Nonprofit Financial Management – PhD Version
Fall 2019

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

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.

PhD Students:

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 journal articles 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 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 four requirements for the course:

1) **Presentation (weight of 20%)**: You need to complete one in-class presentation. Choose from weeks 3 (budgeting), week 5 (cost assessment), and week 12 (revenues). Please upload your PPT slides to Canvas 24 hours before the class starts (2:00pm Tuesday).

2) **NGOs Journal article entry (weight of 30%)**: Each week you need to read required readings and journal articles about NGOs. For weeks 2, 3, 4, 5, 11, and 12, you need to discuss these journal articles about NGOs in the class and upload a short memo (at least two-page, single space) about the readings of NGOs for the week 24 hours before the class starts by 2:00 pm Tuesday to Canvas. Each entry accounts for 5%.

3) **Research assessments I & II (weight of 45%)**: PhD students should prepare two assessments for their extra readings for public finance theory. Assessment I accounts for 20% (due by 2:00pm 10/15) and assessment II accounts for 25% (due by 2:00pm 12/10).

   Assessment I is an 4-5 page review of the literature that discusses (a) one public finance theory in the readings, (b) for this theory, identify four research articles from any referred
journal or anthology that *empirically test the theory*, (c) discuss the key questions or hypotheses, research design, and findings of each article.

Assessment II is an 5-6 page complete review of the literature that discusses (a) one public finance theory in the readings, (b) for these theory, identify six research articles from any referred journal or anthology that *empirically test the theory*, and (c) discuss the key questions or hypotheses, research design, and findings of each article and your critiques.

Reference should be put on a separate page.

Please run your paper through Turn It In (http://www.turnitin.com/) to check for originality. (This step is for your benefit and the results should not be submitted.) Additional assignments may be made during the semester as student interests and topics vary.

4) **Class participation and meetings (5%)**: You need to discuss your progress of the research paper and share your thoughts and ideas after reading these journal articles with the instructors every week.

*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>Research assessment 1</th>
<th>20 %</th>
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<tbody>
<tr>
<td>Research assessment 2</td>
<td>25 %</td>
</tr>
<tr>
<td>NGOs journal entry (6*5%)</td>
<td>30 %</td>
</tr>
<tr>
<td>Presentation</td>
<td>20 %</td>
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<tr>
<td>Participation and meetings</td>
<td>5 %</td>
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<tr>
<td><strong>TOTAL PERCENT</strong></td>
<td><strong>100 %</strong></td>
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</table>

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>
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<tr>
<td>80.00 % to 89.99%</td>
<td>B</td>
</tr>
<tr>
<td>70.00 % to 79.99 %</td>
<td>C</td>
</tr>
<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 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](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: Assessment I Due

**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: Assessment II Due
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?

NGOs journal entry#1 (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.

NGOs journal entry#2 (Due 09/10).

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.

NGOs journal entry#3 (Due 09/17).

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.

NGOs journal entry#4 (Due 09/24).

Week 6 (October 02): Guest Speaker.

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

Week 8 (October 16): Assessment I Due

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.

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.

   NGOs journal entry#5 (Due 11/05).

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

   NGOs journal entry#6 (Due 11/12).

Week 13 (November 20): Happy Thanksgiving.

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

Week 15 (December 04): NGOs project presentations
   Location: TBA

Week 16 (December 11): Assessment II Due
Extra readings for PhD students in the concentration of public finance:

**Aug 28**
Basics of Public Finance Theory
Fisher, Chapters 1-5.


**Sept 4, 11**
Fisher, Chapters 1-5.

**Sept 18, 25**
**Fiscal Federalism and TELs**
Fisher, Chapters 6, 10.

Hyde, Chapter 27


**Oct 2, 9, 16, 23**
**Development of Budget Theories -- Process, Reforms, and Innovations**
Fisher, Chapters 7, 8, 19, 20, 21.


**Oct 30, Nov 6, 13**

**Tax Policy and Economic Development**

Fisher, Chapters 12 – 18, 9, 22


**Nov 27, Dec 4**

**Debt and Treasury Management**

Fisher, Chapter 11.
