



COURSE TITLE/SECTION: SOCW 7330/14184 Fiscal Management & Budgeting
SOCW 3330/14177 Nonprofit Financial Management

TIME: Tuesday 6:00 – 9:00pm Room H30

FACULTY: Roberta M. Leal, MSW

OFFICE HOURS: Monday 1-2pm, Tuesday 4-5pm
By appointment

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I. Course

A. Catalog Description

1. **SOCW 7330: Fiscal Management and Budgeting** [Credit 3 (3-0)]. Prerequisite: Successful completion of foundation curriculum or consent of instructor. Basic discussion, analysis, and implementation of financial and budgeting theories and techniques applicable to planning, operating, and developing social services.
2. **SOCW 3330: Nonprofit Financial Management** [Credit 3 (3-0)]. Prerequisite: Junior standing and consent of the instructor or the Director of the Nonprofit Leadership Alliance. Principles of financial management and budgeting in nonprofit human services organizations.

B. Purpose

The purpose of this course is to introduce students to the role of financial management in the modern nonprofit organization. The course covers applications of budgeting, and financial and managerial accounting principles and procedures to nonprofit organizations (social services, educational institutions, the arts, cultural and recreational entities, charitable foundations, etc.). It is best that students have had some previous exposure to these topics, but this is not an absolute requirement. The emphasis throughout the course is on the practical application of the fundamental requirements of accounting and financial decision making in the nonprofit organization.

II. Course Objectives

Upon completion of this course, students will be able to demonstrate the following competencies

1. Demonstrate knowledge of the major operating revenue sources of nonprofits, including donations, grants, and commercial revenues, and the relative importance of each for various types of nonprofit entities;
2. Understand and apply the knowledge of basic concepts and terminology related to cost analysis in nonprofit organizations as well as demonstrate the ability to conduct cost analyses of specific departments and services within a nonprofit organization;

3. Integrate knowledge of the different types of budgets that nonprofits may employ and the concept of strategic budgeting used in “capital-constrained” organizations;
4. Ability to employ flexible budgeting, breakeven analysis, and variance analysis of established budgets; and
5. Demonstrate knowledge of nonprofit financial accounting principles and procedures, and ability to read, interpret and understand the audited financial statements of a nonprofit entity.

III. **Course Content**

This course includes content in the following areas:

1. Skill development in basic accounting, budgeting, strategic planning, grant making, grant writing, fiscal ethical decision making
2. Networking opportunities and lectures from current nonprofit professionals
3. Practical Application and Demonstration of Nonprofit Financial Management and Fiscal Management & Budgeting skills

IV. **Course Structure**

This spring 2015 semester course will consist of 15 class periods including mandatory attendance on the two final class presentation days as indicated in the timeline. The content will be delivered in seminar format, utilizing a variety of teaching and learning techniques including: lectures, in-class interactive group discussions, individual participation and group presentations, nonprofit case studies, handouts, guest presenters from the nonprofit professional sector.

V. **Textbooks**

The following textbook is required for class readings and in-class assignments. There will also be some additional readings assigned and handouts. The book is available via the bookstore, online, and as an e-book.

McLaughlin, Thomas A. *Streetsmart Financial Basics for Nonprofit Managers*.
3rd Edition (John Wiley & Sons, 2009). [ISBN: 978-0-470-4199-6].

VI. **Course Requirements**

A. Reading Assignments and In-Class Assignments: Readings are listed on the class outline and are to be completed prior to the scheduled class. Please note that the lectures are designed to clarify and supplement the assigned readings--they are not designed to review them in detail. It is critical that you remain current with the readings in order to participate fully in class discussions and activities. Some readings are assigned

directly from the textbook, while other readings can be found via the UH Library, the internet, or posted on the class Blackboard site. Materials for the in-class assignments will be provided by the instructor and will count towards participation grades.

B. Written Assignments: All written assignments are expected to be in APA format, professionally written according to the instructions, and considered original work. The written assignments consist of: 1) Topic paper on fiscal ethics, 2) Mini-grant application for a nonprofit agency, and 3) Financial/Program Management Assessment of a nonprofit agency (in partial fulfillment of mid-term assignment).

C. Professional Group Presentation of a Nonprofit Agency

In a small group of 4-5 individuals, students will conduct an assessment of a nonprofit, determine program needs, review financial reports, determine financial strengths/limitations, develop a short and long-term fiscal strategic plan, and present a compilation of the information in mini-grant proposal format to the larger class. This nonprofit agency must be different than other groups' agencies. Student groups must have instructor approval of agency before beginning work on the project. This is a professional presentation that requires high quality demonstration of presentation skills and professional attire. Mandatory class attendance is required for both presentation days.

D. Mid-term Exam: A two-part mid-term exam will consist of a multiple choice, short answer essay quiz on blackboard and a take home financial/program management assessment of a nonprofit agency.

E. Extra Credit: Extra credit article reviews are available upon request and with a scheduled individual appointment with the instructor.

