

**THE UNIVERSITY OF TENNESSEE  
COLLEGE OF SOCIAL WORK**

**SW 543 - Financial Management and Resource Development**

Fall 2002

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**CODE OF CONDUCT:**

It is the student's responsibility to have read the College of Social Work Ethical and Academic Professional Conduct code that is in the CSW MSSW handbook ([www.csw.utk.edu](http://www.csw.utk.edu)).

**THE HONOR STATEMENT:**

An essential feature of the University of Tennessee is a commitment to maintaining an atmosphere of intellectual integrity and academic honesty. As a student of the University, I pledge that I will neither knowingly give nor receive any inappropriate assistance in academic work, thus affirming my own personal commitment to honor and integrity (*Hilltopics*, 2002).

**DISABILITY:**

If you need course adaptations or accommodations because of a documented disability or if you have emergency information to share, please contact Office of Disability Services at 191 Hoskins Library at (865) 974-6087. This will ensure that you are properly registered for services.

**COURSE DESCRIPTION:**

This course is one of the three required courses in the Management and Community Practice Concentration. Students develop problem-solving skills in traditional and innovative managerial, administrative, and decision-making processes related to financial planning, resource development, and resource allocation in social service organizations. Organizational financial issues are studied in the context of an ecological framework, as students examine organizations' internal operations, external environments and societal trends affecting social service organizations. Social work values and ethics; issues of diversity, equity and discrimination; and client-centered management perspectives are used to guide critical thinking about resource development and allocation. Students develop knowledge and skills in fund-raising, grant-writing, contract management, marketing, budgeting, accounting, and in the application of related electronic technology.

**RATIONALE:**

In the dynamic and increasingly global society of the 21<sup>st</sup> century, social service organizations of all types face constant challenges to search for, maintain, and improve financial resources. Social

service organizations are the primary vehicles of service to individuals, families, groups, and communities. Thus, knowledge and skills of financial management and resource development within public and private social service spheres are the backbone of management and community practice in a world of complex social, political, economic, interorganizational, and intraorganizational environments. Funds must be located, obtained, distributed, monitored, and accounted for in a systematic, rational, fair and equitable manner that addresses client needs, particularly the needs of vulnerable populations. Students must have an array of theoretical approaches and techniques to manage funds ethically, effectively, and efficiently.

### **OBJECTIVES:**

By the end of this course, students will (as demonstrated through examinations, presentations, written assignments, discussions, agency visits and collaborations, computer laboratory exercises, and other activities):

1. Apply principles of sound, ethical financial resource procurement and stewardship in social welfare organizations, with a focus on not-for-profit settings.
2. Identify how the internal and external environments of social welfare organizations, in light of societal trends, influence the financial practices of an organization.
3. Apply critical evaluation skills to financial decision making processes in a variety of organizational settings.
4. Evaluate organizational, community and political needs, with a focus on vulnerable and diverse populations, to inform organizational financial and programmatic strategies.
5. Use skills and knowledge about social and economic justice, and strengths and empowerment perspectives, in financial resource development and management practices.
6. Identify skills and knowledge in culturally sensitive fundraising, marketing and other resource development practices.
7. Use financial resource development and management skills to influence organizational, inter-organizational, and community change.
8. Use skills and knowledge about traditional and innovative fund development strategies, translating program content into budgetary requirements, financial documents, not-for-profit accounting and budgeting practices and standards, contract management, business plan development, and marketing.
9. Use computer-based technology to develop and manage organizational finances.
10. Use skills and knowledge about intra and interorganizational team building and collaboration to build organizational financial resources.

**COURSE OUTLINE**

1. Introduction: financial resource development and management; objectives and major themes; application of social work ethics, values, attention to diversity and vulnerable populations, and accountability
2. Internal and external environments of organizations (public, non-profit, profit)
3. Basics of financial resource development procurement and stewardship, in organizations, in context of ethics, diversity, and justice frameworks (elaborated in 4 - 9)
4. Fund-raising/development, marketing, and contracting
5. Contracts, grants, and program development
6. Financial control and accounting
7. Financial planning and budgeting
8. Computerized applications
9. Strategic program/business plan development, best practices

**COURSE REQUIREMENTS AND EVALUATION PLAN**

The class format will include primarily lectures by the instructor and in-class exercises and participation, and end-of-semester briefings by students. Participants are expected to read assigned readings and be prepared to discuss them during weekly class sessions; attend all classes, constructive attentiveness to and participation in class activity. Written materials are to be typed or word processed using APA format for references. Late papers will be marked down a grade (e.g. A to B+, B+ to B, etc.). There will be no extra credit assignments.

- The major assignment for the class will be the development and presentation of a grant proposal (40%). The proposal will be developed over the course of the semester, using the structure described in course text by S. Coley and C. Scheinberg, *Proposal Writing*. Sections of the proposal will include a summary of the proposal, an introduction, a problem statement or needs assessment, objectives, methods, evaluation, plan for future funding, a budget with narrative, and other sections pertinent to the specific proposal of each student. Students will brief the class on their proposals at the end of the semester. The class will be organized into proposal review teams to develop skills in constructively critiquing grants and proposals
- Students are also required to develop down sizing plans. Assignments will be developed by the instructor (30%).
- Mid-term exam will count 25%.
- Class participation (5%). Preparation of materials prior to class and discussions in class.

