

Description and rationale

(3 credits) from TSU Graduate Catalog “This course covers theory and application of financial management systems and techniques in health and non-profit organizations. It seeks to enhance financial decision making skills through application of analytical concepts and decision techniques to a variety of situations. Particular attention is paid to accounting procedures, techniques for financial analysis, investment in long-term assets, budgeting systems, cash management, risk management, and debt management.”

SUMMER I 2018: Delivery method is hybrid, ~ 50% on ground and ~50% online in eLearn, TSU’s learning management system. On-ground sessions will take place in **Avon Williams Campus Room 202**.

Audience and relationship to curriculum

This is a sample for prospective students. Current students should NOT purchase books based on this - consult your instructor!

administration. It does not substitute for other courses. There are no prerequisites for this course other than being a TSU Graduate Student in these programs. While the Healthcare Admin & Planning certificate is being phased out, students already admitted will be able to complete the program – if you need advising on this matter, let me know.

[MPA Program Mission](#) (adopted in final form May 2018, by MPA program faculty)

Our MPA program prepares students, as ethical public and nonprofit managers and leaders, to respond *equitably, effectively, and efficiently* to the needs of a *diverse* society. We recognize the goals of our students working in, or preparing for, public service by emphasizing flexibility and quality in teaching and learning. We teach the core concepts of public administration with a focus on practical application, while strengthening students’ ability to solve problems analytically. Students may build specialized skills on one of the program’s areas of expertise: public policy, leadership, or nonprofit management. As instructors and advisors, we work closely with students to support both their classroom and career achievement; in return, students are expected to pursue academic excellence and demonstrate integrity. As scholars, we engage in research and service to the University, community, and profession. By building relationships with public and nonprofit organizations in Middle Tennessee and beyond, we enhance our ability to develop students as professionals.

Public Values Statement

The guiding public service values of the MPA program are:

- **EQUITY** – *Public servants should practice impartiality and fairness in their daily work, while balancing that pursuit with the need for effectiveness and efficiency.*
- **EFFECTIVENESS** – *Public servants should work in a proficient and productive manner towards the common good, setting transparent performance outcomes to measure progress while balancing that pursuit with the need for equity and efficiency.*
- **EFFICIENCY** – *Public servants should be careful and innovative stewards who seek to create the most public value out of scarce resources, while balancing that pursuit with the need for effectiveness and equity.*
- **DIVERSITY** – *Public servants should understand, value, and respect both individual differences and commonalities, working to create and maintain inclusive organizations and communities.*

Program Competencies

MPA graduates are expected to achieve the following five overarching Program Competencies (PCs), consistent with our [mission](#) and based upon the standards of our accrediting organization, NASPAA:

1. Each MPA graduate will be competent to lead and manage in public, nonprofit, or public affairs governance.
2. Each MPA graduate will be competent to participate in and contribute to the policy process.
3. Each MPA graduate will be competent to analyze, synthesize, think critically, solve problems, and make decisions appropriate to public and nonprofit administration settings.
4. Each MPA graduate will be competent to articulate and apply a public service perspective.
5. Each MPA graduate will be competent to communicate and interact productively with a diverse and changing workplace and citizenry.

A set of more detailed student learning outcomes (SLOs) are associated with each of the five PCs above. To understand what specific skills, abilities and knowledge areas are included in the MPA degree at TSU, review our [competency and learning outcomes by course](#).

Relationship to MPA student learning outcomes and program competencies

While this course includes many detailed learning objectives associated with **financial management in the nonprofit and healthcare context**, it also fits into the framework of [five overarching Program Competencies](#) (PCs) that describe what TSU MPA graduates should be capable of as professionals. A set of more specific [Student Learning Outcomes](#) (SLOs) operationalize each of the five PCs. The table below shows the relationship between these program-level expectations and those course elements that will be evaluated this semester. Toward the end of the semester, you will be asked to fill out an online survey regarding how your knowledge, understanding, and skills related to these outcomes changed due to your work in this course. Your participation helps us to improve the quality of our curriculum to better serve our students, alumni and other stakeholders.

