyone to wear a face covering when indoors, regardless of vaccination status, to protect yourself and others from COVID infection, as recommended by current CDC guidelines. Face covering guidelines could change based on community health conditions.

Incompletes, Late Homework, and Extra Work
In most cases, I do not allow students to do extra work (i.e. an additional paper) to improve their grade in the course. This is not fair to other students who are not given the same opportunity. Late homework will be penalized unless the student has a legitimate excuse or crisis causing the delay in completing work (i.e. illness, family death). Also, I will only grant incompletes or extension to students who have legitimate excuses or crises and who make requests prior to the end of the course.

This is the late policy: You will lose 5% of your total score if you submit within 48 hours after the deadline. You will lose 10% of your total score if you submit beyond 48 hours after the deadline. Your assignment will not be accepted beyond 7 days of the deadline with no legitimate reasons or no communications with the instructor. Please email the instructor BEFORE the deadline to request any accommodation to waive the late policy.

Acceptable Student Behavior
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. Open communication between the instructor and the students are strongly encouraged in the class. Students engaging in unacceptable behavior will be directed to leave the classroom and the instructor may refer the student to the Dean of Students 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.deanofstudents.unt.edu

Canvas
Canvas is a primary source of teaching and reading materials, and means of communication between you and the instructor for this course. The URL for our Canvas log in page is: https://unt.instructure.com/. You will find the course syllabus, additional required readings, assignments, other remote learning related components on the Canvas site. You will submit your exercises, project assignment, and other due assignments to the Canvas.

More importantly, students are expected to check Canvas and their UNT emails frequently for course announcements and materials. Plus, all new students should get a UNT computer account the first week of the class. If you need support or have any related questions, you can find information posted online here https://clear.unt.edu/services/lms-support.

Original Work and Plagiarism
Unless explicitly assigned to work in groups, all students are expected to work independently. The project, exams, and exercises should be the student’s own work. Working together where it is clearly indicated is entirely appropriate, but if you are preparing a written product that will be submitted for evaluation, that product is expected to be the result of your work alone. Where questionable situations arise, always ask the instructor for clarification. Also, students must cite
their sources where relevant, and plagiarism will be not tolerated and will be penalized severely at UNT. Please read MPA handbook for more information. You could also find information from the following website that defines academic dishonesty and available penalties: https://policy.unt.edu/sites/default/files/untpolicy/pdf/7-Student_Affairs-Academic_Integrity.pdf

The Learning Environment
The instructor is strongly committed to maintaining a positive learning environment based on open communication, mutual respect, and non-discrimination. Please respect your instructor and your fellow students. Our university does not discriminate on the basis of race, gender, age, disability, veteran status, religion, sexual orientation, color, or national origin. Any suggestions as to how to further such an environment will be appreciated and given serious consideration.

Diversity and Inclusion Statement
The Department of Public Administration believes in the fundamental principles of life, liberty, equality, equity, and in doing good to all people as we serve our students and the public interest.

- We believe in the importance of diversity and inclusion
- We believe in fairness and equity for all faculty and students in and out of class
- We believe in mutual respect and civility for all students and faculty
- We believe that faculty and students have a right to a redress of grievances
- We believe that students and faculty should be actively engaged in good works

Policy on Cell Phone and Laptop 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 cell phones.

Students are allowed to take notes and use excel to conduct analysis on personal laptop computers and computers in the classroom 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. Please silence your phones.

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.

Participation by Students with Disabilities
The Department of Public Administration, in cooperation with the Office of Disability Access (ODA), complies with the Americans with Disabilities Act in making reasonable accommodations for qualified students with disabilities.

Students with disabilities should log into a new database called Accessible Information Management (or AIM). AIM is an online system where students can log in and access ODA services using their UNT log in credentials. It is the student’s responsibility to request your
Letters of Accommodation ONLINE, and then ODA will mail your LOAs to your instructor. Go to https://augusta.accessiblelearning.com/UNT/ to log into AIM.

Sexual Discrimination, Harassment, and 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_0. Renee LeClaire Mcnamara is UNT’s Student Advocate and she 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.

