Lives of Significance and Service
NORTH PARK UNIVERSITY CHICAGO

School of Business and Nonprofit Management
Course Syllabus

Course: *SBNM5350- Nonprofit Financial Management A12*
Academic Year: 2012/13 **Semester/Quad:** *Fall A*
Credit Hours: 2
Prerequisites: *None*

Instructor: *Timothy J. O'Brien, Ph.D., Adjunct Professor*

Phone: 312-968-7750

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Availability:

You can reach me by e-mail. I will respond within 24 hours. You can also contact me by phone (the number given is my cell phone) and I will respond within 24 hours.

Course Description:

This course addresses the knowledge and skills necessary to provide financial leadership in a nonprofit organization. We will cover topics, integrating theory and practice that are essential to understanding how fiscal management should be conducted within a nonprofit organization. While we will examine accounting methodology, and introduce the learner to them, the emphasis is on ***leading*** the financial function. Included in this course are appropriate financial and management strategies, GAAP, management control, long and short range planning, financial statement analysis, financial resource management, compliance and financial decision making tools.

Course Materials:

Required: Textbook(s):
Financial Management of Nonprofit organizations: Policies and practices by Zeitlow, Hankin and Seidner. John Wiley & Sons, 2007. ISBN: 978-0-471-74166-4

Not-for-Profit Accounting made easy 2nd Ed. By Warren Ruppel. John Wiley & Sons, 2007.ISBN: 978-0-471-78979-6

Essential IDEA Objectives:

1. Gaining factual knowledge (terminology, classifications, methods, trends).
2. Learning fundamental principles, generalizations, or theories.
3. Learning to apply course material (to improve thinking, problem solving, and decisions).

Specific Course Objectives:

1. Articulate the characteristics of a nonprofit organization as a fiscal entity
2. Employ liquidity management methods
3. Contextualize the role of financial management in nonprofit organizations by describing how the function is used throughout all agency operations
4. Classify key concepts and terminology
5. Summarize the differences between financial and managerial accounting
6. Read and interpret nonprofit financial statements
7. Utilize budgeting and financial planning methodologies
8. Develop and deploy management performance tools
9. Create a nonprofit organizational structure
10. Utilize ratio analysis and other analytical tools for planning and control

Course Methodology:

Because this course is being taught in intensive format, it is very important for students to keep up with readings, assignments and online discussions. Questions will be posted by the course facilitator on the course site on a weekly basis to stimulate the discussion. Responses need not be directed to the course facilitator but can and should be in response to the thoughts and ideas of other students as well.

Some assignments will be posted online for class member review and comments. The course facilitator expects that each student will provide constructive and timely feedback to other class members on assignments as required. While the course facilitator may also provide online feedback on assignments, grades for each course assignment will be given privately.

Computer Requirements:

In order to effectively participate in and successfully complete this course, each participant will need to have access to a computer and a high-speed internet connection. Please visit http://www.northpark.edu/Campus-Life-and-Services/Information-Technology/Network/Minimum-Requirements for information on computer requirements.

Technical Skills Required:

While not required, the ability to use excel is recommended.
Weekly review questions and exams require the use of MS Word.

Schedule of Weekly Assignments:

