Class Meeting:  Wednesday 2:00 pm to 4:50 pm
Location:  Wooten Hall (WH), Room 215
Class Number:  14701
Instructor:  Yu (Kelly) Shi, PhD
Email:  yu.shi@unt.edu
Office:  Room 204N, Chilton Hall
Office Phone:  940-369-7248
Office Hours:  By appointment only

Teaching Assistant:  Bernard Boadu
Email:  Bernard.Boadu@unt.edu
Office:  Chilton Hall, Room 114D
Office Hour:  By appointment or Tuesday 12-1:00 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;
- Conduct a financial condition analysis using a variety of ratios.
Textbooks and Other Readings


(2) Other assigned readings 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 class.

Course Structure, Requirements and Grading:

This course has two primary components: pre-class preparation (reading and assignment) and in class meetings. Prior to each class meeting, you should read the required chapter or reading materials, outline key terms and answers to discussion questions, 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 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 lectures and review the activity assignments if necessary or present additional examples to further demonstrate key concepts or problems. As such, the class sessions are designated to clarify, integrate and strengthen your knowledge of the materials. If you conduct the required preparation, you should have no 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. You will need to submit your activity assignments to the activity assignments on Canvas **24 hours before the class starts (by 2:00 pm on Tuesday)**. If you fail to submit it through the assignment on the Canvas, I will assume that you choose to receive “0” for the week.
   - Activity#1 Due 09/03
   - Activity#2 Due 09/10
   - Activity#3 Due 09/24
   - Activity#4 Due 10/22
   - Activity#5 Due 11/26

3) **NGOs project** (weight of 30%): This project will prepare you to be a CFO of an established nonprofit organization. The assumption is that you just received an MPA degree from a university A, and you found a finance-related job of an established nonprofit. As a new employee of this NGO, you have a new team of 3 persons to work together. At the beginning
of the project, a group of 3 students will choose a nonprofit organization around Denton area that you want to work with throughout the course of this semester.

**Step A.** Make a decision of your choice of the NGO *(Due: Week 3 - 09/10)*

Please drop the name and web address of the organization to the Canvas.

**Step B (10%).** Brief assessment of the NGO. *(Due: Week 6 – 10/01)*

Your supervisor wants you to be familiar with the NGO and provide a two-page memo about the organization. The memo is a general assessment of the NGO. It should include the following items and should be completed with *interviews* (interviews are suggested to be done on or before week 5):

- 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);
- Present the NGO’s fundamental information, such as directors, CFO, board members and organizational structure, major services coverage, target population, major revenue sources, and fundraising strategies, etc.
- Introduce 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 C (15%).** A complete assessment of the fiscal health of the NGO to the Board and local community.

*Please request 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 sit down with their current financial persons to discuss useful financial-related information of the NGO (these financial documents should be received on or before week 11).*

The Board wants to ensure that the organization is adequately communicating its fiscal condition and health to the service population and the community.

The Board wants you to write an eight-page formal report *(The report is due: Week 13 – 11/19)*

- Describe and identify the types of financial statements, tax forms, or other financial related documents made available within the NGO and made available to the public.
- Assess the financial condition of the NGO based on these financial statements and make some suggestions about fiscal policies for the NGOs, if necessary.
- Make sure you address: what information is communicated by these financial documents? What information is communicated by the IRS form 990? Where can the public (or the community) generally find this information? How can the NGO better expand its communication to the public (suggestions are welcome)? How can the Board members measure the fiscal condition of the NGO? Provide some project-based suggestions to maintain the fiscal health of the NGO.

**Step D. (5%).** A 20-minute presentation is provided to the Board members and your supervisors *(Presentation slide is due: Week 15 -12/03).*

Your supervisor will evaluate your presentation based on the following information:

- Are the analyses and recommendations sound?
Your familiarity with the NGO.
Are they presented clearly, concisely, and confidently?

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:

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<tr>
<td>NGOs project</td>
<td>30%</td>
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<tr>
<td>Exam 1</td>
<td>20%</td>
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<td>Exam 2</td>
<td>25%</td>
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<td>Activity assignments</td>
<td>5*5%=25%</td>
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<td>TOTAL PERCENT</td>
<td>100%</td>
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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>
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<tr>
<td>90.00% or above</td>
<td>A</td>
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<td>80.00 % to 89.99%</td>
<td>B</td>
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<td>70.00 % to 79.99 %</td>
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<td>60.00 % to 69.99 %</td>
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<tr>
<td>Less than 59.99 %</td>
<td>F</td>
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Course Expectations

Class participation and attendance
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). Please be professional.
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.

