Class Meeting: Wednesday 6:00 pm to 8:50 pm
Location: Chilton hall, Room 274
Class Number: 15766
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: Jingran Sun
Email: jingransun@my.unt.edu
Office: Room next to Rm 204N, Chilton hall
Cell Phone: 972-963-0103
Office Hour: By appointment or Friday 3:00-4:00pm

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 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, 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 45%): There will be two exams. Exam 1 (take-home exam) accounts for 20% and exam 2 (take-home exam) accounts for 25%. 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” on Canvas 24 hours before the class starts (by 6:00 pm on Tuesday), thus everyone can have access to this.

3) Activity assignments (weight of 30%): There are 6 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 6:00 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.

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:

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<tr>
<td>Discussion co-lead</td>
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<tr>
<td>Exam 1 (take-home)</td>
<td>20 %</td>
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<td>Exam 2 (take-home)</td>
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<td>Activity assignments</td>
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<td>Class participation and attendance</td>
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<td>TOTAL PERCENT</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.

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<th>Weighted numerical score of</th>
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<td>90.00% or above</td>
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<td>60.00 % to 69.99 %</td>
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<td>Less than 59.99 %</td>
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Course Expectations

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
UNT is making transition from Blackboard to Canvas. You can find the announcement here: https://clear.unt.edu/supported-technologies/canvas. Canvas, similar to Blackboard, is an internet-based information display system. Canvas is a primary source of additional reading materials, and means of communication between you and the instructor for this course. You will use the same credentials to log in to Canvas as they did for Blackboard. 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 turn off 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.

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.

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/

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 29: | An Introduction to the Course |

| Week 2: |  |
| September 05: | Mission and Money for Nonprofits |

| Week 3: |  |
| September 12: | Budgeting as a Part of the Planning Process |

| Week 4: |  |
| September 19: | Liquidity and Cash Management |

| Week 5: |  |
| September 26: | Cost Assessment |

| Week 6: |  |
| October 03: | No Class |

| Week 7: |  |
| October 10: | Basic Principles of Accounting |

| Week 8: | EXAM 1 (Take-home) |
| October 17: |  |

| Week 9: |  |
| October 24: | Understanding Financial Statement |

| Week 10: |  |
| October 31: | Financial Condition Analysis |

| Week 11: | Understanding Financial Tools & Revenues |
| November 07: |  |

| Week 12: | No Class |
| November 14: |  |

| Week 13: | No Class  (*Happy Thanksgiving!* |
| November 21: |  |

| Week 14: |  |
| November 28: | Capital Plans |

| Week 15: |  |
| December 05: | Internal Control and Accountability |

| Week 16: | EXAM 2 (Take-home) |
| December 12: |  |
Course Schedule, Detail  (subject to change)

Week 1 (August 29): An Introduction to Course
  Reading: Weikart et al., Chapter 1

Week 2 (September 05): Mission and Money for Nonprofits
  Reading: Weikart et al., Chapter 1
  Maier et al. (2016). Nonprofit organizations becoming business-like?
  Discussion: Nonprofits: How to link Mission to Money?
  Activity#1 (Due 09/04): Weikart et al., Assignment 1.1, p. 14.

On September 5, each student needs to choose a week with case study for discussion co-lead.

Week 3 (September 12): Budgeting as a Part of the Planning Process
  Reading: Weikart et al., Chapter 2
  Lecture: Is the Budget a Plan?
  Activity#2 (Due 09/11): Weikart et al., Assignment 2.1, p.48.

Week 4 (September 19): 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
  Case study: Hope for All Borrows Money, pp.65-66.
  Activity#3 (Due 09/18): Weikart et al., Assignment 3.2, p.66.

Week 5 (September 26): 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
  Case Study: City University’s New Program, pp.83-84.

Week 6 (October 03): No Class. (Due to Conference)

Week 7 (October 10): Basic Principles of Accounting
  Reading: Weikart et al., Chapter 5
  Jeffrey Burks (2015). Accounting errors in nonprofit organizations
  Discussion: Accounting Principles
  Case Study: Fraud and the Importance of Accounting Principles, pp.107-108.

Review Session for Exam 1

Week 8 (October 17): Exam 1 (Take-home)

Week 9 (October 24): 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 10/23): Weikart et al., Exercise 6.1 p.129

Week 10 (October 31): 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 11 (November 07): Understanding Financial Tools & Revenues
   Reading: Weikart et al., Chapters 8 & 9
   Discussion: Revenues for Nonprofits
   Case study: Clean-up Program for an Environmental Nonprofit

Week 12 (November 14): No Class. (Due to Conference)

Week 13 (November 21): No Class. (Happy Thanksgiving!)

Week 14 (November 28): Capital Plans
   Reading: Weikart et al., Chapters 11 & 12
   Lecture: Cost-benefit Analysis
   Case study: Drug Free Center, pp.262-263.

   Activity#6 (Due 11/27): Weikart et al., Assignments 11.1, 11.2, 11.3, pp.244-245.

Week 15 (December 05): Internal Control and Accountability
   Reading: Weikart et al., Chapter 14
   Petrovits et al. (2011). The causes and consequences of internal control problems in nonprofit organizations.
   Discussion: Internal Control Policies

Review Session for Exam 2

Week 16 (December 12): Exam 2 (Take-home)