MPA PROGRAM COMPETENCY	MPA STUDENT LEARNING OUTCOME	RELATION TO COURSE ASSESSED ELEMENTS
<p>PC 3 Each MPA graduate will be competent to analyze, synthesize, think critically, solve problems and make decisions appropriate to public or nonprofit administration settings</p>	<p>SLO 3.1 Identify and apply appropriate decision tools to support data-informed management, evaluation and policy choices</p>	<p>QUIZZES; FINAL EXAM</p>

Course schedule

The course schedule is at the end of this syllabus. You are responsible for keeping up with assignments, readings, and due dates. While assignment and quiz dates will not change, I reserve the right to adjust content pacing based on class progress. Any substantive changes will be announced in eLearn in the News area on our course home page or in our on-ground meetings if it affects the course schedule or quiz coverage.

Course evaluations

Student course evaluations at TSU are now conducted online. It is expected that all students in the course will complete the brief online evaluation process in order to provide important feedback to the instructor and the University, which will benefit future students.

Instructor

Meg Streams, Ph.D., Associate Professor, Department of Public Administration

email. mstreams@tnstate.edu

phone. 615.852.7112 – no evening calls please, instead use email. In general email is the best way to reach me at any time.

office location. Avon Williams Campus 4th Floor, Suite F-400 Room 403

office hours. **SUMMER 2018:** Weds. 6/6, Weds. 6/13, Weds. 6/20; Mon. 6/25, Mon. 7/2, all from 2:30 to 4:30 pm or by appointment. From time to time because of meetings, etc. I reschedule or adjust office hours; if so I will post on the News area of the course home page. Please make appointments via email in advance whenever possible, to assist in planning and make the best use of your time. I will make every effort to work with you by other means if we cannot meet in person, so please do not hesitate to contact me at any point during the semester.

eLearn or computer account problems

Call the Help Desk 24 hours a week, 7 days a week at 615-963-7777.

Course content-specific goals, learning outcomes, and associated assignments

By the end of the course, students will...

- Goal 1.** Understand a selection of key topics in budgeting, accounting and financial management and unique characteristics of these in nonprofit and health organizations as applicable.
 - Learning Outcome 1.1.** Be able to explain and apply concepts such as the budget cycle, operating vs. capital budget; cost analysis; performance budgeting; time value of money; cash management; quality improvement.
 - Learning Outcome 1.2.** Understand the role of typical financial statements.
 - Learning Outcome 1.3.** Synthesize information from the texts, course discussions, articles and cases to develop responses to specific novel challenges in nonprofit leadership in the areas of financial management.
 - Evaluation 1.1.** The **quizzes** are not comprehensive except for unavoidable concepts that permeate the class. I will provide learning objective lists to assist in prioritizing your preparation: however, all lecture material, class activities and assigned readings should be considered fair game for quizzes and the final exam. You will have 3 hours to take the **final exam**.
 - Evaluation 1.2.** **Module worksheets** will relate closely to course content and include real-world nonprofit and healthcare examples.
- Goal 2.** Be able to solve a variety of quantitative problem types using a calculator (and in specific cases, Excel) which are relevant to financial management in nonprofit and health organizations.
 - Evaluation 2.1.** The **quizzes** and **final exam** will contain problems drawing on the techniques learned through self-study problem/question sets.

REQUIRED Textbook – must purchase specified edition

This is a sample for prospective students. Current students should NOT purchase books based on this - consult your instructor!

Author: Steven A. Finkler, Daniel L. Smith, Thad D. Calabrese, Robert M. Purtell

Publisher: CQ Press (SAGE)

Pages: 620

Format: hardback or eBook (various formats including Kindle; see [publisher site](#) or shop around for other online options, or the bookstore – just make sure that you get the correct edition!)

Publication Date: 2016

ISBN: 1506326846

Recommended resources

These handbooks are suggested for your reference if you plan to work in this area; but are not mandatory for this class.