Week	Dates	Topics	Assignment(s)
1	August 27-September 2	Introduction to Financial Management in Nonprofit Organizations	1. Read Chapters 1 & 2, *Financial Management for Nonprofit Organizations,* by Zeitlow, Hankin and Seidner. 2. Read Chapter 1, *Not-for-profit accounting made easy* by Warren Ruppel. 3. See week #1 Assignment: Review questions. 4. See Discussion Board
2	September 3 to 9	Understanding Nonprofit Financial Statements	1. Read Chapter 6, *Financial Management of Nonprofit Organizations*, by Zeitlow, Hankin and Seidner. 2. Read Chapters 2 & 3, *Not-for-profit accounting made easy* by Warren Ruppel. 3. See week #2 Assignment: Review questions 4. See Discussion Board
3	September 10-16	Managing Structure, Ethics and Accountability and Accounting for Joint Costs	1. Read Chapter 4, *Financial Management of Nonprofit Organizations*, by Zeitlow, Hankin and Seidner. 2. Read Chapter 5, *Not-for-profit accounting made easy* by Warren Ruppel. 3. See week #3 Assignment: Review questions 4. See Discussion Board
4	September 17-23	Managing Liabilities/Sarbanes Oxley for Nonprofits	1. Read Chapter 10, *Financial Management of Nonprofit Organizations*, by Zeitlow, Hankin and Seidner. 2. Read Article Sarbanes Oxley; implications for nonprofit organizations 3. See week #4 Assignment: Review questions 4. See Discussion Board 5. Mid-term Exam
5	September 24-30	Financial Planning, Operating and Cash Budgets	1. Read Chapter 8 *Financial Management of Nonprofit Organizations*, by Zeitlow,

Week	Dates	Topics	Assignment(s)
			Hankin and Seidner. 2. Read Chapter 4, *Not-for-profit accounting made easy* by Warren Ruppel. 3. See week #5 Assignment: Review questions 4. See Discussion Board
6	October 6	Information Technology	1. Read Chapter 13, *Financial Management for Nonprofit Organizations*, by Zeitlow, Hankin and Seidner. 3. See week #6 Assignment: Review questions 4. See Discussion Board
7	October 13	Analyzing Financial Health, and Introduction to Nonprofit Financial Decision Making	1. Read Chapter 7, *Financial Management of Nonprofit Organizations*, by Zeitlow, Hankin and Seidner. 2. Read Chapter 11 *Not-for-profit accounting made easy* by Warren Ruppel. 3. See Week # 7 Review Questions 4. See Discussion Board 5. Final Exam

Grading:

Assignment	Points	Grade %
Discussion Board	70	28%
Weekly Review Questions	70	28%
Midterm Exam	50	20%
Final Exam	60	24%
Total	*250*	100%

Grade Mapping:

Numeric Grade	Letter Grade	Numeric Grade	Letter Grade
236-250	A (95-100%)	200-216	B- (80-82%)
225-235	A- (90-94%)	193-199	C+ (77-79%)
218-224	B+ (87-89%)	183-192	C (73-76%)
208-217	B (83-86%)	175-182	C- (70-72%)

Assignment Grading Policies:

All assignments and exams are due by Sunday at 11:59pm. Late assignments are only accepted with the prior agreement of the instructor. Late assignments not previously granted will not be accepted.

Student Responsibilities:

1. Attendance and presence are required for this course. You are expected to attend each class and participate in the class discussion as well as in discussion groups.
2. Each week a set of review questions will be handed out which will constitute a review of reading, lectures and class discussion. The review questions are due at the next class meeting.
3. This is an introductory level course and the class members usually have a mixture of knowledge and experience in nonprofit financial management. We learn from each other, not simply from the instructor so class and groups discussions are integral to the learning process.

Instructor Responsibilities:

1. The instructor will design the course in such a way that learners have every opportunity to achieve learning objectives.
2. The instructor will provide updated information on relevant resources for the various topics of interest.
3. The instructor will read and critically assess learner's assignments and provide feedback as soon as possible.

Weekly Learning Objectives

Week 1	**Topic**	**At the end of the week students will be able to:**
1	Introduction to Financial Management in Nonprofit Organizations	**1.** Articulate the context of financial management in nonprofit organizations **2.** Articulate the primary financial objective for a nonprofit organization **3.** Provide a rationale for liquidity management **4.** Identify the basic financial statement for a nonprofit organization **5.** Differentiate between a commercial organization and a nonprofit organization **6.** Articulate nonprofit accounting concepts and terminology related to nonprofit organizations
2	Understanding Nonprofit Financial Statements	**1.** Interpret nonprofit financial statements. **2.** Articulate cash versus accrual accounting **3.** Articulate how organizational effectiveness is reflected by financial data **4.** Differentiate nonprofit financial statements from commercial statements **5.** Interpret the statements of financial position, activities and cash flow and toe role of notes to the statements. **6.** Interpret financial statements by classification **7.** Make funding decisions based on analysis of financial statements for nonprofit organizations
3	Managing Structure, Ethics and Accountability and Accounting for Joint Costs	**1.** Build a structure for a nonprofit organization that incorporates all of the elements including board structure as well as the management structure **2.** Create an accountable organizational structure **3.** Articulate how the financial management function fits into the overall organization structure

