UCONN | COLLEGE OF LIBERAL ARTS AND SCIENCES

COMMITTEE ON CURRICULA AND COURSES

Proposal to Add a New Graduate Course

Last revised: September 24, 2013

1. Date: April 8, 2014
2. Department requesting this course: Public Policy
3. Semester and year in which course will be first offered: Fall 2014

Final Catalog Listing

Assemble this after you have completed the components below. This listing should not contain any information that is not listed below!

PP 5328. Business Functions of Nonprofit Organizations
3 credits. Seminar.

Management of financial resources in nonprofit organizations. Topics include variance analysis, nonprofit accounting, financial statement analysis, internal controls, cash management and forecasting.

Items Included in Catalog Listing

Obligatory Items

1. Abbreviation for Department, Program or Subject Area: PP
2. Course Number: 5328
3. Course Title: Business Functions of Nonprofit Organizations
4. Number of Credits (use digits, "3" not "three"): 3
5. Course Description (second paragraph of catalog entry):
Management of financial resources in nonprofit organizations. Topics include variance analysis, nonprofit accounting, financial statement analysis, internal controls, cash management and forecasting.
6. Course Type, if appropriate:
__Lecture ___ Laboratory _X_ Seminar ___ Practicum

Optional Items

7. Prerequisites: None.
8. Recommended Preparation: None.
9. Consent of Instructor: Not Required.
10. Exclusions: None.
11. Repetition for credit: None.
12. S/U grading: A-F Graded.

Justification

1. Reasons for adding this course:
The Master of Public Administration (MPA) program recently completed a curriculum review for the creation of the Graduate Certificate in Nonprofit Management. The review suggested the Department create a new course specific to the Nonprofit financial needs. This course is part of the Nonprofit Management on-line certificate program and can be used as an elective in the Masters of Public Administration (MPA) program.

2. Academic merit:
The course is important for students studying Nonprofit Management as part of their certificate or MPA programs. The course is applied and makes use of spreadsheets and problem sets to understand the business functions in nonprofit organizations.

3. Overlapping courses: None
4. Number of students expected: about 20
5. Number and size of sections: 1 section
6. Effects on other departments: None
7. Staffing: Staffing for the course will be provided by the Department of Public Policy. No new staff is necessary to offer this course.
8. Dates approved by
   Department Curriculum Committee:
   Department Faculty:
9. Name, Phone Number, and e-mail address of principal contact person:

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Syllabus

A syllabus for the new course must be attached to your submission email.

Additional Approval

New graduate courses must also be approved by the Graduate Faculty Council.

COURSE SYLLABUS

UNIVERSITY OF CONNECTICUT
DEPARTMENT OF PUBLIC POLICY
BUSINESS FUNCTIONS FOR NONPROFITS (PP 5397)
Fall, 2013
Dawn L. Bryant
Wednesday, 6:30 – 9:00 pm
dawn.bryant@uconn.edu
dbryant@vcr-cpa.com
Office Hours: By appointment
(860) 253-3210 / (413) 250-3698

COURSE DESCRIPTION

This course is designed as a survey of the principles, issues and skills of financial management and accountability in the nonprofit sector. The objectives of the course are to provide students with both a theoretical understanding of the topic and to develop some of the fundamental skills necessary to work competently as managers with financial responsibilities (not as finance or accounting professionals). The focus will be on preparing students to be skilled consumers of financial information who possess the ability to analyze it and make sound decisions based on their analysis.
An outline of topics that will be discussed using the textbook as well as additional readings:

· Basic accounting as well as accounting for items specific to not-for-profits (e.g. support vs. revenue, restrictions, designations, etc.)
· Budgeting - operating and capital
· Short and long term debt management
· Cash management and investment policies
· Variance and breakeven analysis
· Internal controls
· Role of external auditors
· Understanding financial condition
    - o Read and understand financial statements
    - o Financial ratios
    - o Communicating financial information

This course is a four-part UCONN Department of Public Policy graduate certificate in nonprofit management. The education in this course is part of a continuum of learning connected with the companion courses of the certificate: Leadership and Management of Nonprofit

Organization, Grant Writing and Fund Development of Nonprofit Organizations and Program Development and Evaluation.

