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 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 the 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 process;
- Conduct case study analysis and 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 Blackboard. 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, prepare for case study, 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 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 issues. Also, the student who is the lead discussant in a specific week will lead the discussions and explain the case study. As such, the class sessions are designated to clarify, integrate and extend 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) **Examinations (weight of 40%):** There will be two exams. Exam 1 (take-home exam) accounts for 20% and exam 2 (take-home exam) accounts for 20%. Exams will cover material presented in the assigned texts, activity assignments, case study analysis and class discussions. More information about the exams will be provided in the review sessions.

2) **Discussion co-lead (weight of 20%):** You will co-lead the discussion with the professor during the semester – you give a presentation/talk for about 20-25 minutes, and then you will be the leading discussant in the class discussion, professor will support you as necessary. Your presentation/talk should (a) show your fellow students your own definitions or authors’ definitions of terms and include (b) raise some discussion questions, and provide (c) some critical ideas and discussion in combination with some ideas in the required reading for everyone in the class, (d) analyze the case study for the audience. When you are the discussion co-leader for the week, you should prepare a at least 2-page (no maximum page limitation but at least two pages) single-spaced essay of the assigned reading and case study, as well as include the definitions of terms in the extra page (this means if you have a 2-page essay, you will put your definitions of terms in the 3rd page) for your fellow students and the instructor. The document is NOT a summary of the readings. It should highlight the connections between the reading and its implications for practice in the case study. **Please upload a PPT slide of your presentation (or the note for your talk) and the essay to the content named “discussion co-lead” in the Blackboard (e.g., in the “discussion co-lead”**
folder) 24 hours before the class starts (by 2:00 pm on Tuesday), thus everyone can have access to this.

3) **Activity assignments (weight of 35%):** There are 7 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 turnit in assignments on the Blackboard 24 hours before the class starts (by 2:00 pm on Tuesday). If you fail to submit it through turnit in assignment on the Blackboard, I will assume that you choose to receive “0” for the week.

4) **Class participation and attendance (weight of 5%):** 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 public 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 and so does your participation grade. Of course, personal and family circumstances can require class absence. Students should contact the professor about such absences before the class. Please be professional.

Your grades will be based on the following formula:

<table>
<thead>
<tr>
<th>Activity</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Discussion co-lead</td>
<td>20 %</td>
</tr>
<tr>
<td>Exam 1 (take-home)</td>
<td>20 %</td>
</tr>
<tr>
<td>Exam 2 (take-home)</td>
<td>20 %</td>
</tr>
<tr>
<td>Activity assignments</td>
<td>35 %</td>
</tr>
<tr>
<td>Class participation and attendance</td>
<td>5 %</td>
</tr>
<tr>
<td>TOTAL PERCENT</td>
<td>100 %</td>
</tr>
</tbody>
</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>
</tr>
</thead>
<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>
</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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</tbody>
</table>
Course Expectations

General expectations
Students are expected to attend all course sessions, complete all required readings prior to class time, take some notes during class sessions, participate in class discussions and complete the written assignments and examinations.

Try and communicate with the instructor in person. I can probably address most of your questions during or after class. I strongly suggest you to make appointments with me by email via yu.shi@unt.edu in advance if you have additional questions, concerns or suggestions. I will check my emails regularly and make every effort to answer your questions in a timely manner.

Attendance
Attending class sessions is an important part of the learning process. Please email your instructor in advance, if you are not able to attend the class for legitimate reasons. If you miss the class for no reasons, then an excessive amount of unexcused absences (3 or more) will result in a one-full level grade point deduction of the student’s overall score (i.e., from an A to a B).

Examinations
Students must take examinations when they are given to the class; makeup exams will be scheduled only for extraordinary circumstances. No one can be excused from an exam without notifying the instructor prior to the scheduled exam. If you miss an exam, I will assume that you have chosen to receive a "0" for your grade on that exam. The final exam will not be returned to students but may be reviewed by the student after the instructor has submitted final grades. Keep your own copy of the exam answers.

Withdrawals
Students have the right to withdraw from courses. Please note the dates on the academic calendar regarding drop dates. The earlier you drop a course, the more refund that you will receive. I urge you to maintain your commitment to this course, however, if you decide to withdraw, please recognize that it is to your benefit to do so as early as possible.

Course Policies

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

Blackboard
Blackboard is an internet-based information display system, and it will be a primary source of additional reading materials and means of communication between students and the instructor for this course. You will find the course syllabus, additional required readings, and class lecture
notes on the Blackboard site. You will submit your activity assignments, essays and exams through the turnitin assignments on the Blackboard. Students are expected to check Blackboard 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 encounter any technical difficulties or issues, you should contact student blackboard helpdesk.

**Academic Honesty**
I sincerely trust and expect that academic dishonesty will not be an issue in this course. Unfortunately, it has become a very serious problem on many campuses. An act of academic dishonesty will result in a zero on the assignment and a recommendation of additional disciplinary action. In the event of suspected academic dishonesty, I may substitute a quiz, examination or other assignment for the work in question.