		4. Develop methods to monitor accountability. **5.** Allocate joint costs in a nonprofit organization
4	Managing Liabilities/Sarbanes Oxley for Nonprofits	**1.** Make decisions on how to finance a nonprofit organization **2.** Articulate an overview debt and how it can be utilized. **3.** Develop a plan for debt management. **4.** Develop a debt policy **5.** Match financial sources to strategic objective **6.** Develop a plan on how to manage banking relationships **7.** Articulate how the titles of Sarbanes Oxley can help nonprofit organizational efficiency
5	Financial Planning, Operating and Cash Budgets	**1.** Articulate the overall budgeting function in a nonprofit organization **2.** Develop a process for creating a budget **3.** Estimate revenues and expenses **4.** Utilize variance analysis and create a management control tool **5.** Review the budget function for specific nonprofit organizations **6.** Respond to budgeting difficulties and utilize various budgeting tools to improve performance **7.** Articulate the use of program budgeting, flexible budgeting and rolling budgets.
6	Information Technology	**1.** Decide on technology plans and how to choose technology **2.** Discern the various elements and questions related to workplace technology **3.** Create a strategy for technology planning **4.** Develop a comprehensive technology plan including a needs assessment and communication strategy **5.** Develop a familiarity with terminology related to IT and Knowledge management.
7	Analyzing Financial Health, and Introduction to Nonprofit Financial Decision Making	1. Develop a method for utilizing key ratios that lead to transparency and financial health 2. Calculate liquidity ratios 3. Calculate cost ratios 4. Determine and articulate the objectives of financial analysis 5. Prepare internal financial reports that are used for management and governance decision making

ASSIGNMENT SPECIFICATIONS

Weekly Review Questions

Assignment Specifications:
Each week the student will respond to the weekly review questions. These questions are designed to integrate the previous week's readings, lecture and class discussion. The weekly review questions are to be submitted via Moodle prior to the next week's class (i.e. week 1 review questions are due before the week 2 class)

Criteria	6 Points	4 Points	3 Points
Key Principles	Response is substantive and relates to the reading, lecture and class discussion	Reference made to reading, lecture and discussion but is not sufficiently integrated	Inadequate or no reference to reading; little evidence that student understood the principles
	2 Points	**1 Point**	**0 Points**
Examples	Uses relevant examples	Examples are used but not integrated effectively into response	No examples provided
	2 Points	**1 Point**	**1 Point**
Writing Style	Syntax and grammar is appropriate, terminology used accurately and appropriately, language is understandable and concise, organization is logical. Citation and references are used.	Only 3 of these are present - Syntax is appropriate, terminology used accurately and appropriately, language is understandable and concise, organization is logical	Only 2 or fewer are present: Syntax is appropriate, terminology used accurately and appropriately, language is understandable and concise, organization is logical

Criteria for Grading Discussion Forum Participation

Your posts will be graded on a weekly basis according to the following criteria:

Initial Posting Rubric

CATEGORY	3 Points	2 Points	1 Point
Key Principles	Discussion is substantive and relates to key principles of the assignment	Reference made to key principles but is not sufficiently integrated	Inadequate or no reference to key principles; no evidence that student understood the principles
CATEGORY	**1 Point**	**1 Point**	**1 Point**
Examples	Uses relevant examples	Examples are used but not integrated effectively into response	No examples provided
CATEGORY	**1 Point**	**1 Point**	**1 Point**
Timely Posting	Posted by the deadline	NA	Posted within one day of the deadline
CATEGORY	**1 Point**	**1 Point**	**1 Point**
Writing Style	Syntax is appropriate, terminology used accurately and appropriately, language is understandable and concise, organization is logical	Only 3 of these are present - Syntax is appropriate, terminology used accurately and appropriately, language is understandable and concise, organization is logical	Only 2 or fewer are present: Syntax is appropriate, terminology used accurately and appropriately, language is understandable and concise, organization is logical

