

CLEVELAND STATE UNIVERSITY
MAXINE GOODMAN LEVIN COLLEGE OF URBAN AFFAIRS
FALL 2017 SYLLABUS
CSU Course Number UST650 4 Credit Hours
Financial Administration/Control of Nonprofit Organizations

Instructor: Tony H. Smith, Sr., MBA/CPA
Daytime phone: 216-287-9133
email: T.H.SMITH11@csuohio.edu

Class: Thursdays 6:00 P.M. - 9:50 P.M. in Room UR 027

Office Hours: By appointment only

Course Objective

The objective of the course is to provide students with the knowledge and skills to be effective and efficient managers of organizational resources. This course will help students, as nonprofit leaders, to become better financial communicators and decision-makers.

Topics covered include:

- i.) Financial Roles & Responsibilities within Nonprofit Organizations
 - a.) Legal & Financial Structures
 - b.) Ethics & Accountability
 - c.) Policies, Procedures, and Internal Controls
 - d.) Use of the Form 990 in Nonprofit Financial Administration
- ii.) Financial Reporting
 - a.) Nonprofit Organization Financial Reporting
 - b.) Income & Revenue Sources
 - c.) Expenses & Debt Financing
 - d.) Nonprofit Accounting Rules & Structure
- iii.) Budgeting & Management Tools
 - a.) Ratio Analysis
 - b.) Effective Communications of Financial Data
 - c.) Cash Management & Liquidity
 - d.) Budgeting & Planning

Course Description

The course learning format includes in-class lectures and assignments, class and small group discussions, and textbook reading assignments. In-class attendance and participation are critical components of success. Attendance will be taken at every class. You may miss one class during the semester without deduction. Students who miss more than one class will have 3 points deducted from their final weighted-average grade for every additional class missed. Students are expected to read assignments prior to class. After Week #1, one to two (1-2) chapters of the textbook will be covered each week thereafter until all but the final chapter is completed.

Elements of the class will use CSU's "Black Board" applications. Class lectures, notes, and assignments will be posted to Black Board on a weekly basis. Students are required to have access to a computer with internet and a World Wide Web capability either privately or through the College of Urban Affairs computer lab.

Using the Black Board application, students are encouraged to email the instructor at any time for assistance or clarification on assigned work. Please send email through the Blackboard application for the fastest response.

Core Competencies

To succeed in this class, students must be prepared to read weekly assignments from the text and other articles assigned, write and convey their thoughts coherently, attend every class session and be present at the start of class through its completion, show courtesy and respect to their fellow classmates, ask questions and demonstrate in class that they have read and understood the materials, submit projects on assigned due dates, and be organized.

Homework Assignments

Students are expected to read assigned chapters in the text before class. During the first five weeks of class, students will receive homework assignments, which should be completed and turned in for a grade. Homework assignments will be posted to Black Board and should be submitted via Black Board before class on the due date. Credit will not be given for late assignments unless prior approval has been given by the instructor. Emailed homework assignments will not be accepted.

Individual Project

Students will select a large or mid-size nonprofit organization as a case study for the class project. Students may choose an organization in which they have an interest or relationship. All selections must be approved by the instructor prior to beginning on the project. Working individually, each student will prepare an analysis of the organization's financial structure and operations. Financial ratio analysis and other tools will be used for the assignment. The analysis will be based upon the Organization's most recent IRS Form 990, which is publicly available on Guidestar.org. After completing the analysis and having it graded by the Instructor (Part 1), students will prepare a presentation of the analysis for the class using charts and graphs (Part 2). Students will be evaluated on the substance and form of the presentation and the calculation of key financial ratios for the Organization.

Final Exam

A take-home final exam will be posted to Black Board prior to Finals Week. The final exam will be cumulative.

Course Evaluation Criteria

Participation in class	10%
Quizzes	10%
Homework assignments	20%
Individual project	30%
Final exam	<u>30%</u>
	100%

Required Text

Financial Management for Nonprofit organizations: Policies and Practices

John Zietlow, Jo Ann Hankin, Alan G. Seidner, John Wiley & Sons, 2007

University/College Policies

University Deadlines

For the current semester, the deadline for dropping a course is September 8, 2017.

The last day to withdraw from the course is November 3, 2017.

The final examination week is December 11-16, 2017.