**Course texts:**



\*Wolf Chapter 6: Financial Management

- \* (Read first) J.J. Stretch, "Seven Key Managerial Functions of Sound Fiscal Budgeting: An Internal Management and External Accountability Perspective," Administration in Social Work, Vol. 3(4), 1979, pp. 441-452
- \* J.J. Stretch, "What Human Services Managers Need to Know About Basic Budgeting Strategies," Administration in Social Work, Vol. 1(1), Spring 1980, pp. 87-98

**\* "Budget" Due**

\* Guest Presenter - Dr. D. Tukuru, Executive Director, Nashville Urban League

September 19 Financial Planning (Week 5)

\* Wolf Chapter 9: Planning

- \* D. Meyer & M. Sherrader, "Toward Improved Financial Planning: Further Application of Break-even Analysis in Not-for-Profit Organization," Administration in Social Work, Vol. 9(3) Fall 1985, pp. 57-68
- \* E.J. Pawlak, "The Politics of Cutback Management," Administration in Social Work, Vol. 7 (2) Summer 1983, pp. 1-10
- \* M. Sherradon "The Business of Social Work," pp. 51-59

5% Cutback Exercise (in class)

September 26 (Week 6)

- \* M. Austin, "Managing Cutbacks in the 1980's," Social Work, September-October, 1984, pp. 428-434

**13% Cutback Paper Due**  
Review 13% Cutback Exercise

October 3 Guest Presenter - United Way Representative (Week 7)

Grantsmanship - The Art of Fundraising

\*Wolf Chapter 2. The Board  
Chapter 8. Fund Raising

**20% of Cutback Paper Due**

Review 20% Cutback Exercise

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October 10                    Fall Break – No Class

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October 17                    Control Issues (Week 8)

The Role of Accounting in Agency Management - Fiscal Controls

\* Wolf                    Chapter 7. Financial Statements and Fiscal Procedures

Guest Presenter - Agency Chief Financial Officer

Form Groups – Proposal/Proposal Outline/Overviews

\* C.F. Hairston, “Improving Cash Management in Nonprofit Organization,”  
Administration in Social Work, Vol. 5(2) Spring 1981, pp. 29-36

\* B. Sugarman, “The Well-Managed Human Service Organization: Criteria for a  
Management Audit,”

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October 24                    (Week 9)

Coley and Scheinberg, Chapter 1. An Orientation to Proposal Writing  
Chapter 2. Understanding the Agency and Funding Environment  
Chapter 3. Needs-Based Program Development

Class handouts

Guest Presenter - Agency Representative

**Proposal Outline Due** (by Groups)

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October 31, November 7, 14    (Weeks 10, 11 & 12)

Elements of Proposal Writing

Coley and Scheinberg Chapter 4. Writing the Needs or Problem Statement  
Chapter 5. Writing Goals, Objectives, and Implementation Activities  
Chapter 6. Writing the Evaluation Plan  
Chapter 7. Creating the Budget

## Chapter 8. Agency Capability and Finishing Touches

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November 21            Groups 1 & 2 Proposal Presentations (Week 13)

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November 30           Thanksgiving - No Class

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December 5            Groups 3 & 4 Proposal Presentations (Week 14)

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**Other Assigned Course Readings are in Library Reserve as photocopies, texts, or online.**

### **Internet Links**

For Internet links to resources regarding not-for-profit, for-profit, and public sector management, and for grant writing, fund raising and other resource development links, see the UT College of Social Work Home Page Resource Links at:

<http://www.csw.utk.edu/swbookm2.htm>

**A Sampling of Journals Relating to Financial Management**

Administration in Mental Health	Management in Practice
Administration in Social Work	Management Research
Administrative Management	Management Review and Digest
Administrative Science Quarterly	Management Strategy
Black Business Digest	Management Today
Black Enterprises	Management World
Business and Society	Managerial Planning
Business Quarterly, The	Nonprofit Management and Leadership
Foundation News	NonProfit Times
Fundraising Management	Nonprofit and Voluntary Sector
Governing	Quarterly
Grantsmanship Center News, The	Omega
Harvard Business Review	Public Administration Review
Journal of Community Practice	Public Finance Review
Journal of Health Care Finance	Public Welfare

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**SW 543 Financial Management and Resource Development  
Fall, 2002  
Course Timeline**

	Aug 29	Sep 5	Sep 12	Sep 19	Sep 26	Oct 3	Oct 17	Oct 24	Oct 31	Nov 7	Nov 14	Nov 21	Nov 28	Dec 5
<b>Content</b>	<b>Resource base components and alternatives: Govt/for-profit/nonprofit, fundraising, contracting, fee-for-service</b>					<b>Grant narrative development: from mission to measurement</b>	<b>Funding sources searches</b>	<b>Fiscal management: Program-budget fit, accounting, budgeting, spreadsheet applications</b>				<b>Strategic &amp; business plans</b>	<b>Key concept wrap-up</b>	<b>Pract Panel</b>
				Exam returned	Prospectus		Exam returned		Budget exercise received				Budget exercise returned	
			1 <sup>st</sup> In-class exam	1 page grant prospectice due		2 <sup>nd</sup> In-class exam		Draft proposal narrative due			Draft proposal returned,		Budget exercise due	
														Final Proposal due