You will lose 5% of your total score if you submit within 24 hours after the deadline. You will lose 10% of your total score if you submit between 24 hours and 48 hours after the deadline. Your assignment will not be accepted beyond 48 hours of the deadline with no legitimate reasons.

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. 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, and lecture notes on the Canvas site. You will submit your exercises and exams to the assignment on 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.

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 laptop computers and cell phones.

Students are allowed to take notes 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 28:  An Introduction to the Course

Week 2:  
September 04:  Mission and Money for Nonprofits

Week 3:  
September 11:  Budgeting as a Part of the Planning Process

Week 4:  
September 18:  Liquidity and Cash Management

Week 5:  
September 25:  Cost Assessment

Week 6:  
October 02:  Guest Speaker

Week 7:  
October 09:  Basic Principles of Accounting and Internal Control

Week 8:  
October 16:  EXAM 1

Week 9:  
October 23:  Understanding Financial Statement

Week 10:  
October 30:  Field Trip

Week 11:  
November 06:  Financial Condition Analysis

Week 12:  
November 13:  Understanding Financial Strategies & Revenues

Week 13:  
November 20:  No Class *(Happy Thanksgiving!)*

Week 14:  
November 27:  Capital Plans

Week 15:  
December 04:  NGOs project presentations

Week 16:  
December 11:  EXAM 2
Course Schedule, Detail  (subject to change)

Week 1 (August 28): An Introduction to Course  
Reading: Weikart et al., Chapter 1  
Introduction of the NGOs project

Week 2 (September 04): Mission and Money for Nonprofits (NGOs)  
Reading: Weikart et al., Chapter 1  
Maier et al. (2016). Nonprofit organizations becoming business-like?  
Discussion: How NGOs link Mission to Money?  

Activity#1 (Due 09/03): Weikart et al., Assignment 1.1, p. 14.  
* Step A Due 09/03

Week 3 (September 11): Budgeting as a Part of the Planning Process  
Reading: Weikart et al., Chapter 2  
Lecture: Is the Budget a Plan?  
In-class exercise: Budget for a new program, p.47.  

Activity#2 (Due 09/10): Weikart et al., Case study questions 1-3, p.46.

Week 4 (September 18): Liquidity and Cash Management  
Reading: Weikart et al., Chapter 3  
Calabrese (2013). The operating reserves of U.S. nonprofit orgs.  
Sloan et al. (2016). Nonprofit leaders’ perceptions of operating  
Lecture: Cash Flow Management  
In-class exercise: Assignments 3.2 and 3.2, p.66-67.

Week 5 (September 25): Cost Assessment  
Reading: Weikart et al., Chapter 4  
Mosley, Maronick and Katz (2012). How organizational characteristics affect the adaptive tactics used by human service nonprofit managers confronting financial uncertainty?  
Lecture: Costs and Cost Analysis  
In-class exercise: class exercise 4.1, 4.2, 4.3, pp.84-85.  

Activity#3 (Due 09/24): Weikart et al., Assignment 3.2-3.3, pp.66-67.

Week 6 (October 02): Guest Speaker  
*Step B Due on 10/01

Week 7 (October 09): 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 16): Exam 1

Week 9 (October 23): Understanding Financial Statement
Reading: Weikart et al., Chapter 6
Lecture: Financial Statement of Nonprofits
In-class Exercise: Recording Transactions. Assignment 6.1, p.130.

Activity#4 (Due 10/22): Weikart et al., Exercise 6.1 p.129

Week 10 (October 30): Field Trip to Serve Denton Center!
We will meet at Serve Denton Center at 2:00 pm.
Address: 306 N. Loop 288, Denton, TX 76209

Week 11 (November 06): Financial Condition Analysis
Reading: Weikart et al., Chapter 7
Froelich et al. (2000). Financial measures in nonprofit organization research.
Discussion: How to conduct ratio analysis
In-class Exercise: Weikart et al., Assignments 7.1, 7.2, 7.3 p.150.

Week 12 (November 13): Understanding Financial Strategies & Revenues
Reading: Weikart et al., Chapters 8, 9 &13
Discussion: Revenues for NGOs

Week 13 (November 20): *Step C Due 11/19.

Week 14 (November 27): Capital Plans
Reading: Weikart et al., Chapters 11 & 12
Lecture: Cost-benefit Analysis

Activity#5 (Due 11/26): Weikart et al., Assignments 11.1, 11.2, 11.3, pp.244-245.

Week 15 (December 04): NGOs project presentations
*Step D Due 12/03.
Review Session for Exam 2
Location: TBA

Week 16 (December 11): Exam 2