COURSE MATERIALS

The required text is available at the University of Connecticut Bookstore (West Hartford campus).
Finkler, Steven A., et al. 2013. Financial Management for Public, Health and Not-for-Profit Organizations. 4th ed. Pearson Prentice Hall.
Extensive use will be made of the text in class. In addition to this text class readings will be posted on HuskyCT, the University's web interactive teaching site.

REQUIREMENTS

Grading will be based on:

Problem sets	30%
Mid-term	20%
Case study	20%
Financial condition analysis	20%
Class participation	10%

Class participation (volunteering to lead class discussions and offering questions and insightful comments in class) is an integral part of the seminar and is expected from every student. The quality of class participation will be assessed.

Work submitted in this class should be professional in appearance. Assignments should be computer printed and formatted in a clear and legible way. Assignments should not be hand written. Credit is not given for assignments received late.

ACCOMMODATION OF SPECIAL NEEDS

Students with disabilities will be accommodated in this class. It is the responsibility of the student to contact the Center for Students with Disabilities (CSD) or the University Program for College Students with Learning Disabilities (UPLD) at the beginning of the semester so that appropriate accommodations can be identified and implemented in a timely manner.

RELIGIOUS OBSERVANCES

Every reasonable effort will be made to accommodate absences necessary to observe religious beliefs in accordance with the University Senate policy, which states that "Students anticipating such a conflict should inform their instructor in writing within the first three weeks of the semester, and prior to the anticipated absence, and should take the initiative to work out with the instructor a schedule for making up missed work."

ACADEMIC INTEGRITY

Students are expected to prepare and submit their own work for this course. The exception to this expectation is for the last financial condition analysis – an exercise specifically completed as a group. Students may provide and receive assistance from other students when completing problem sets but the work submitted must be that of the student whose name appears on it. Students are not to provide or receive assistance from anyone other than the instructor for all other assignments. The Student Code of the University of Connecticut identifies applicable standards of academic integrity: see Appendix B on the web at http://www.dosa.uconn.edu.

TOPICS and READINGS

Assignments Due
Dates

1. Introduction to Financial Management

8/28/13
Finkler, Chapter 1, Appendix 1A
Sicre, Manual. "Accounting for Non-Accountants." Business Finance. Business Finance Mag., 12 Aug. 2013.
Boney, Ret. "Missed signals as Triangle YWCA failed." Philanthropy Journal. Philanthropy Journal, 10 May 2012.
Rose, Edward M. "YWCA closure points to need for better oversight." Philanthropy Journal. Philanthropy Journal, 15 May 2012.

2. Budgeting Problem Set #1

9/4/13
Finkler, Chapters 2 & 3 Finkler1-1, 1-3, 1-5 & 1-12
American Institute of Certified Public Accountants. 2011. "Increasing Risk Awareness for Mission Critical Objectives of Not-for-Profit Organizations." American Institute of Certified Public Accountants, 22 March 2011.

Rose, Edward M. "Setting budget responsibilities for nonprofits." Philanthropy Journal. Philanthropy Journal, 29 April 2011.

3. Understanding Costs Problem Set #2
9/11/13
Finkler, Chapter 4 & Appendix 4A Finkler 2-29, 2-32 & 3-32
R. Gregory Michel. 2004. "Make or Buy: Using Cost Analysis to Decide Whether to Outsource Public Services." Government Finance Review. August: 15-21.

