

**The University of Tennessee  
College of Social Work**

**SW 545-Evidence Based Resource Development Practice Across Systems**

**(3 credit hours)**

Instructor

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**Prerequisite(s): 510, 512, 513, 517, 519, 520, 522, 537, 538, 539.**

**Code of Conduct**

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

**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*, 2008).

**Disability**

If you need course adaptations or accommodations because of a documented disability or if you have emergency information to share, please contact The University of Tennessee Office of Disability Services at 2222 Dunford (865-974-6087). This will ensure that you are properly registered for services.

**Course Description:**

Students build evidence-based knowledge and skills to advance social and economic welfare, social justice, and change through acquiring, diversifying, and managing financial resources. Tools and strategies are examined with individuals, families, groups, and organizations, such as fundraising, grants, contracts, and fees-for-service; grant writing and program development; budgeting and accounting; marketing and social entrepreneurship; and human resources. Students examine financial and resource development including the dimensions and scope of public and private, for- and not-for-profit organizations.

**Course Rationale:**

This advanced course prepares students to work in an increasingly dynamic and global society that faces constant challenges to search for and improve financial resources for vulnerable populations and human service organizations. Funds must be located, obtained, distributed, monitored and accounted for in a systematic, fair and equitable manner that incorporates client/system needs and resource constraints, particularly for disenfranchised sectors of the economy.

## Course Competencies:

By the completion of this course, the students are expected to be able to (through course activities, assignments, and/or exams):

1. Identify changing internal and external environments of government and social welfare organizations in light of social and economic trends and challenges of finding resources for organizations and vulnerable individuals. (At-risk Populations & Social Justice c.1; ) *Content: globalization, devolution of resources, decentralization of services.*
2. Understand the Principles of ethical financial resource procurement and stewardship in social welfare organizations (values and ethics c.1). *Content: attention to discrimination or oppressive organizational practices; resolution of ethical conflicts in fiscal accountability.*
3. Recognize and analyze issues and challenges around resource deprived individuals and communities and appropriately resolve ethical dilemmas in the implementation of resource development strategies for diverse client systems. (values and ethics c.2; diversity c.2) *Content: critically assess how resource development is related to issues of diversity and economic justice.*
4. Demonstrate application of evidenced-based evaluation skills to evaluate financial decision making processes in organizational and community settings. (EBP c.3; Research c.2 ) *Content: evaluate mission, goals and objectives for intra-system congruence, assess problems and needs of organizations and communities.*
5. Identify traditional and developing methods to diversify and manage funding within public/private, for-and not-for profit organizations and communities (Practice c.2) *content: fundraising, contracts, fees-for service, grant writing; assessment of private and public funding sources; innovative fundraising strategies, consistency of strategies with sociopolitical realities.*
6. Write a grant to procure resources for program development. (Policy c.5) *Content: identification of funding sources, grant writing, program development, budgeting.*
7. Use computer-based technology to design, evaluate and manage organizational finances to assure integrated service systems.(policy c.2) *Content: utilize a data based spread sheet system to develop budgets and monitor expenditures*
8. Identify diverse marketing and social entrepreneurship opportunities to empower individuals, communities and organizations in a local to global context. (Policy c.4; Diversity c.1) *content: micro-enterprise development, social marketing, and asset building programs, social entrepreneurship strategies.*

## Course Requirements/Plan for Evaluation

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|---|-----|
| ➤ Program budget and 2 downsizing budget plans. | 35% |
| ➤ Mid-term                                      | 25% |
| ➤ Grant Proposal                                | 40% |

### 1. Program budget and downsizing budget plans:

Students will research a particular program interest and use computer-based technology to design, evaluate and manage organizational finances to assure integrated service systems and monitor expenditures. Students will need to consider type of service provided, staff obligations, program supplies needed, etc. Students will then be asked to decrease this program and corresponding budget by 10% and then 20%. They will need to consider how this impacts staffing and service to the client.

### 2. Mid-Term

Students will be asked to:

- \* Identify changing internal and external environments of government and social welfare organizations in light of social and economic trends and challenges of finding resources.
- \* Understand the principles of ethical financial resource procurement and stewardship in social welfare organizations.
- \* Demonstrate application of evidenced-based evaluation skills to evaluate financial decision making processes in organizational and community settings.
- \* Identify traditional and developing methods to diversify and manage funding within public/private, for-and not-for profit organizations and communities.

### 3. **Grant**

Write a grant to procure resources for program development. Students will be asked master the following skills: identification of funding sources, grant writing, program development, budgeting. Students will also need to identify diverse marketing and social entrepreneurship opportunities to empower individuals, communities and organizations in a local to global context. 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. The class will be organized into proposal review teams to develop skills in constructively critiquing grants and proposals.

## **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**

### **Week 1, 2 & 3: August 25 – September 12**

#### **Introductions and Course Overview**

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

#### **The Nonprofit Organization**

- Computer Lab Exercise: Create A Budget
- Text: Wolf Chapter 1: Understanding Nonprofit Organizations  
Chapter 2: The Board
- Review Accounting Terminology
- Discuss budget formatting issues (payroll, taxes, benefits, program costs, allocations & unit costs)

### **Week 4, 5 & 6: September 15 – October 3**

#### **The Function of Non-Profit Accounting**

- Budget Exercise
- Text: Wolf Chapter 9: Planning
- ***Budget Due \*\*\*\*\****

## **Financial Management**

- 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
- 10% Cutback Exercise

## **The Role of Boards and Committees**

Review 20% Cutback Exercise

- Text: Wolf Chapter 7 – Financial Statements and Fiscal Procedures

## **Week 7: October 6**

\*\*\*\*\* MIDTERM EXAM \*\*\*\*\*

## **Week 8, 9 & 10: October 13 – October 31**

### **Grantsmanship – The Art of Fundraising**

- 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

## **Week 11 & 12: November 3 – November 14**

### **Elements of Proposal Writing**

- Text: Coley & Scheinberg
  - Chapter 4 – Writing the Needs or Problem Statement
  - Chapter 6 – Writing the Evaluation Plan

## **Week 13, 14 & 15: November 17 – December 5**

### **Elements of Proposal Writing Cont... and Proposals Due**

- Chapter 5 – Writing Goals, Objectives, and Implementation Activities
- Chapter 7 – Creating the Budget
- Chapter 8 – Agency Capability and Finishing Touches