Response Posting Rubric (for each of 2 postings)

CATEGORY	1 point - Meets Standards	.5 points - Approaches Standards
Statements that Further and/or Clarify	Reply includes 2 statements that further or clarify the discussion such as - relating a personal experience - summarizing the peer's post - offering further resources - making additional tie-ins to course material	Reply includes 1 statement that furthers or clarifies the discussion such as - relating a personal experience - summarizing the peer's post - offering further resources - making additional tie-ins to course material
	1 point - Approaches Standards	**.5 points - Approaches Standards**
Statements that Compliment and/or Encourage	Reply includes 2 positive statements that are compliments or that acted as encouragement to the peer	Reply includes 1 positive statement that is a compliment or that acted as encouragement to the peer

Midterm Exam

Assignment Specifications:
The Midterm exam will be graded according to the criteria listed below.

CATEGORY	1 Points	.5 Point	0 Points
Key Principles	Answer is substantive and relates fully to the question	Answer covers basic information but is not sufficiently integrated	Inadequate response or no reference to key principles; no evidence that student understood the question
CATEGORY	**.5 Points**	**.25 Point**	**0 Points**
Examples	Uses relevant examples	Examples are used but not integrated effectively into response	No examples provided
CATEGORY	**.5 Points**	**.25 Point**	**0 Points**
Writing Style	Syntax is appropriate, terminology used accurately and appropriately, language is understandable and concise, organization is logical	Only 3 of these are present - Syntax is appropriate, terminology used accurately and appropriately, language is understandable and concise, organization is logical	Only 2 or fewer are present: Syntax is appropriate, terminology used accurately and appropriately, language is understandable and concise, organization is logical

Midterm: Points for Case Study

CATEGORY	8 Points	4 Points	2 Points	
Key Principles	Answer is substantive and relates fully to the question. Answers all aspects of the question	Answer covers basic information but is not sufficiently integrated	Inadequate response or no reference to key principles; no evidence that student understood the question	
CATEGORY	**3 Points**	**1.5 Points**	**1 Point**	
Examples	Uses relevant examples	Examples are used but not integrated effectively into response	No examples provided	
CATEGORY	**1 Points**	**1.5 Points**	**1 Point**	
Writing Style	Syntax is appropriate, terminology used accurately and appropriately, language is understandable and concise, organization is logical	Only 3 of these are present - Syntax is appropriate, terminology used accurately and appropriately, language is understandable	Only 2 or fewer are present: Syntax is appropriate, terminology used accurately and appropriately, language is understandable and concise, organization is logical	

Final Exam

Assignment Specifications:
The Final exam will be graded according to the criteria listed below.

CATEGORY	2 Points	1 Point	0 Points
Key Principles	Answer is substantive and relates fully to the question	Answer covers basic information but is not sufficiently integrated	Inadequate response or no reference to key principles; no evidence that student understood the question
CATEGORY	**1 Point**	**1 Point**	**0 Points**
Examples	Uses relevant examples	Examples are used but not integrated effectively into response	No examples provided
CATEGORY	**1 Point**	**1 Point**	**0 Points**
Writing Style	Syntax is appropriate, terminology used accurately and appropriately, language is understandable and concise, organization is logical	Only 3 of these are present - Syntax is appropriate, terminology used accurately and appropriately, language is understandable and concise, organization is logical	Only 2 or fewer are present: Syntax is appropriate, terminology used accurately and appropriately, language is understandable and concise, organization is logical