Student Grading

CSU uses the following letter grades with plusses and minuses. In the Levin College the letter grades follow this numeric scale:

A	= 94-100%
A-	= 90-93
B+	= 87-89
B	= 83-86
B-	= 80-82
C+	= 77-79 (there is no C+ grade for graduate students; C = 70-79 for grad students)
C	= 70-76 for undergraduates, 70-79 for grad students
D	= 60-69 (there is no D for graduate students)
F	= 59 and below for undergraduates, 69 and below for graduate students

Grades of "I" and "X"

- **X** - The grade of "X" can be assigned by the instructor when an attending/participating student has stopped attending/participating without notification and has not completed all assignments for reasons that cannot be determined by the end of the grading period. An "X" automatically becomes an F if not resolved by the last day of instruction of the following semester. An "X" also will be assigned by the University Registrar when no grade is submitted by an instructor.
- **I - Incomplete.** The "I" grade is given when the work in a course has been generally passing, but when some specifically required task has not been completed through no fault of the student.

An "I" grade can be assigned by the instructor when all three of the following conditions are met:

1. Student is regularly attending/participating in the class and has the potential to pass the course;
2. Student has not completed all assignments and has stopped attending/participating for reasons deemed justified by the instructor; and
3. Student has notified the instructor prior to the end of the grading period.

Students with Special Needs

Educational access is the provision of classroom accommodations, auxiliary aids and services to ensure equal educational opportunities for all students regardless of their disability. Any student who feels he or she may need an accommodation based on the impact of a disability should contact the Office of Disability Services at (216)687-2015. The Office is located in MC 147. Accommodations need to be requested in advance and will not be granted retroactively. Students should notify the instructor as soon as possible if they have been granted an accommodation through the Office of Disability Services.

Writing Assistance

Students with difficulty writing may contact the Writing Center located in Rhodes Tower 124 for assistance. Students should use the American Psychological Association (APA) format for citations and reference pages.

Plagiarism

Plagiarism is stealing and/or using the ideas or writings of another in a paper or report and claiming them as one's own. This includes but is not limited to the use, by paraphrase or direct quotation, of the work of another person without full and clear acknowledgment.

The penalties for plagiarism are found in full in the Student Handbook (Office of Student Life) under Academic Regulations (Policy on Academic Misconduct) at the following link:

<http://www.csuohio.edu/sites/default/files/StudentCodeOfConduct.pdf> .

UST650 ASSIGNMENTS AS OF AUGUST, 2017 (Subject to revision)

1. Read and understand Chapters 1-2 of the Zietlow text by 6 PM August 31.
2. Read and understand Chapters 3-4 of the Zietlow text and submit homework by 6 PM September 7.
3. Read and understand Chapter 5 of the Zietlow text and submit homework by 6 PM September 14.
4. Read and understand Chapter 6 of the Zietlow text and submit homework by 6 PM September 21.
5. Read and understand Chapter 7 of the Zietlow text and submit homework by 6 PM September 28. Using Guidestar.org or other sources, compute and submit as your 4th written homework assignment 10 financial ratios (no more than 5 of which should be liquidity ratios) for either your self-selected nonprofit organization (NPO) or my Sample NPO.
6. Prepare for the second week of Chapter 7 review/discussion and submit homework, as assigned, by 6 PM October 5.
7. Read and understand Chapter 8 of the Zietlow text by 6 PM October 12. Quiz covering Chapters 6-7.
8. Read and understand Chapter 9 of the Zietlow text by 6 PM October 19.
9. Read and understand Chapter 10 of the Zietlow Text by 6 PM October 26. Second and final quiz covering Chapters 8 and 9.
10. Read and understand Chapters 11 and 12 of the Zietlow Text by 6 PM November 2.
11. Read and understand Chapter 13 of the Zietlow Text by 6 PM November 9.
12. Read and understand Chapter 14 of the Zietlow Text and **submit first half of your Project by 6 PM November 16 (See format below).**
13. No Classes November 23--Thanksgiving--Enjoy!

14. Present second half of your Project on November 30. Make 15-20 minute PowerPoint presentation (oral and visual- using spreadsheets, charts, and graphs), answering class questions and defending your conclusions.

15. Course Review on December 7, 2017.

16. Retrieve comprehensive (Chapters 1-14) Open Book Final Exam from Blackboard on December 8, 2017. Complete and Return to me by 6 PM Thursday, December 14. No exceptions.

For Your Project:

Submit the first half (written portion) of your Project by 6 PM November 16 in the following format:

- a. NPO Mission**
- b. NPO Vision**
- c. NPO Core Values, Code of Ethics, etc (when available)**
- d. 3-year comparative statements of financial position**
- e. 3-year comparative statements of activities**
- f. 3-year comparative statements of cash flows (when available)**
- g. Based upon the above, complete a 3-5 page SWOT analysis of the NPO**
- h. Write a 1-2 page executive summary of your conclusions and financial management recommendations.**