

Nonprofit Financial Administration

PADP 8220

Spring Semester 2015
Wednesdays 3:35 – 6:35 PM
Classroom: Baldwin Hall 307
Office Hours: Tuesdays & Thursdays 2:00-3:00 PM
Wednesdays 11:00 AM – 12:00 PM
Also by Appointment

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COURSE DESCRIPTION

This course focuses on business planning, financial reporting, and fiscal decision-making in nonprofit organizations. These topics are critical for organizational survival and success. Part of the semester addresses the business planning process, with special attention paid to unique issues facing nonprofits involved with these types of ventures. Other parts of the semester focus on developing operating budgets, managing working capital, and analyzing organizational fiscal health. This course is structured to integrate both academic and practical approaches and perspectives on current nonprofit organizations' issues and concerns.

COURSE OBJECTIVES

Upon successful completion of this course, students should be able to:

1. Apply business planning processes and techniques for nonprofit ventures;
2. Complete a formal business plan;
3. Apply financial planning, decision making, and working capital techniques to nonprofit organizations
4. Use projection techniques to estimate future costs and revenues; and
5. Recognize how the nonprofit legal form influences capital acquisition, organizational structure, and legal reporting requirements.

Student progress on these learning objectives will be measured through case study assignments, class discussions, and a final project.

REQUIRED TEXTBOOKS

1. Bowman, Woods (2011). *Finance Fundamentals for Nonprofits: Building Capacity and Sustainability*. Hoboken, NJ: John Wiley & Sons, Inc.
2. La Piana, David, Heather Gowdy, Lester Olmstead-Rose, and Brent Copen (2012). *The Nonprofit Business Plan: A Leader's Guide to Creating a Successful Business Model*. Fieldstone Alliance.
3. Weikart, Lynne A., Greg G. Chen, and Ed Sermier (2013). *Budgeting & Financial Management for Nonprofit Organizations*. Thousand Oaks, CA: CQ Press.

OTHER REQUIRED READING

All other required reading will be made available via ELC.

COURSE METHODOLOGY

Class presentations will be a combination of lecture, class discussion, and problem solving format. Students are encouraged to ask questions and participate in class discussion. I want to stress the importance of preparation for and participation in class and remind you that everyone is learning. My approach is that questions and discussions are an extremely important part of the learning process and are relevant to everyone in the classroom. Please ask questions.

My approach will be to teach this course as an advanced, specialized financial management course. This class will proceed with the expectation that students are knowledgeable of key concepts and fundamental aspects of budgeting, capital financing, and tax systems and policies. The course will be fairly fast-paced with a significant amount of material covered throughout the term. I often do not lecture directly from the readings, and my lectures will consist of information that supplements the books and cannot be found within them. Please try not to get behind in the course readings because it will be very difficult to catch up.

If you feel you need some exposure to these key concepts, please see me for additional supplemental reading to get yourself caught up with the course level.

Laptop Computer Use

The use of laptop computers in my classroom is a privilege and not a right. Laptop computers may be used during class sessions for note taking and to calculate problems ONLY. Laptop computers may not be used at any time in my classroom to check email, surf the Internet, instant message with friends, update your Facebook status, post to Twitter, read the newspaper, or for any other purpose not explicitly related to course material. ANY instance of unapproved use of laptop computers in my classroom will result in your laptop privileges being revoked for the remainder of the semester. There are NO EXCEPTIONS to this policy.

COURSE REQUIREMENTS

Case Study Assignments - 10% each; 40% total

Students will complete four (4) written case study assignments. All case studies should be turned in via the ELC assignment dropbox prior to the beginning of class the week it is due. Please see the course outline for the due dates of each case study assignment. **Late assignments will not be accepted.**

Nonprofit Business Plan - Master's Students ONLY - 40% total

Master's students will create a nonprofit organization and develop a business plan for their proposed nonprofit. Students may not create a business plan for an existing nonprofit. All business plans should be turned in via the ELC assignment dropbox. Please see the course outline for the due date and time of this final project. **Late business plans will not be accepted.**

Publishable Research Paper – PhD Students ONLY – 40% total

In lieu of a nonprofit business plan, PhD students will write a publishable research paper on a nonprofit finance topic of their choosing. The paper must include quantitative data analysis relevant to the proposed research question. The goal is for this paper to be journal-ready by the end of the semester. I am willing to provide as much help as needed for this goal to be achieved. However, if I provide significant help throughout the semester, I reserve the right to require the paper to be submitted to a journal as a co-authorship. All papers should be turned in via the ELC assignment dropbox. Please see the course outline for the due date and time of this final paper. **Late papers will not be accepted.**

Business Plan and Research Paper Progress Submissions – 5% each; 15% total

Over the course of the semester, all students will be required to submit three (3) parts of their business plan or research paper to ensure adequate progress is being made throughout the semester on these large projects. Grading on these progress submissions will be conducted on a credit/no credit basis. I will provide feedback on students' progress, which should be incorporated into the final products turned in at the end of the semester. All progress submissions should be turned in via the ELC assignment dropbox. Please see the course outline for the due dates of these progress submissions. **Late submissions will not be accepted.**