Final: Points for Case Study

CATEGORY	6 Points	4 Points	1 Point	
Key Principles	Answer is substantive and relates fully to the question. Answers all aspects of the question	Answer covers basic information but is not sufficiently integrated	Inadequate response or no reference to key principles; no evidence that student understood the question	
CATEGORY	**2 Points**	**1 Points**	**0 Points**	
Examples	Uses relevant examples	Examples are used but not integrated effectively into response	No examples provided	
CATEGORY	**1 Points**	**1 Point**	**.75 Points**	
Writing Style	Syntax is appropriate, terminology used accurately and appropriately, language is understandable and concise, organization is logical	Only 3 of these are present - Syntax is appropriate, terminology used accurately and appropriately, language is understandable	Only 2 or fewer are present: Syntax is appropriate, terminology used accurately and appropriately, language is understandable and concise, organization is logical	

POLICY STATEMENTS

Academic Honesty

In keeping with our Christian heritage and commitment, North Park University and the School of Business and Nonprofit Management are committed to the highest possible ethical and moral standards. Just as we will constantly strive to live up to these high standards, we expect our students to do the same. To that end, cheating of any sort will not be tolerated. Students who are discovered cheating are subject to discipline up to and including failure of a course and expulsion.

Our definition of cheating includes but is not limited to:

1. Plagiarism – the use of another's work as one's own without giving credit to the individual. This includes using materials from the internet.
2. Copying another's answers on an examination.
3. Deliberately allowing another to copy one's answers or work.
4. Signing an attendance roster for another who is not present.

In the special instance of group work, the instructor will make clear his/her expectations with respect to individual vs. collaborative work. A violation of these expectations may be considered cheating as well.
For further information on this subject you may refer to the Academic Dishonesty section of the University's online catalog.

In conclusion, it is our mission to prepare each student for a life of significance and service. Honesty and ethical behavior are the foundation upon which such lives are built. We therefore expect the highest standards of each student in this regard.

Attendance Policy for Graduate Courses

The graduate courses in the SBNM are all 7 weeks in length. Missing one class session is allowed without penalty as long as all readings and assignments are made up by the student within a reasonable time period (the following week). Failing to log into an online course site for an entire week is allowed, but a penalty may be applied at the instructor's discretion. Missing a second class session is allowed only in unusual circumstances by prior arrangement with the instructor. Since this represents almost 30% of the engagement time for the course, the student runs the risk of receiving a lower overall grade for the class. Faculty are encouraged to drop the course grade by a full letter grade in this situation. A student who misses three classes (or the equivalent for an online class) will automatically fail the course, unless the student drops the course before the seventh week of class. Students who drop a course will be held responsible for tuition, based upon the current North Park University policy outlined in the University Catalog (found on the NPU website).

Attendance Policy for Undergraduate Courses

Attendance and participation are vital. Thus, students are expected to attend every class session, and to arrive on time – tardiness is undesirable and disruptive to your fellow classmates. This course has a strict requirement of documented, advance notification. If you are unable to attend any class session, you are to inform me (preferably by email) ***prior to*** that session. You need to provide a reason for your absence.
Failure to provide advance notification will result in an unexcused absence. Be advised that poor attendance can affect your grade adversely

APA Requirement

The School of Business and Nonprofit Management (SBNM) has adopted the *Publication Manual of the American Psychological Association* (APA) as the standard and required format for all written assignments in SBNM courses.

Our goal in adopting the *APA Manual* is to enhance student learning by:

1) Improving student's writing skills.
2) Standardizing the required format of all written assignments in all SBNM courses.
3) Emphasizing the importance of paper mechanics, grammatical constructs, and the necessity of proper citations.
4) Holding students accountable for high quality written work.

If you are unfamiliar with the requirements of the *APA Manual*, we recommend that you purchase the reference manual and/or that you consult one or more of the suggested resources as listed on the Student Resources section of the SBNM website. ***It is your responsibility to learn and ensure that all written work is formatted according to the standards of the APA Manual.***

Students with Disabilities

Students with disabilities who believe that they may need accommodations in this class are encouraged to contact your program's office (Business: 773-244-6270). Please do so as soon as possible to better ensure that such accommodations are implemented in a timely manner. For further information please review the following website: http://www.northpark.edu/ada