1. Dropkin, M., Halpin, J., & La Touche, B. (2007). *The budget-building book for nonprofits: a step-by-step guide for managers and boards* (2nd ed.). San Francisco, CA: Jossey-Bass. ISBN 978-0787996031
2. Dropkin, M., & Halpin, J. (2005). *Bookkeeping for nonprofits: a step-by-step guide to nonprofit accounting* (1st ed.). San Francisco, CA: Jossey-Bass. ISBN 978-0787975401

Instruction methods

The primary methods of in-class instruction will be lecture, discussion, problem-solving and in-class activities. This material complements the out-of-class reading, problem-solving, and eLearn activities. Materials for this class will be posted on the **TSU eLearn** page for this course (<https://elearn.tnstate.edu/>) - this includes any PowerPoint slides, course objectives, example resources for assignments, etc. Also check the site for course announcements. That will also be the location for our online activities in the “off-site” portion of our hybrid course. Note that the eLearn server is distinct from the tnstate.edu server: so even if www.tnstate.edu is down, you should try to access eLearn using the address above directly.

How to prevent getting locked out of eLearn

Password issues are the most common issue people encounter. Go to <http://www.tnstate.edu/cit/password.aspx> and follow the instructions to set up your profile ASAP – you must do that ahead of time, not wait till you are locked out. Since I am providing you with this information at the beginning of the semester, I do not expect to hear that being “locked out” is a reason for missing quizzes or assignment due dates. You set up security questions (just like you would do with an online bank or other secure account). Then when you experience a lock-out, you can go to this page and unlock your account. If that doesn’t help, the Help Desk phone number you should use is at all times is 615-963-7777. You can also try emailing helpdesk@tnstate.edu for assistance, but try phoning first.

Course policies

Grading

Submitting work on time

Assignments are due to the appropriate eLearn dropbox by 11:59PM on the due date. Remember that if the www.tnstate.edu website is down, you should try to access eLearn directly at <https://elearn.tnstate.edu/>. If you are

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unable to submit to eLearn, you must submit your discussion posts or other assignment BY EMAIL TO mstreams@tnstate.edu BY THE DUE DATE/TIME. Plan ahead so that last-minute computer issues do not derail your submission of assignments on time.

I reserve the right not to accept late work for a grade. All deadlines are announced in advance to allow you to plan for completion. Late work may be assessed a substantial penalty or receive a zero depending on the reason and degree of lateness. The value I emphasize in making decisions about late work is equity, which includes weighing the efforts of students who also had demands on their time, but submitted work on time nonetheless. Most of the students in our program work full-time, and many have family commitments. Forgetting a deadline or not planning well to allow completion of work, given other demands on your time, is not a sufficient reason for not submitting an assignment on time. Job expectations and non-emergency family events are also time commitments you should seek to plan around, not appeal to at the last minute as an excuse. Hybrid courses offer students some desired flexibility in terms of not having as many on-ground sessions – but the format requires careful time management, self-motivation and attention to deadlines.

Course elements

- **Quiz and Exam grades** will be out of 100 points. All quizzes and the final exam are administered in class, and are taken on paper using a calculator when necessary.
- **Module worksheet** will be graded holistically out of 100 points. In each module, I give you the Word document to complete online, and you download it, fill it out and then turn it in to the relevant dropbox in eLearn by 11:59pm the night before our class meeting on-ground (as shown in the schedule at the end of the syllabus.) One part of the module worksheet is an online resource link and brief description; please also copy and paste this part into the relevant class discussion area to share with your peers. If you want to bring a printout of your module prep worksheet to class, you may use it as a reference during the quiz if applicable, along with any other notes you have prepared. However, to be on time, the worksheet must be submitted to the online dropbox by 11:59pm the night BEFORE class.
- **Self-study problems** are included in some module worksheets and are **not** collected or graded. You will be given the answers to the problems as a PDF key to help in your study (in eLearn). It is your responsibility to complete the problems, use the problem answers and textbook to correct your work, and seek help from the instructor if you have difficulty with a particular problem. Some “clinic” time may be given in class for questions of this type, and you can also email questions or schedule in-person or phone appointments. You must bring your work on the problem, however, if you seek assistance. The quizzes and exam will contain problems designed to assess whether you have mastered the tasks required to correctly solve problems of the types assigned with a calculator and (for a small subset of problems related to time value of money, with Excel, including “mock Excel” work on paper where you write out the necessary Excel).