Business Plan and Research Paper Presentations – 5% total

Students will be required to provide a 10-minute professional presentation of their business plan or research paper. The use of Powerpoint and professional dress attire is required for all presentations. Students will be graded on the content of the Powerpoint slides and delivery of the presentation. I strongly encourage students to practice their presentation prior to class. Presentations will occur the final two weeks of class. Students will be randomly selected for the day on which they will make their presentation. **Presentations cannot be made up due to absence.**

COURSE GRADING

The plus/minus letter grading system (i.e. A, A-, B+, B, B-, C+, C, C-, D, F) is the official grading system approved by the Board of Regents and the only grading system approved for the University of Georgia. There is no numerical grading scale assigned to each letter grade at the University level. The assignment of letter grades in a course is the responsibility and discretion of the instructor.

MAKEUP WORK

Late assignments **WILL NOT** be accepted without prior permission and a valid University of Georgia excuse.

STUDENTS WITH DISABILITIES

Students who have a disability that requires accommodations should contact the Disability Resource Center to discuss their needs and obtain appropriate paperwork. I cannot make special accommodations for students with disabilities unless students have completed the appropriate paperwork to register with the Disability Resource Center.

ACADEMIC HONESTY

The University of Georgia's academic honesty policy and procedures, known as *A Culture of Honesty*, can be found at the following website:

http://www.uga.edu/honesty/ahpd/culture_honesty.htm

The University of Georgia requires all members of the University community to be responsible for knowing and understanding the policy on academic honesty. In addition, every student must agree to abide by the University of Georgia's academic honesty policy and procedures when applying for admission to the University of Georgia.

The University of Georgia defines **academic honesty** as "performing all academic work without plagiarism, cheating, lying, tampering, stealing, giving or receiving unauthorized assistance from any other person, or using any source of information that is not common knowledge without properly acknowledging the source." **Academic dishonesty** is defined as "performing, attempting to perform, or assisting any other person in performing any academic work that does not meet this standard of academic honesty."

According to the policy's **prohibited conduct**, "No student shall perform, attempt to perform, or assist another in performing any act of dishonesty on academic work to be submitted for academic credit or advancement. *A student does not have to intend to violate the honesty policy to be found in violation.* For example, plagiarism, intended or unintended, is a violation of this policy." The policy also states that, "Any behavior that constitutes academic dishonesty is prohibited."

ANY INSTANCE OF ACADEMIC DISHONESTY WILL RESULT IN A GRADE OF F FOR THIS COURSE. In addition, the instructor reserves the right to pursue further academic disciplinary action. It is your responsibility to adhere to the University of Georgia's policies concerning academic honesty.

THIS SYLLABUS PROVIDES A GENERAL PLAN FOR THE COURSE. MODIFICATIONS TO THE SYLLABUS MAY BE MADE AS THE SEMESTER PROGRESSES.

COURSE OUTLINE

Date	Topic	Reading	Assignment Due
January 7	Introduction & Course Overview		
January 14	Introduction to Nonprofits Theories of the Nonprofit Sector	Bowman, Ch. 1 & 5 Weikart, Ch. 1 Worth, Ch. 2 & 3 (ELC) La Piana, Ch. 1	
January 21	Accounting Principles Financial Reporting Standards Financial Statements	Bowman, Ch. 2 Weikart, Ch. 5 & 6	MPA: Business Plan Mission, Vision & Impact PhD: Paper Abstracts
January 28	Financial Health & Analysis	Weikart, Ch. 7 & 8 La Piana, Ch. 3	
February 4	The Planning Process	Business Planning for Nonprofits (ELC) Nonprofit Business Planning (ELC) La Piana, Ch. 2 & 4	Weikart, Ch. 7 Case Study, pg. 147
February 11	Developing the Business Plan	La Piana, Ch. 5-8	PhD: Literature Reviews
February 18	Cost Identification & Analysis Cost Allocation Break Even Analysis	Weikart, Ch. 4	MPA: Business Plan Organization, Market, Management & Operations, Marketing & Outreach
February 25	Resource Acquisition, Projection, and Management	Bowman, Ch. 10 Weikart, Ch. 9 Worth, Ch. 11-13 (ELC)	Weikart, Ch. 4 Case Study, pg. 84
March 4	Operating Budget Capital Budgeting & Financing	Bowman, Ch. 4 Weikart, Ch. 2 & 12	Weikart, Ch. 8 Case Study, pg. 175
March 11	Spring Break - No Classes		
March 18	Working Capital Cash Management	Bowman, Ch. 3 Weikart, Ch. 3, 13, & 14	PhD: Preliminary Results
March 25	Time Value of Money Cost-Benefit Analysis	Weikart, Ch. 11	MPA: Business Plan Initial Financial Projections
April 1	Nonprofit Mission & Financial Management	Bowman, Ch. 6-9	Weikart, Ch. 11 Case Study, pg. 242
April 8	Instructor Out of Town - No Class		
April 15	Business Plan & PhD Paper Presentations		
April 22	Business Plan & PhD Paper Presentations		
April 29	Business Plans & PhD Papers DUE @ 5:00 PM		