PAD 652
Financial Administration of Nonprofit Organizations
Fall 2007

Course Syllabus

When: Wednesdays, 6:00 – 9:50 P.M.
Instructor: Barbara A. Baker, CPA, M.N.O.
Location: UR 309

Contact Information
Office: The Center for Community Solutions
        1226 Huron Road, Cleveland, OH 44115
Office Phone: 216-781-2944, Ext. 503; Fax 216-781-2988
Office Hours: By Appointment
E-mail: bbaker@CommunitySolutions.com

Course Objectives
The objective is to convey and explain the complexity of financial management. Students will develop an understanding of the importance of effective and efficient use of an organization’s resources. This course will help students to become better financial communicators as nonprofit leaders.

Toward that end, classes focus on:
1. Understanding of nonprofits structure and governance;
2. Importance of financial management within an organization’s structure and operations;
3. Risk management, internal controls, and safeguarding of assets/resources;
4. Development of annual budget and other management tools;
5. Preparation of financial statements and importance of monthly accountability;
6. Preparation of annual audit and filing of IRS Form 990.

Description
The immediate purpose or mission of this class is to foster learning related to nonprofit financial management. The long-term vision is that all students are leaders of premier nonprofit organizations that base business decisions on strong ethics and sustainability.
Resources

Evaluation/Outputs and Outcomes
Grades will be based upon the following criteria:
25% -- class attendance and participation
30% -- written assignments
25% -- group presentation
20% -- final exam

Team Project
Students will form teams and prepare and deliver team presentations. The choice of presentation topic is at the discretion of each team, but it must be related to nonprofit financial management and this course. Students do not need to use Power Point, but must have handouts so that the audience may follow along during presentations. Additional information will be provided during class.

Class Schedule and Assignments

Class 1
August 29

Topic: Introduction and Overview

   a. Personal introductions
   b. Financial Management overview
   c. Getting familiar with vocabulary of the course

Readings and assignments due today: None

Writing assignments: None

Class 2
September 5

Topic: Nonprofit Organizations and Their Finances

Readings and assignments due today:
Chapter 1: Understanding Nonprofit Organization Finances
Chapter 2: Liquidity Management

Writing assignment: In less than two pages, tell what you know about nonprofit organizations and what you hope to learn from this class.
Class 3
September 12

Topic: Organizational Best Practices

Readings and assignments due today:
Chapter 3: Managing Mission and Strategy
Chapter 4: Managing Structure, Accountability, and Ethics

Writing assignment: None

Team: Form teams for the team presentation (not to exceed four students per team).

Class 4
September 19

Topic: Organizational Best Practices (continued)

Continuation from September 12 class

Writing assignment: Compare two nonprofit organizations and describe what you feel are their differences as to structure and best practices.

Team: Team meeting to determine topic of presentation.

Class 5
September 26

Topic: Financial Policies

Readings and assignments due today:
Chapter 5: Developing Financial Policies
Chapter 12: Investment Policy and Guidelines

Team: Team meeting to determine topic of presentation, which is to be submitted to instructor at the end of this class.
Class 6
October 3

Topic: Financial Policies (continued)

Continuation from September 26 class

Writing assignment: Bring an example of financial policies that will be discussed in class. The organization name may be removed from documents, if needed.

Guest Speaker: TBD

Class 7
October 10

Topic: Budgeting and Forecasting

Readings and assignments due today:
Chapter 8: Developing Operating and Cash Budgets
Chapter 9: Long-Range Financial Planning and Capital Budgeting

Mid-Term

Class 8
October 17

Topic: Budgeting and Forecasting (continued)

Continuation from October 10 class

Writing assignment: Obtain an example of an organization’s operating budget and submit it with your assignment. In less than three pages, provide your assessment of the budget and what questions you would ask the organization about their budget if you had the opportunity.

Class 9
October 24

Topic: Financial Reporting

Readings and assignments due today:
Chapter 6: Understanding Accounting Basics and Financial Statements
Chapter 7: Developing Financial Reports and Ratios
Guest Speaker: J. T. Mullen, Senior Vice President and Chief Financial Officer, The Cleveland Foundation

Writing assignment: None

Class 10
October 31

Topic: Financial Reporting (continued)

Continuation from October 24 class

Writing assignment: Obtain an example of an organization’s financial statements and them with your assignment. In less than three pages, provide your assessment of the financial statements and questions you would ask the organization about their financials if you had the opportunity.

Class 11
November 7

Topic: Managing Cash and Debt

Readings and assignments due today:
Chapter 10: Managing Your Organization’s Liabilities
Chapter 11: Cash Management and Banking Relations

Writing assignment: None

Class 12
November 14

Topic: Information Systems

Readings and assignments due today:
Chapter 13: Information Technology and Knowledge Management

Team Presentations

Writing assignment: None
Class 13
November 28

Topic: Risk Management

Readings and assignments due today:
Chapter 14: Managing Risk, Legal Issues and Human Resources

Team Presentations

Writing assignment: None

Class 14
December 5

Topic: Continuing Self-Assessment

Readings and assignments due today:
Chapter 15: Evaluating Your Policies and Progress

Team Presentations (if needed)

Final Exam