	Percent of grade
Module Worksheet, including online resource post (All count: 4 X 9.4%)	47
Module Quizzes, in-class, open notes NOT open book (All count: 4 X 7%)	28
Final Exam, open notes AND open book/articles (1 X 25%)	25
	<hr/> 100 %

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Scale (text descriptions adapted from TSU Catalog)

- A 90% - 100% - Excellent: work of exceptional quality which indicates the highest level of attainment on an assignment.
- B 80% - 89% - Good: work above average which indicates a high level of achievement.
- C 70% - 79% - Work of average quality representing substantial fulfillment of the minimum essentials of an assignment.
- D 69% - 60% - Poor: representing passing work but below the standards of graduation quality. Some minimum essentials not completed.
- F 59% and below - Failure: representing unacceptable performance on an assignment. Few to no minimum essentials completed. May be assigned for plagiarism or academic dishonesty by the instructor (for an assignment or the course; see TSU Catalog, *Academic and Classroom Conduct*).

Provisions for extra credit

Any extra credit opportunities are available to all students; please note that no make-ups will be offered for extra credit and I do not make special provisions for individual students to receive extra credit.

A total of up to 1 percentage point total on the final grade is available:

- **0.5 percentage point on the final grade:** for turning in your myTSU Course Evaluation Receipt if applicable and Department End-of-Course Competency Survey receipt by the date announced in class to the appropriate Elearn dropbox
- **0.5 percentage point on the final grade:** for missing no more than 1 on-ground class session during the semester (any optional review sessions are not counted toward this). I take note if you are quite late or leave very early, and such attendance does not count towards this extra credit. Attendance is still up to you; you are not penalized for not attending – the extra credit is just a way to acknowledge those who make this effort towards their success in the course.

Attendance

Attendance and active participation are essential to this course. Lectures, discussions and activities are the core methods of in-class instruction. Be aware of the following:

- Some of the material we work through in class will *not* be from the textbook, and WILL be evaluated on exams; all material will be synthesized and reframed even when it is also in the texts.
- Missing an entire single on-ground session is extremely significant in a hybrid class. Missing no more than one on-ground class session total will be rewarded with extra credit – see details later in this syllabus. No excuses or make-ups will be entertained relative to this EXTRA credit opportunity.
- **If you miss an in-class quiz, it is your responsibility to email me as soon as possible to make up arrangements for a make-up.** Make-ups must be completed as soon as possible; you are not permitted to wait till the end of the semester to make up quizzes missed earlier. Make-up quizzes may differ from the original. Any missed worksheets must still be completed as soon as possible to have any chance of partial credit, and completion by the end of the semester is REQUIRED to complete the course even if no credit is given due to lateness.
- **Only official, documented excuses will be accepted for missing an exam.** If you anticipate missing an exam for a reason known in advance, you must notify the instructor as far in advance as possible to determine alternative

arrangements; under most circumstances I can work with you to schedule an alternate time for the exam. This is much preferable to missing the exam without notifying me. The make-up exam may differ from the regular exam.

- I believe that the note-taking process is an important beginning to the task of mastering new material, along with reading the texts. I encourage you to take notes, both as you read using the learning objectives as a guide and also during class. I will make any handouts and assignment instructions available on the course website as applicable.
- If an on-ground class meeting is cancelled due to inclement weather, I may contact the class with alternative activity or assignment to complete online to maintain class progress, and/or to replace the missed quiz due to the class cancellation: watch eLearn and your email for any notifications about such arrangements.
- I do not re-deliver class instruction or activities in office hours because you missed an on-ground session, though I will certainly address any questions you have after reviewing available materials and a classmate's notes. It is your responsibility to find out from a classmate what happened in class, and to obtain resources from them and from eLearn. I will make any handouts and assignment instructions available on the course eLearn website as applicable. I will not give out lecture notes beyond any already provided to the entire class in eLearn.