**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 maintain a positive learning environment based on open communication, mutual respect, and non-discrimination. Please respect your instructor and 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 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). If you choose to ignore this, plan to retake the class at a later date as it will result in one-full level grade point deduction from your final course grade (i.e., your overall grade in the course will move from an A to a B, a B to a C, etc.). Students should also avoid using cell phones to search the Internet or text while class is in session. Please keep your cell phones on the silent mode during the meetings.
Exceptions to this policy will be at the discretion of the faculty only and may occur if searching the Internet or using excel for analyses is necessary to find additional information or facts related to the subject being covered on that particular day.

**Incompletes, late homework, and extra work**
In most cases, I do not allow students 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 extensions 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.

**Participation by Students with Disabilities**
The Department of Public Administration, in cooperation with the Office of Disability Accommodation (ODA), complies with the Americans with Disabilities Act in making reasonable accommodations for qualified students with disabilities. Students with disabilities must inform the instructor of the need for accommodations. Please present your written accommodation request to the instructor during regular office hours before the 12th class day of regular semesters (4th class day of the summer sessions). Those who require accommodations for access and participation in this course should contact ODA at apply.oda@unt.edu. [https://disability.unt.edu/](https://disability.unt.edu/)

**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 30: An Introduction to the Course

Week 2:
   September 6: Mission and Money for Nonprofits

Week 3:
   September 13: Budgeting as a Part of the Planning Process

Week 4:
   September 20: Liquidity and Cash Management

Week 5:
   September 27: No Class.

Week 6:
   October 4: Cost Assessment

Week 7:
   October 11: Basic Principles of Accounting

Week 8:
   October 18: **EXAM 1 (Take-home) Due by 5:00 pm**

Week 9:
   October 25: Understanding Financial Statement

Week 10:
   November 1: Financial Condition Analysis

Week 11:
   November 8: Financial Tools

Week 12:
   November 15: Understanding Revenues

Week 13:
   November 22: No Class. **Happy Thanksgiving!**

Week 14:
   November 29: Capital Plans

Week 15:
   December 6: Internal Control and Accountability

Week 16
   December 13: **EXAM 2 (Take-home) Due by 5:00pm**
Course Schedule, Detail  
(subject to change)

Week 1 (August 30): An Introduction to Course  
Reading: Weikart et al., Chapter 1

Week 2 (September 6): Mission and Money for Nonprofits  
Reading: Weikart et al., Chapter 1  
Discussion: Nonprofits: How to link Mission to Money?  

Activity#1 (Due 09/05): Weikart et al., Assignment 1.1, p. 14.

On September 6, each student needs to sign up for the discussion co-lead.

Week 3 (September 13): Budgeting as a Part of the Planning Process  
Reading: Weikart et al., Chapter 2  
Lecture: Is the Budget a Plan?  

Activity#2 (Due 09/12): Weikart et al., Assignment 2.1, p.48.

Week 4 (September 20): Liquidity and Cash Management  
Reading: Weikart et al., Chapter 3  
Lecture: Cash Flow Management  
Case study: Hope for All Borrows Money, pp.65-66.

Activity#3 (Due 09/19): Weikart et al., Assignment 3.2, p.66.

Week 5 (September 27): No Class.

Week 6 (October 4): Cost Assessment  
Reading: Weikart et al., Chapter 4  
Lecture: Costs and Cost Analysis  
Case Study: City University’s New Program, pp.83-84.

Week 7 (October 11): Basic Principles of Accounting  
Reading: Weikart et al., Chapter 5  
Discussion: Accounting Principles  
Case Study: Fraud and the Importance of Accounting Principles, pp.107-108.

Activity#4 (Due 10/10): Weikart et al., Assignment 5.1 & 5.2, p.109.

Review Session for Exam 2

Week 8 (October 18): Exam 1 (Take home) from 2:00 pm to 5:00pm

Week 9 (October 25): 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#5 (Due 10/27):** Weikart et al., Exercise 6.1 p.129

**Week 10 (November 1): Financial Condition Analysis**
*Reading:* Weikart et al., Chapter 7
*Discussion:* How to conduct ratio analysis
*In-class Exercise:* Weikart et al., Assignments 7.1, 7.2, 7.3 p.150.

**Week 11 (November 8): Financial Tools**
*Reading:* Weikart et al., Chapter 8
*Discussion:* Financial Tools for Informed Decisions

**Activity#6 (Due 11/07):** Weikart et al., Assignments 8.1, 8.2, 8.3, p.185.

**Week 12 (November 15): Understanding Revenues**
*Reading:* Weikart et al., Chapter 9
*Discussion:* Revenues for Nonprofits
*Case study:* Clean-up Program for an Environmental Nonprofit

**Week 13 (November 22): No Class. Happy Thanksgiving!**

**Week 14 (November 29): Capital Plans**
*Reading:* Weikart et al., Chapters 11 & 12
*Lecture:* Cost-benefit Analysis
*Case study:* Drug Free Center, pp.262-263.

**Activity#7 (Due 11/28):** Weikart et al., Assignments 11.1, 11.2, 11.3, pp.244-245.

**Week 15 (December 6): Internal Control and Accountability**
*Reading:* Weikart et al., Chapter 14
*Discussion:* Internal Control Policies
*In-class Exercise:* Weikart et al., Assignments 14.1, 14.2, 14.3, pp. 299-300.

Review Session for Exam 2

**Week 16 (December 13): Exam 2 (Take-home) from 2:00 pm to 5:00 pm**