

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

SW 543-Financial Management and Resource Development

Course Outline

Fall 2007

Instructors

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Tuesday 1:00-3:50 p.m.

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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 controls 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 (40% - Written Proposal 30%, Presentation 10%). 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 project.

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 required to develop program budget & downsizing budget plans. Assignments (3) will be developed by the instructor (35%).
- Mid-term exam will count 20%.
- Class participation (5%). Preparation of materials prior to class and discussion in class.

COURSE TEXTS

S. Coley and C. Scheinberg, Proposal Writing (Newbury Park: Sage Publications).
T. Wolf, Managing a Nonprofit Organization (New York: Simon & Shuster).

COURSE SCHEDULE

August 28 Introductions and Course Overview Week 1

- Financial management as an administrative function: the need for fiscal accountability, planning cycle, audit aspects, discuss changes that effect our profession.

September 4 The Nonprofit Organization Week 2

- Computer Lab Exercise: Create A Budget
- Text: Wolf Chapter 1: Understanding Nonprofit Organizations
Chapter 2: The Board
- Reading #2: The Effective Board, P. Elkin, Paying the Piper and Calling the Tune: Accountability in the Human Services, Administration in Social Work, Vol. 9 (2) Summer 1985, pp. 1-13
- Kapur, Kanika, Weisbrod, Burton: Public Finance Review: The role of government and nonprofit suppliers in mixed industries
- Accounting Terminology Due
- Discuss budget formatting issues (payroll, taxes, benefits, program costs, allocations & unit costs)

September 11 The Function of Non-Profit Accounting Week 3
Guest Presenter – Amy Maden

- 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 18 Financial Planning Week 4

- Text: 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
- ***Budget Due ********

September 25 Financial Management Week 5

- Text: 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
- 5% Cutback Exercise (in class)

October 2 Financial Management, cont. Week 6

- M. Austin, Managing Cutbacks, Social Work, September-October, 1984, pp. 428-434
- ***13% Cutback Paper Due ********
- Review 13% Cutback Exercise

October 9 The Role of Boards and Committees Week 7
 Fiscal Controls, Guest Presenter

- ***20% of Cutback Paper Due ********
- Review 20% Cutback Exercise
- Text: Wolf Chapter 7 – Financial Statements and Fiscal Procedures

October 16 Fall Break – No Class Week 8

October 23 ***** MIDTERM EXAM *****

October 30 Grantsmanship – The Art of Fundraising Week 9
 Guest Presenter – Lisa Davis

- Text: Wolf Chapter 8 - Fund Raising
 - Form Groups Proposal / Proposal Outline / Overviews

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

November 6,13 & 20 Elements of Proposal Writing Weeks 10, 11 & 12
Guest Presenter – Kristen Dinger

- Text: Coley & 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
- ***Proposal Outline Due November 6 (by Groups) ********

November 27 **Proposal Presentations** groups 1 & 2 **Week 13**

December 4 **Proposal Presentations** groups 3 & 4 **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, public sector management, grant writing, fund raising and other resource development links, see the UT College of Social Work Home Page Resource Link at <http://www.csw.utk.edu/swbookm2.htm>