Tardiness

If you are unavoidably late for a class session, please enter as quietly as possible and try not to disturb your fellow students. Consistent tardiness is rude to other learners and to the instructor, and I reserve the right to take action should this problem arise. Since our course meets for three-hour blocks, however, I do encourage you to come even if you have missed part of the class or must leave early (if known in advance, it is a courtesy to let the instructor know). Parking is available and permitted in the state lot across Charlotte after 4:30pm and there is always parking available there, even if the lot right next to our building is parked up; therefore, parking is not an excuse for class tardiness or absence. If you are uncomfortable walking back to that parking lot after class, please just let me know and I will make sure you are accompanied.

Syllabus and course schedule

I reserve the right to adjust this syllabus and topic pacing as the semester proceeds based on class progress and development, with notice to students. The course schedule is at the end of this syllabus. You are responsible for keeping up with assignments, readings, and due dates. Any substantive changes will be announced in our eLearn course homepage News area or at on-ground meetings. Enable notifications in eLearn so that you receive an email or text when an update is posted there (click on your profile icon in the upper right corner of the eLearn window, you will see an option for Notifications settings).

Accommodation and accessibility

Please see the University policy statement on individual accommodation included towards the end of this syllabus. Regardless of accommodation status, if you have an accessibility issue with any materials provided in eLearn or other items please notify me of the issue as soon as possible.

Dropping or withdrawing from a class

I cannot withdraw you from the class myself; if you want to withdraw, you need to complete the required actions in myTSU by the last date of possible withdrawal (you are responsible for knowing this date, always see the appropriate [TSU Academic Calendar](#)). Faculty are, however, obligated to report non-attendance or stopped attendance at certain intervals during the semester, which can result in your being taken out of the course by the registrar. If you stop fulfilling class requirements but do not take the proper actions to withdraw by the deadline, and you remain on my roster at the end of the semester, you will receive a course grade based on what you completed plus zeros for the

course elements you did not complete. This often results in an F. Incompletes are given only after consultation with me, with documentation of the official reason, and for students who completed coursework satisfactorily past the point of the withdrawal deadline; they are rare and meant for unusual circumstances that arise late in the semester.

Quality of written work

As students and as professionals in training, I expect you to adhere to a high standard in your written work. Leave yourself time to reread and revise written work before the due date. Grammar and spelling errors distract the reader and lessen your credibility, in the classroom as in the workplace, and will affect the evaluation of your work.

Learning environment

You are expected to conduct yourself with civility and professionalism in class and online, so that a learning environment is maintained for all. This includes, but is not limited to: coming to class prepared; listening to and engaging with classmates, the instructor, and guest speakers in a respectful manner whether in written or oral form; and turning off cell phones before class. If an electronic device is in use during class sessions, it should be for class purposes. Texting and social media use is restricted to class breaks.

Academic honesty and plagiarism

I will follow University procedures in dealing with any instances of plagiarism, cheating, and other types of academic dishonesty in this course (see TSU Student Handbook and Graduate Catalog). You should be aware that penalties can range from a lowered grade on an assignment from what it otherwise would have been, to no credit for an assignment, and on, up to dismissal from the program. My actions regarding plagiarism will depend on the severity of the individual case. In a severe case I may elect to assign a grade of zero for the assignment, or pursue other options according to TSU policy as described in the TSU Student Handbook. In summary, you are expected to do your own work and follow academic standards rigorously in crediting the ideas, words and findings of others.

I expect that you have read carefully and understood all resources I provide to you regarding avoidance of plagiarism, including the [Statement of Academic Responsibility for Written Work](#) as well as this [handout](#) (from the [Writing Center at the University of Wisconsin-Madison](#)) before you turn in any written work in this class, and I expect you to reflect that understanding in your writing process and written work. Plagiarism guidelines apply for online discussion work, written exam work, as well as for “papers.”

