

Syllabus – Fall 2017

Excluding materials for purchase, syllabus information may be subject to change. The most up-to-date syllabus is located within the course in HuskyCT.

Program 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: *Leading and Governing Nonprofit Organizations*, *Program Development and Evaluation*, and *Grant Writing and Fund Development for Nonprofit Organizations*.

Course and Instructor Information

Course Title: Business Functions of Nonprofit Organizations

Credits: 3

Format: Online

Prerequisites: None

Professor: Dawn Brickell-Bryant

Email: dawn.bryant@uconn.edu and dbryant@vcr-cpa.com

Telephone: 413-250-3698 (cell phone)

Office Hours/Availability: By appointment

Course Materials

Required course materials should be obtained before the first day of class.

Texts are available through a local or online bookstore of your choice. The [UConn Bookstore](#) carries the required text(s), which can be shipped ([fees apply](#)).

Required Materials:

Finkler, Steven A., et al. 2016. *Financial Management for Public, Health and Not-for-Profit Organizations*. 5th ed. Pearson Prentice Hall.

Additional course readings and media are available within HuskyCT, through either an Internet link or Library Resources

Course Description

This course examines the principles, issues and skills of financial management and accountability in managing the financial resources of a nonprofit. Topics include variance analysis, nonprofit accounting, financial statement and ratio analysis, forecasting, cash flow analysis, internal controls, and other key financial tools. A strong focus is placed on developing your proficiency in the use of financial data for organization and program decision-making, and to communicate and work with organization stakeholders (governing boards, funders and community) in using financial data and tools.

Course Objectives

By the end of the semester, students should be able to:

1. Explain financial management and discuss why it is important to nonprofit organizations
2. Explain the budgeting process and prepare a budget
3. Recognize different costs and calculate break-even analysis
4. Discuss capital asset budgets and calculate the time value of money
5. Define working capital and distinguish between short-term resources and obligations
6. Discuss efficiency and effectiveness and calculate volume, price and quantity variances
7. Discuss and explain a balance sheet, assets, liabilities and net assets
8. Discuss and explain a statement of activities, a statement of cash flows, revenues and expenses
9. Discuss and explain a statement of functional expenses
10. Discuss donor-imposed conditions and restrictions and board designations
11. Discuss financial statement analysis and calculate ratios
12. Prepare a balance sheet, statement of activities and cash flow statements
13. Prepare an analysis of financial statement reports and notes (including ratios)
14. Communicate financial information to stakeholders

Course Outline (and Calendar if Applicable)

- Module 1: Nonprofit Organizations and Financial Management
- Module 2: Budgeting
- Module 3: Understanding Costs
- Module 4: Capital Budgeting and Long-Term Financing
- Module 5: Short-Term Resources and Obligations
- Module 6: Accountability and Control
- Module 7: Balance Sheet
- Module 8: Activity and Cash Flow Statements
- Module 9: Nonprofit Accounting
- Module 10: Financial Statement Analysis

Course Requirements and Grading

Summary of Course Grading:

Course Components	Weight
Problem Sets	20%
Mid-Term	15%
Case Study	20%
Financial Statement Analysis	20%
Discussion Forums	15%
Reflection Forums	5%
Quizzes	5%

Problem Sets

There are nine Problem Sets assigned in this course. The Problem Sets include questions and/or problems based on the topics discussed in each module (1 through 9).

Mid-Term

The Mid-Term includes a case study that recaps the first six modules of this course, an introduction to financial management, planning and implementation, and controlling results.

Case Study

The purpose of the Case Study is to review a set of nonprofit financial statements (reports and notes) and calculate applicable ratios. In addition, you are asked to communicate your assessment based on the financial analysis.

Financial Statement Analysis (Group Project)

The purpose of the Financial Statement Analysis project is to examine the financial statements of an existing nonprofit organization (and similar “peer” organizations), apply analytic and qualitative tools to assess the financial health of the organization as well as how to communicate this information to the public and/or board members. See Financial Statement Analysis module for more information.

Discussion Forums

Discussions Forums ask you to comment and respond to your classmates’ comments on various topics discussed throughout the course.

