Financial Administration and Control of Nonprofit Organizations

Instructor: Faith Noble, CPA
Day time phone: 216-687-6889
f.noble@csuohio.edu

Class: Monday / Wednesday 6:00 p.m. - 9:50 p.m.

Office/Hours: Tuesdays 2:00 p.m. – 4:00 p.m.
Wednesdays 2:00 p.m. – 4:00 p.m.
or by appointment
Urban Building, 3rd Floor, Dean’s Suite, Room 340

Course Objective

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

Classes are organized into three sections, with supporting topics, including:

i) Financial Roles & Responsibilities within an Organization
   (a) Legal & Financial Structures
   (b) Ethics & Accountability
   (c) Policies, Procedures & Internal Controls
   (d) Use of the Form 990 in Nonprofit Financial Administration

ii) Financial Reporting
    (a) Reporting Requirements
    (b) Income & Revenue Sources
    (c) Expenses & Debt Financing
    (d) Nonprofit accounting rules & structure

iii) Budgeting & Management Tools
     (a) Financial Analysis
     (b) Cash Management & Liquidity
     (c) Budgeting & Planning

Description

The course learning format includes in-class lectures and assignments, class and small group discussions, and text-book reading assignments. Individual will be assigned including a major project and a final exam. In-class attendance and participation are a critical component of success. With the exception of the first reading assignment, students are expected to read assignments prior to class.

Elements of this course will use Cleveland State University’s “Black Board” applications. Class Lectures, and notes will be posted to Black Board on a weekly basis. Students are required to have access to a computer with internet and World Wide Web capability either privately or through the College of Urban Affairs computer lab.

Students are encouraged to call the instructor during work hours and/or email at any time for assistance or clarification on assigned work. Please send email to f.noble@csuohio.edu. The Black Board will not
be used for email communication. Please contact me by email at f.noble@csuohio.edu.

Core Competencies

To succeed in this class, students must be prepared to read weekly assignments from the text and other articles as 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 understand 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. Students will receive homework assignments during the first three weeks of class which should be completed and turned in for a grade. A total of 4 homework assignments will be given for a total of 20% of the class grade. Written homework assignments must be typed or completed in spreadsheet format. Handwritten assignments will not be accepted. Students must bring printed homework assignments to class and turn them in on time; credit will not be given for late assignments unless prior-approval has been given by the Instructor. Emailed homework assignments will not be accepted.

Class Project

Students will select a large or mid-size non-profit 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 work 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 on 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 & graphs (Part 2). Students will be evaluated on the substance and form of the presentation and the calculation of key financial ratios for the selected organization.

Final

A final exam will be given during the last class of the semester (Wednesday June 29th). The final exam will be cumulative.

Course Evaluation Criteria

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Class Attendance &amp; Participation</td>
<td>10%</td>
</tr>
<tr>
<td>Homework Assignments</td>
<td>20%</td>
</tr>
<tr>
<td>Class Project (2 parts)</td>
<td>40%</td>
</tr>
<tr>
<td>Final Exam</td>
<td>30%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>100%</td>
</tr>
</tbody>
</table>

Required Text

*Financial Management for Nonprofit Organizations: Policies and Practices*
John Zietlow, Jo Ann Hankin, Alan G. Seidner, John Wiley & Sons, 2007

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 UC304. 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.