Academic honesty is the foundation of the scholarly pursuit of knowledge; if you are not sure what constitutes plagiarism or how to handle a specific instance of crediting another individual’s work, feel free to bring these questions to me. In general, should you have questions about academic honesty, your performance, or any other issue concerning this course, I encourage you to talk with me as soon as the concern arises throughout the semester. Problems in this area sometimes arise as a result of feeling pressured as a deadline approaches; promptly bringing questions and problems to the instructor can help to prevent this situation. Plagiarized work is never an improvement on whatever original work with correct citations you can generate on your own. This course is part of your training as a scholar and a professional, and only evaluation of your genuine effort can serve the learning objective. Also note that ethics is listed first among the core values of our MPA program in the mission (below), and that you are being prepared to “promote trust and public value.” Plagiarism, even unintentional, and academic dishonesty are inconsistent with these statements.

Ethics and professional preparation

The focus of this course is on concepts and practical aspects of nonprofit management. In application of this and other content learned in your program of study, you should be guided by the ethical standards of your field. I encourage you to consult the ethical code of the professional organization(s) relevant to your field of interest, and to continue to seek out information on their application throughout your studies. The following links are examples of ethical resources for nonprofit professionals.

- [How Ethical Is Your Nonprofit Organization?](#)
- [Association of Fundraising Professionals – code of ethics](#)
- [Better Business Bureau Wise Giving Alliance Standards for Charity Accountability](#)
- [American Society for Public Administration](#)

Disability accommodation statement

TSU is committed to creating inclusive learning environments and providing all students with opportunities to learn and excel in their course of study. Any student with a disability or condition which might interfere with his/her class performance or attendance may arrange for reasonable accommodations by visiting the Office of Disability Services (ODS). ODS is located in Kean Hall, room 131 and can be reached at 963-7400 or www.tnstate.edu/disabilityservices. You will be required to speak with ODS staff and provide documentation of the need for an accommodation. If you qualify for an accommodation you will be provided with a document stating what type of classroom accommodations are to be made by the instructor. It is your responsibility to give a copy of this document to the instructor as soon as you receive it. Accommodations will only be provided after the instructor receives the accommodation instructions from ODS; accommodations are not retroactive. You must follow this process for each semester that you require accommodations.

TSU Graduate School Policies – a reminder

All TSU graduate students are subject to a set of policies regarding admission, retention, graduate probation and suspension, definition of good standing, admission to candidacy (i.e. for MPA and certificate students, this refers to the completion of the Program of Study form with your advisor) and a variety of other matters. You are responsible for knowing and abiding by these policies, described in the front portion of the [Graduate Catalog](#). Departmental/program level policies also apply, described in the College of Public Service section of the Graduate Catalog, and you should know and abide by these policies as well. Many helpful resources, required forms and FAQs are made available to you regarding our program on the [CPS website](#); these include the [MPA online handbook](#) and the [PhD online handbook](#); and program information for the graduate certificates in [public policy](#), [healthcare administration and planning](#), and [nonprofit management](#). Students should seek advising regarding course selection prior to each semester to ensure they are on track given their program of admission.

A few things to keep in mind from Graduate School policy are summarized here for convenience (NB: this document does not supersede the applicable Catalog, and not all policies are summarized here). You will not complete any program or degree to which you have not been admitted, meeting all admissions conditions. You may not complete the program of study, sit for the comprehensive exam, or receive a degree or certificate if you do not have a cumulative TSU graduate GPA of 3.0 or better. You may only take a given course once to replace a grade, and the second grade replaces the first. You may only retake a total of two courses counting towards satisfaction of program curricular requirements. Grades of D or F count towards the GPA but do not count towards meeting certificate or degree curricular requirements (note that the PhD has more stringent GPA requirements for good standing; see the CPS section of the Graduate Catalog). Incomplete or “I” grades turn to an F automatically within one semester if the student does not satisfactorily complete the agreed-upon course activities determined by the instructor on the required timeline. Courses completed more than six years previous cannot be counted towards MPA completion. Certificate completion must take place

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within three calendar years. Program of study for the MPA degree should be completed when the student has completed 9 but no more than 15 credits in the program (must be in good standing; have no conditions outstanding on admission; no I grades outstanding). Program of study for a certificate should be completed as soon as the second semester of certificate coursework begins (same other conditions apply as for the MPA). Students must [apply for graduation](#) (separately for MPA and certificate, if applicable) at the beginning of the semester in which they intend to graduate, by the deadline specified on the [University website](#). If a student does not actually graduate in that semester, they must reapply in the subsequent semester in which they plan to graduate. See Catalog for details and information on other program elements such as comprehensive exams.

