

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

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

Fall 2003

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Thursday 9:00 - 11:50 am

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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 presentations 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 (35%). 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 group projects.. 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

* Wolf Chapter 6: Financial Management

* F.D. Perlmutter, "Alternative Federated funds," pp. 95-107

* E. Gowdy, "Management is Performance," 1993, pp. 3-23

Budget Exercise - Computer Lab (in class)

September 11

(Week 4)

*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 - (TBA) - TN Depart.of Human Services - Families First Contracts Dept.

September 18

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 25

(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 2 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

October 9 Control Issues (Week 8)

October 16 Fall Break - No Class

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,"

October 23 (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)

October 30, November 6, 13 (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

November 20 Groups 1 & 2 Proposal Presentations (Week 13)

November 29 Thanksgiving - No Class

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

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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Fall, 2003
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
Content	Resource base components and alternatives: Govt/for-profit/nonprofit, fundraising, contracting, fee-for-service					Grant narrative development: from mission to measurement	Funding sources searches	Fiscal management: Program-budget fit, accounting, budgeting, spreadsheet applications				Strategic & business plans	Key concept wrap-up	Pract Panel
				Exam returned	Prospectus				Budget exercise received				Budget exercise returned	
			1 st In-class exam	1 page grant prospectice due		2 nd In-class exam		Draft proposal narrative due		Draft proposal returned,		Budget exercise due		Final Proposal due