F. Attendance: Attendance is critical to successful learning in this course and to your development of essential social work practice/nonprofit leadership skills. Students can receive full class participation points for class attendance by attending the entire class session (do not be late or leave early). Each absence (without notifying the instructor) will result in points deducted for attendance, as does arriving more than 20 minutes late or sleeping in class. (Exceptions: death in the family, illness with physicians note, or agreement reached in advance that an absence is excusable.) More than 2 absences will automatically result in a lower letter grade. If you know in advance that you need to be absent from class, please notify me in writing via e-mail. The University of Houston "respects the religious observance of students (e.g. Religious Holy Days) even though they may conflict with university class meetings, assignments, or examinations" (UH Undergraduate Studies Handbook, p. 63). In such situations, students may request an excused absence. I will honor such requests, but do ask that you please notify me in advance, in writing via e-

mail.

VII. Evaluation and Grading

Several methods will be used to assess and evaluate your progress in this course and achievement of the course objectives.

A. Grading Assignments and Distribution:

SOCW 3330: Nonprofit Financial Management

1. Reading Assignments, Class Participation, In-Class Assignments --**10%**
2. Topic Paper on Fiscal Ethics (APA Style) **Due 2/10 – 15%**
3. Midterm Exam **Due 3/10 -- 25%**
4. Mini-grant Application for Nonprofit **Due 4/7 -- 20%**
5. Final Group Presentation **Due 4/21 & 4/28-- 30%**

SOCW 7330: Fiscal Management & Budgeting

1. Reading Assignments, Class Participation, In-Class Assignments --**10%**
2. Topic Paper on Fiscal Ethics (APA Style) **Due 2/10 – 15%**
3. Midterm Exam **Due 3/10 -- 25%**
4. Mini-grant Application for Nonprofit **Due 4/7 -- 20%**
5. Final Group Presentation **Due 4/21 & 4/28-- 30%**

B. Grading Scale: Scores from each written assignment and the class participation grade will be converted according to the grading distribution above. The scores will then be combined and final letter grades will be based on the following standard grading scale that has been adopted for all courses taught in the college.

A =	96-100% of the points	C+ =	76-79.9%
A- =	92-95.9%	C =	72-75.9%
B+ =	88-91.9%	C- =	68-71.9%
B =	84-87.9%	D =	64-67.9%
B- =	80-83.9%	F =	Below 64%

VIII. Policy on grades of I (Incomplete):

The grade of "I" (Incomplete) is a conditional and temporary grade given when students are either **(a)** passing a course or **(b)** still have a reasonable chance of passing in the judgment of the instructor but, for non-academic reasons beyond their control have not completed a relatively small part of all requirements. Students are responsible for informing the instructor immediately of the reasons for not submitting an assignment on time or not taking an examination. Students must contact the instructor of the course in which they receive an "I" grade to make arrangements to complete the course requirements. Students should be instructed not to re-register for the same course in a following semester in order to complete the incomplete requirements.

The grade of "I" must be changed by fulfillment of course requirements within one year of the date awarded or it will be changed automatically to an "F" (or to a "U" [Unsatisfactory] in S/U graded courses). The instructor may require a time period of less than one year to fulfill course requirements, and the grade may be changed by the instructor at any time to reflect work completed in the course. The grade of "I" may not be changed to a grade of **W**.

IX. Policy on academic dishonesty and plagiarism

Students are expected to demonstrate and maintain a professional standard of writing in all courses, do one's own work, give credit for the ideas of others, and provide proper citation of source materials. Any student who plagiarizes any part of a paper or assignment or engages in any form of academic dishonesty will receive an "I" for the class with a recommendation that a grade of F be assigned, subsequent to a College hearing, in accordance with the University policy on academic dishonesty. Other actions may also be recommended and/or taken by the College to suspend or expel a student who engages in academic dishonesty.

All papers and written assignments must be fully and properly referenced using APA style format (or as approved by the instructor), with credit given to the authors whose ideas you have used. If you are using direct quotes from a specific author (or authors), you must set the quote in quotation marks or use an indented quotation form. For all direct quotes, you must include the page number(s) in your text or references. Any time that you use more than four or five consecutive words taken from another author, you must clearly indicate that this is a direct quotation. Please consult the current APA manual for further information.

Academic dishonesty includes using any other person's work and representing it as your own. This includes (but is not limited to) using graded papers from students who have previously taken this course as the basis for your work. It also includes, but is not limited to submitting the same paper to more than one class. If you have any specific questions about plagiarism or academic dishonesty, please raise these questions in class or make an appointment to see instructor. This statement is consistent with the University Policy on Academic Dishonesty that can be found in your UH Student Handbook.

X. Americans with Disabilities Statement

Whenever possible, and in accordance with 504/ADA guidelines, the University of Houston will attempt to provide reasonable academic accommodations to students who request and require them. Please call 713-743-5400 for more assistance. Instructors may not provide accommodations without supporting documentation from the UH Center for Students with Disabilities.