Course evaluations

Student course evaluations at TSU are conducted online (fall and spring). It is expected that all students in the course will complete the brief online evaluation process in order to provide important feedback to the instructor and the University, which will benefit future students.

Sexual misconduct, domestic/dating violence, stalking

TSU recognizes the importance of providing an environment free of all forms of discrimination and sexual harassment, including sexual assault, domestic violence, dating violence, and stalking. If you (or someone you know) has experienced or is experiencing any of these incidents, there are resources to assist you in the areas of accessing health and counseling services, providing academic and housing accommodations, and making referrals for assistance with legal protective orders and more.

Please be aware that most TSU employees, including faculty and instructors, are “responsible employees”, meaning that they are required to report incidents of sexual violence, domestic/dating violence or stalking. **This means that if you tell me about a situation involving sexual harassment, sexual assault, dating violence, domestic violence, or stalking, I must report the information to the Title IX Coordinator.** Although I have to report the situation, you will still have options about how your situation will be handled, including whether or not you wish to pursue a formal complaint. Our goal is to make sure you are aware of the range of options available to you and have access to the resources you need.

You are encouraged to contact TSU’s Title IX Coordinator to report any incidents of sexual harassment, sexual violence, domestic/dating violence or stalking. The Title IX coordinator is located in the Office of Equity and Inclusion, McWherter Administration Building, Ste. 260 and can be reached at 963-7494 or 963-7438. For more information about Title IX and TSU’s SART or policies and procedures regarding sexual, domestic/dating violence and stalking please visit: www.tnstate.edu/equity.

If you wish to speak to someone confidentially, who is not required to report, you can contact the TSU Counseling Center, located in the basement of Wilson Hall, at 963-5611 or TSU Student Health Services, located in the Floyd Payne Campus Center room 304, at 963-5084. You may also contact the following off campus resources: Sexual Assault Center of Nashville at 1-800-879-1999 or www.sacenter.org or the Tennessee Coalition to End Domestic & Sexual Violence at 615-386-9406 or www.tncoalition.org.

Harassment & discrimination

Tennessee State University is firmly committed to compliance with all federal, state and local laws that prohibit harassment and discrimination based on race, color, national origin, gender, age, disability, religion, retaliation, veteran status and other protected categories. TSU will not subject any student to discrimination or harassment and no student shall be excluded from participation in nor denied the benefits of any educational program based on their protected

class. If a student believes they have been discriminated against or harassed because of a protected class, they are encouraged to contact the Office of Equity and Inclusion at McWherter Administration Building, Ste. 260, 615-963-7494 or 963-7438, www.tnstate.edu/equity.

Academic Calendar - see http://www.tnstate.edu/academic_programs/academic_calendar.aspx

Session I – Five Week Session	
June 4	Classes begin
June 4-6	Late registration/Drop/Add
June 22	Last day to withdraw from First-session courses
June 22	Last day to withdraw from University
July 5	Last day of classes
July 4	Holiday Observed

Course Schedule

Summary of on-ground course meetings

All meetings are **5:30 – 8:30pm** in Avon Williams Campus:

- Mon Jun 4
- Wed Jun 6
- Mon Jun 11
- Wed Jun 13
- Mon Jun 18
- Wed Jun 20
- Mon Jun 25
- Mon Jul 2 (Final Exam in class)

Wed. June 27– NO ON-GROUND CLASS MEETING

Course element date summary

Quizzes

Quizzes are in-class, open notes but NOT open book/readings; bring your calculator. Quizzes will typically take 20-40 minutes. We will go over quizzes in class that same night after they are collected.