Student Perceptions of Teaching (SPOT)
SPOT is a requirement for all organized classes at UNT. This short survey will be made available to you at the end of the semester, providing you a chance to comment on how this class is taught. Once the SPOT becomes available via your my.unt.edu portal, please complete the survey as it will help in every effort to improve the instructor’s teaching skills.
Course Schedule, Overview

**Week 1:**
August 25: An Introduction to the Course

**Week 2:**
September 01: Mission and Money for Nonprofits

**Week 3:**
September 08: Budgeting as a Part of the Planning Process

**Week 4:**
September 15: Liquidity and Cash Management

**Week 5:**
September 22: Service-Learning Project (Reflection 1)

**Week 6:**
September 29: Cost Assessment

**Week 7:**
October 06: Basic Principles of Accounting and Internal Control

**Week 8:**
October 13: EXAM 1

**Week 9:**
October 20: Understanding Financial Statement

**Week 10:**
October 27: Financial Condition Analysis

**Week 11:**
November 03: Capital Plans

**Week 12:**
November 10: Financial Strategies & Revenues

**Week 13:**
November 17: Service-Learning Project (Reflection 2)

**Week 14:**
November 24: Happy Thanksgiving!

**Week 15:**
December 01: NGOs project presentations (Reflection 3)

**Week 16:**
December 08: EXAM 2
Course Schedule, Detail  (*subject to change*)

**Week 1 (August 25): An Introduction to Course**
*Reading:* Weikart et al., Chapter 1
Introduction of the NGOs service-learning project
*Activity#1 (Due 08/30):* Case Study 1.3. When Mission and Money Collide?

**Week 2 (September 01): Mission and Money for Nonprofits**
*Reading:* Weikart et al., Chapter 1
   Dolnicar et al. (2008). Mission or Money?
*Discussion:* Case Study 1.3. When Mission and Money Collide?
*Step A: Service-based learning (Due 09/06)*

**Week 3 (September 08): Budgeting as a Part of the Planning Process**
*Reading:* Weikart et al., Chapter 2; and Case study 10.1.
   Calabrese (2017). Do operating reserves stabilize spending by NGOs?
*Lecture:* Is the Budget a Plan?
*In-class exercise:* Budget for a new program, Class exercise 2.1, p.47.
*Activity #2 (Due 09/13):* Serving Seniors, Assignment 2.2, p. 48.

**Week 4 (September 15): Liquidity and Cash Management**
*Reading:* Weikart et al., Chapter 3 and Case study (pp.65-66)
*Lecture:* Cash Budget Development and Cash Flow Management
*In-class exercise:* Cash Budget-Assignments 3.2 pp.66-67.

**Week 5 (September 22): Service Learning Project I**
*Step B: Reflection 1 (Due 09/27)*

**Week 6 (September 29): Cost Assessment**
*Reading:* Weikart et al., Chapter 4
   Chinman and Wandersman (1999). The benefits and costs of volunteering in community organizations.
*Lecture:* Costs and Cost Analysis
*Activity#3 (Due 10/04):* Cost Measurement, Class exercise 4.1, 4.2, 4.3, pp.84-85.

**Week 7 (October 06): Basic Principles of Accounting and Internal Control**
*Reading:* Weikart et al., Chapters 5 &14
   Jeffrey Burks (2015). Accounting errors in nonprofit organizations
*Discussion:* Accounting Principles and Internal Control Systems
Review Session for Exam 1

**Week 8 (October 13): Exam 1**

**Week 9 (October 20): Understanding Financial Statement**
*Reading:* Weikart et al., Chapter 6
   Clerkin et al. (2019). Restricted funding: Restricting development?
*Lecture:* Financial Statement of Nonprofits
In-class Exercise: Recording Transactions. Exercise 6.1 p.129.
Activity#4 (Due 10/25): Weikart et al., Assignment 6.1, p.130

Week 10 (October 27): Financial Condition Analysis
Reading: Weikart et al., Chapter 7
        Froelich et al. (2000). Financial measures in nonprofit organization research.
Lecture: How to conduct ratio analysis
In-class Exercise: Weikart et al., Assignments 7.1, 7.2, 7.3 p.150.

Week 11 (November 03): Capital Plans
Reading: Weikart et al., Chapters 11 & 12
Lecture: Cost-benefit Analysis
Activity#5 (Due 11/08): Weikart et al., Assignments 11.1, 11.2, 11.3, pp.244-245.

Week 12 (November 10): Understanding Financial Strategies & Revenues
Reading: Weikart et al., Chapters 8, 9 &13
        Lin and Wang (2016). Strategies under the Great Recession
Lecture: Revenues for NGOs

Week 13 (November 17): Service-Learning Project II
Step C: Reflection 2 (Due 11/15)

Week 14 (November 24): Happy Thanksgiving!

Week 15 (December 01): NGOs project presentations
Step D: Reflection 3 (Due 11/29)
Review Session for Exam 2
Location: TBA

Week 16 (December 08): Exam 2