4. Capital Budgeting / Long-Term Financing Problem Set #3
9/18/13
Finkler, Chapters 5 & 6 Finkler 4-2, 4-3, 4-4 , 4-24,4-35 & 4-44

5. Managing Short-Term Resources & Obligations Problem Set #4
9/25/13
Finkler, Chapter 7, Appendices 7A, 7B Finkler 5-19, 5-20, 5-29 & 6-6
Boney, Ret. "Accounting Lessons from the recession." Philanthropy Journal. Philanthropy Journal, 15 March 2011.
Ng, Serena. "P&G, Big Companies Pinch Suppliers on Payments." The Wall Street Journal. WSJ, 16 April 2013.
Uniform Law Commission. Prudent Management of Institutional Funds Act Summary. <http://uniformlaws.org>

6. Accountability & Control / Variance Analysis Problem Set #5
10/2/13
Finkler, Chapter 8 Finkler 7-1, 7-3, 7-5, 7-32 & 7-33
Tysiac, Ken. "How not-for-profits can combat fraud." Journal of Accountancy. Journal of Accountancy, June 25, 2013.
New York State Office of the Attorney General. Internal Controls and Financial Accountability for Not-for-Profit Boards. http://www.oag.state.ny.us

7. Financial Management Case Studies / Recap Problem Set #6
10/9/13
Finkler, Chapter 9 Mid-Term Examination Distributed
Finkler 8-12, 8-24, 8-28 & 8-31

8.Balance Sheet
10/16/13
Finkler, Chapter 10 & Appendix 10A Gauthier, Stephen J. 2009. "Better Understanding the Financial Statement Audit." Government Finance Review. Chicago: June. Vol. 25, Iss. 3; p. 44-49
St. Clair, Ph. D., Lynda. "How much is enough?" Philanthropy Journal. Philanthropy Journal, 28 June 2012.

8. Activity and Cash Flow Statements Problem Set #7
10/23/13
Finkler, Chapter 11 & Appendices 11-D, 11-E Finkler
10-23, 10-24 & 10-25

9. Not for Profit Accounting Problem Set #8
10/30/13
Finkler, Chapter 12 Finkler 11-14, 11-15 & 11-16

10. Mid-Term Examination
Financial Accounting Standards Board. 2008. "FASB Concepts Paper Number 4: Objectives of Financial Reporting by Nonbusiness Organizations." FASB. Norwalk, CT.

Brenner, Jennifer. "Gifts-in-kind: What are they worth? How to avoid pitfalls of GIK valuation." Journal of Accountancy. Journal of Accountancy, August 2013. Miree, Kathryn and Winton Smith. "The Unraveling of Donor Intent: Lawsuits and Lessons." Planned Giving Design Center. Planning Giving Design Center, November 2009.

11. Not for Profit Accounting Problem Set #9
11/6/13
Finkler, Chapter 12 Finkler 12-2, 12-10, 12-14 & 12-18
Panero, James. "Outsmarting Albert Barnes." Philanthropy Roundtable. Philanthropy Roundtable magazine, Summer 2011.
Morgan, Rhett. "Jurors side with Garth Brooks in hospital naming-rights lawsuit." Tulsa World. Tulsa World, 25 January 2012.
Gose, Ben. "Princeton and Robertson Family Settle Titanic Donor-Intent Lawsuit." The Chronicle of Higher Education. Chronicle, 10 December 2008.
Tucker, Eric. "Charity sues R.I. hospital over free bed donated century ago." USA Today. USA Today, 19 April 2008.

12. Financial Statement Analysis
11/13/13
Finkler, Chapter 15 Debrief and Work Session
Nonprofit Quarterly. "Guidestar, Charity Navigator, and Wise Giving Alliance call for end to overhead obsession." Nonprofit Quarterly, 17 June 2013.
Taylor, Art, Jacob Harold, and Ken Berger. "The Overhead Myth." Nonprofit Quarterly. Nonprofit Quarterly, 17 June 2013.

Mclean, Chuck and Suzanne E. Coffman. "Why Ratios Aren't the Last Word." Guidestar. Guidestar, June 2004.

13. Financial Statement Analysis Case Due
11/20/13
Finkler, Chapter 15 Debrief and Work Session Finkler 15-12
Major Medical Center
THANKSGIVING BREAK
11/27/13

14. Financial Statement Analysis Presentations
12/4/13

15. Final Exam Week
12/11/13