Lives of Significance and Service
NORTH PARK UNIVERSITY CHICAGO

School of Business and Nonprofit Management
Course Syllabus

Course: *SBNM5351-* Nonprofit Financial Decision Making *B4*
Academic Year: 2012/13 **Semester/Quad:** *Fall B*
Credit Hours: 2
Prerequisites: *None*
Class Meets: ***Thursdays, 6:30-9:50pm***

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

Phone: 312-968-7750

Email: tobrien @northpark.edu

Availability:

Thursdays from 5:30pm to 6:30pm by appointment

Course Description:

This course is a continuation of the foundational knowledge built in SBNM 5351. It also 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 financial decisions might be made 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. Connect the financial elements of strategy development
2. Develop financial policies
3. Create long-range financial plans and perform capital budgeting
4. Develop and manage the treasury function including cash management strategies and banking relationships
5. Create and manage policies and procedures related to investment management
6. Determine policies regarding risk management
7. Articulate the role of the financial manager in terms of human resources and legal issues
8. Evaluate policies, key performance indicators, and progress in terms of long range financial plans
9. Utilize the dashboard concept to enhance board and staff financial literacy
10. Develop an overall understanding of financial management and planning through creating a paper that will evaluate the financial management and health of a nonprofit organization

Course Methodology:

This course combines lecture and group discussion as well as weekly review questions based on reading assignments. In additions, there are two exams designed to integrate reading, lectures and group discussions.

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	October 25	Managing Mission and Strategy	1. Read Chapter 3, *Financial Management for Nonprofit Organizations*, by Zeitlow, Hankin and Seidner. 2. Weekly review questions (posted on Moodle)
2	November 1	Developing Financial Policies	1. Read Chapter 5, *Financial Management of Nonprofit Organizations*, by Zeitlow, Hankin and Seidner. 2. Nonprofit Financial Policies Sample (Greenlights) Posted on Moodle 3. Financial Policy Guidelines (Nonprofit Assistance Fund) Posted on Moodle 4. Weekly review questions (posted on Moodle)
3	November 8	Long-Range Financial Planning and Capital Budgeting	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. 10 Keys to successful Strategic Planning for Nonprofit Leaders (posted on Moodle) 4. Weekly review questions (posted on Moodle)
4	November 15	Cash Management and Banking Relationships	1. Read Chapter 11 *Financial Management of Nonprofit Organizations*, by Zeitlow, Hankin and Seidner. 3. Paper #1
5	November 29	Investment Policies and Guidelines	1. Read Chapter 12 *Financial Management of Nonprofit Organizations*, by Zeitlow, Hankin and Seidner. 2. Investment Policies (Nonprofit

Week	Dates	Topics	Assignment(s)
			Assistance Fund) posted on Moodle 3. Weekly review questions (posted on Moodle)
6	December 6	Managing Risk, Legal Issues and Human Resources	1. Read Chapter 14, *Financial Management for Nonprofit Organizations*, by Zeitlow, Hankin and Seidner. 2. Read Primer on Risk Management (Nonprofit Risk Management Center) Posted on Moodle 3. Weekly review questions (posted on Moodle)
7	December 13	Evaluating Policies and Progress	1. Read Chapter 15, *Financial Management for Nonprofit Organizations*, by Zeitlow, Hankin and Seidner. 2. Weekly review questions (posted on Moodle) 3. Final Paper

Grading:

Assignment	Points	Grade %
Attendance & Participation	70	28%
Weekly Review Questions	60	28%
Paper #1	60	20%
Paper #2	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 form a review of reading, lectures and class discussion. The review questions are due at the next class meeting.
3. This course is a continuation of SBNM5350 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.

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)

CATEGORY	6 Points	4 Points	3 Points
Key Principles	Response is substantive and relates to the reading assignment	Reference made reading, but is not sufficiently integrated	Inadequate or no reference to reading; no evidence that student understood the principles
CATEGORY	**2 Points**	**1 Point**	**0 Points**
Examples	Uses relevant examples	Examples are used but not integrated effectively into response	No examples provided
CATEGORY	**2 Point**	**1 Point**	**1 Point**
Writing	Syntax and grammar is appropriate,	Only 3 of these are present -	Only 2 or fewer are present:

Style	terminology used accurately and appropriately, language is understandable and concise, organization is logical. Citation and references are used.	Syntax is appropriate, terminology used accurately and appropriately, language is understandable and concise, organization is logical	Syntax is appropriate, terminology used accurately and appropriately, language is understandable and concise, organization is logical

Paper #1

Paper #1 (50 points) Due at the end of week 4 (November 29—11:59pm)

Using APA format, write a 6-10 page paper (double spaced) on the importance of developing policies and guidelines for nonprofit organizations. Make sure that you address:

1. A general description of the policy function and the board's fiscal responsibility
2. An outline and brief description of the elements of a financial policy manual (what are the important areas to be included)
3. Provide a concluding argument on the need for a policy manual; cite two articles or books that supplement your argument for policy development.

Assignment Specifications:
Paper # 1 will be graded according to the following criteria

CATEGORY	25 Points	15 Points	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	**15 Points**	**10 Point**	**0 Points**
Examples	Uses relevant examples	Examples are used but not integrated effectively into response	No examples provided
CATEGORY	**10 Points**	**10 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

Paper #2

Paper #2 (60 Points) Due at the end of Week 7 (December 16, 11:59pm)

Using APA format, write a 10-12 page paper (double spaced) on financial decision making in nonprofits. Provide a summary of the financial management function, how decision making data is derived and interpreted. Use the topics covered in both SBNM5350 and SBMN5351 as a guide to the areas that need to be considered e.g. Financial Statements, planning documents (strategic plan, annual budget, financial health evaluation, ethical decision making, investments, liabilities, and risk). You need not cover each of these in depth, but a brief description should be provided as to how decision making needs to incorporate finance.

This paper should incorporate these areas in order to provide a context and content for an overall financial management strategy. Cite the Zeitlow and Ruppel texts as well as at least two other works.

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

CATEGORY	4 Points	2 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**	**.5 Points**	**0 Points**
Examples	Uses relevant examples	Examples are used but not integrated effectively into response	No examples provided
CATEGORY	**1 Point**	**.5 Points**	**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

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 is 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