XI. Expectations for Maintaining a Safe, Respectful Learning Environment and Classroom Behavior

A. Cellular Phones, Laptops/Tablet, and Pagers: Students are asked to turn off (or activate the silent mode) cellular phones and pagers during class time. Disruptions of this nature compromise the academic process, and therefore will not be tolerated. If you have extenuating circumstances that prevent you from honoring this classroom rule, please schedule a meeting with me as soon as possible to advise me of your situation. While using your laptops/tablets to take notes, please do not work on material from other courses or other business, surf the web, read or respond to email, or receive or send text/IM messages while in class.

B. Classroom Behavior: The GOLDEN RULE for expected behavior in the classroom is to ***be respectful of yourself and your colleagues***. By virtue of the nature of our profession, we will often engage in content and discussions in this course that elicit varied opinions, perspectives, and emotions. This will provide a well-rounded educational experience for all of us, if we practice and demonstrate the core values of social work.

XII. Consultation

Consultation hours are by appointment. I am on campus most days during the week and am available on Saturdays. Please call 832-541-1804 or email rlaal3@central.uh.edu to schedule a meeting time in advance.

XIII. Course Outline

- WEEK 1 January 20th
- Course introduction, syllabus review, logistics & expectations
 - Organizational Structure; Establishing a mission statement, IRS Status
 - Fiscal Management & Ethics
 - Understanding Budgeting Basics
 - **READINGS**
 - Course Syllabus
 - McLaughlin Chapters 1-2
- WEEK 2 January 27th
- Accounting Basics, Board Role, S-O Law
 - Understanding Budgeting Basics
 - In Class Activity: Agency Structure & Organizational Flow Charts
 - **READINGS:**
 - McLaughlin Chapters 3-4
- WEEK 3 February 3rd
- Balance Sheets, Financial Analysis
 - Understanding Budgeting Basics
 - In Class Activity: Balance Sheets (Bring laptops today)
 - **READINGS:**

- McLaughlin Chapters 5-6
- WEEK 4 February 10th **Topic Paper on Fiscal Ethics Due Today.**
- Nonprofit Accounting, Cost Accounting & Auditing
 - Understanding Budgeting Basics
 - **READINGS:**
 - McLaughlin Chapters 7-9
- WEEK 5 February 17th
- Cash Flow Management, Capital
 - Step-By-Step Budgeting Guidelines: Budget Building Checklist; Policies & Procedures
 - In Class Activity: Nonprofits, Professionals, and Vendors
 - **READINGS:**
 - McLaughlin Chapters 10-11
- WEEK 6 February 24th
- Budgeting, Indirect Cost, Pricing
 - Step-By-Step Budgeting Guidelines: Budget Calendar; Annual Budget Prep.
 - **READINGS:**
 - McLaughlin Chapters 12-14
- WEEK 7 March 3rd
- Budget Reporting to Funders
 - IRS Forms
 - In-Class Activity with Sample budgets and programs (Bring laptops today)
- WEEK 8 March 10th **Mid-term Blackboard Quiz and Take Home Exam Due Today.**
- Funding Issues: Profit Fundraising
 - Step-By-Step Budgeting Guidelines: Operating Budgets for Programs
 - Grant Writing, Fund Development, & Grant Making
 - **READINGS:**
 - McLaughlin Chapters 15-16
- WEEK 9 March 17th **SPRING BREAK NO CLASS TONIGHT!!!!!!!!!!!!**
- WEEK 10 March 24th **Sign up for Group Presentation Times Today in Class.**
- Step-By-Step Budgeting Guidelines: Operating Budgets Cont.
 - Short and Long-term Strategic Financing
 - Grant Writing, Fund Development, & Grant Making
 - **READINGS:**
 - Additional Articles on Blackboard

- WEEK 11 March 31st
- Internal Controls, Management Control Issues, Budgets
 - Step-By-Step Budgeting Guidelines: Income and Expenses
 - Mini-grant examples in class
 - **READINGS:**
 - McLaughlin Chapters 17-18
- WEEK 12 April 7th **Mini-grant Application Due Today.**
- Insurance, Internal Controls, Risk Management, Budgets
 - Step-By-Step Budgeting Guidelines: More Budgets!!
 - **READINGS:**
 - McLaughlin Chapters 19-20
- WEEK 13 April 14th
- Short Term Resource Management, Capital Investment
 - Step-By-Step Budgeting Guidelines: Monitoring and Modifying
 - Integrating all that we have learned
 - **READINGS:**
 - Additional Readings on Blackboard
- WEEK 14 April 21st **GROUP PRESENTATIONS MANDATORY ATTENDANCE**
- WEEK 15 April 28th **GROUP PRESENTATIONS MANDATORY ATTENDANCE**

*****The instructor reserves the right (and flexibility) to alter the Course Outline or schedule in order to better accommodate learning goals and time constraints.*****