Reflection Forums

Reflection Forums ask you to comment on the module, discuss the connections you are making within and between the modules, and/or clear up any “muddy” areas.

Quizzes

Quizzes reinforce the materials in each module as well as build a strong foundation for upcoming modules and the financial statement analysis group project. Quizzes can be taken an unlimited number of times.

Grading Scale:

Graduate

Grade	Letter Grade	GPA
97-100	A+	4.3
93-96	A	4.0
90-92	A-	3.7
87-89	B+	3.3
83-86	B	3.0
80-82	B-	2.7
77-79	C+	2.3
73-76	C	2.0
70-72	C-	1.7
67-69	D+	1.3
63-66	D	1.0
60-62	D-	0.7
<60	F	0.0

Due Dates and Late Policy

All course due dates are identified in the Course Schedule as well as each module in HuskyCT. Deadlines are based on Eastern Standard Time; if you are in a different time zone, please adjust your submittal times accordingly. *The instructor reserves the right to change dates accordingly as the semester progresses. All changes will be communicated in an appropriate manner.*

Credit is not given for assignments received late.

Feedback and Grades

I will make every effort to provide feedback and grades in one week of due date. To keep track of your performance in the course, refer to My Grades in HuskyCT.

Student Responsibilities and Resources

As a member of the University of Connecticut student community, you are held to certain standards and academic policies. In addition, there are numerous resources available to help you succeed in your academic work. Review these important [standards, policies and resources](#), which include:

- The Student Code
 - Academic Integrity
 - Resources on Avoiding Cheating and Plagiarism
- Copyrighted Materials
- Netiquette and Communication
- Adding or Dropping a Course
- Academic Calendar
- Policy Against Discrimination, Harassment and Inappropriate Romantic Relationships
- Sexual Assault Reporting Policy

Students with Disabilities

Students needing special accommodations should work with the University's [Center for Students with Disabilities \(CSD\)](#). You may contact CSD by calling (860) 486-2020 or by emailing csd@uconn.edu. If your request for accommodation is approved, CSD will send an accommodation letter directly to your instructor(s) so that special arrangements can be made. (Note: Student requests for accommodation must be filed each semester.)

Blackboard measures and evaluates accessibility using two sets of standards: the WCAG 2.0 standards issued by the World Wide Web Consortium (W3C) and Section 508 of the Rehabilitation Act issued in the United States federal government.” (Retrieved March 24, 2013 from [Blackboard's website](#))

Software Requirements

The technical requirements for this course include:

- Word processing software
- Excess spreadsheet software
- PowerPoint presentation software, or other presentation software
- [Adobe Acrobat Reader](#)
- Reliable internet access

This course is completely facilitated online using the learning management platform, [HuskyCT](#). If you have difficulty accessing HuskyCT, you have access to the in person/live person support options available during regular business hours through the [Help Center](#). You also have [24x7 Course Support](#) including access to live chat, phone, and support documents.

Help

[Technical and Academic Help](#) provides a guide to technical and academic assistance.

This course is completely facilitated online using the learning management platform, [HuskyCT](#). If you have difficulty accessing HuskyCT, you have access to the in person/live person support options available during regular business hours through the [Help Center](#). You also have [24x7 Course Support](#) including access to live chat, phone, and support documents.

Minimum Technical Skills

To be successful in this course, you will need the following technical skills:

- Use electronic mail with attachments.
- Save files in Word processing software.
- Save files in Excel spreadsheet software.
- Create and edit presentations, to include text, images, and audio.
- Copy and paste text, graphics or hyperlinks.
- Work within two or more browser windows simultaneously.
- Open and access PDF files.

This course requires you to complete several problem sets using Microsoft Excel (see software requirements above). You will also be working with a group to create a multimedia presentation, which should at least include text, images, and audio.

University students are expected to demonstrate competency in Computer Technology. Explore the [Computer Technology Competencies](#) page for more information.

Evaluation of the Course

Students will be provided an opportunity to evaluate instruction in this course using the University's standard procedures, which are administered by the [Office of Institutional Research and Effectiveness](#) (OIRE).

Additional informal formative surveys may also be administered within the course as an optional evaluation tool.