- Quiz 1 on “Looking Glass” article and associated learning objectives from Module 1 – Wed. 6/6/2017
- Quiz 2 on Module 2 objectives/readings/ self-study problems – Wed. 6/13/17
- Quiz 3 on Module 3 objectives/readings/ self-study problems – Wed. 6/20/2017
- Quiz 4 on Modules 4 & 5 objectives/readings/self-study problems – Mon. 6/25/2017

Module Worksheets

Download the WORKSHEET Word document from the Module folder in eLearn Content area and complete it according to instructions. Upload the completed worksheet to elearn Dropbox and copy online post from worksheet part 2 to discussion area by 11:59pm the day it is due; you may also bring hard copy to next day’s class meeting if you think you may find it useful as a resource during the quiz.

Total of four worksheets/online posts as follows:

- Module 1 worksheet/online post – due by 11:59pm Sunday 6/10/2018
- Module 2 Worksheet/online post **AND** Module 3 Worksheet/online post – both due by 11:59pm Sunday 6/17/2018
- Module 4/5 COMBINED Worksheet/online post – due by 11:59pm Sunday 6/24/2018

Final Exam

The final is cumulative; in-class, open notes AND open book/readings; bring your calculator. You will have up to 2 h 50 min to complete the final.

- Final Exam – Mon. 7/2/2018

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Course readings and assignments

Short readings not listed here may be assigned via placement in the Content Modules: labeled REQ = Must read, testable; labeled FYI = of interest, but not tested. For some modules videos may already be available or may be created during the class, you will be notified if a new video is added.

Date	Module	Topics	Readings DUE BY CLASS DATE	Self-Study	Assignment WORKSHEETS DUE ONLINE BY 11:59PM DAY BEFORE CLASS
Mon. June 4	0,1	Course intro; Real-world budget examples activity	Syllabus, Module 0 in eLearn	<ul style="list-style-type: none"> Learning objectives – Module 1 	<i>none</i>
Weds. June 6	1	Budgeting; Triangular relationship	"Looking Glass" article in eLearn Module 1 (Can start reading ahead in textbook)	<ul style="list-style-type: none"> Learning objectives (Looking Glass) – Module 1 	<p>WITHIN 1 DAY AFTER LAST CLASS:</p> <ul style="list-style-type: none"> <i>NO WORKSHEET OR ONLINE POST DUE</i> QUIZ IN CLASS on Module 1 “Looking Glass” article – open notes only (<i>NOT</i> open book/article)
Mon. June 11	1/2	Budgeting, continued	Finkler C1; All required Materials in Content Module 1 in eLearn Finkler C2, C3; Materials in Content Module 2 in eLearn	<ul style="list-style-type: none"> Learning objectives (Finkler) – Module 1; also Finkler-related Knowledge objectives of Module2 	<p>WITHIN 4 DAYS AFTER LAST CLASS:</p> <ul style="list-style-type: none"> M1 WORKSHEET due by 11:59 Sun 6/10 (elearn Dropbox) <ul style="list-style-type: none"> Copy online post by 11:59 Sun 6/10 (elearn Discussion area)
Weds. June 13	2	Budgeting; C2/3 problems	Finkler C2, C3; Materials in Content Module 2 in eLearn	<ul style="list-style-type: none"> Learning objectives – Module 2 including self-study problems 	<p>WITHIN 1 DAY AFTER LAST CLASS:</p> <ul style="list-style-type: none"> <i>NO WORKSHEET OR ONLINE POST DUE</i> QUIZ IN CLASS on remainder of Module 1 (learning objectives re: Finkler) and all Module 2 materials/learning objectives – open notes only (<i>NOT</i> open book/article); printout of completed worksheets may also be used in addition to notes

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Date	Module	Topics	Readings <i>DUE BY CLASS DATE</i>	Self-Study	Assignment <i>WORKSHEETS DUE ONLINE BY 11:59PM DAY BEFORE CLASS</i>
Mon. June 18	3	Costs; C4 problems; Accountability and control; variance problems	Finkler C4 & C8; Add'l readings in eLearn; Materials in Content Module 3 in eLearn	<ul style="list-style-type: none"> Learning objectives – Module 3 including self-study problems 	<p>WITHIN 4 DAYS AFTER LAST CLASS:</p> <ul style="list-style-type: none"> M2 WORKSHEET AND M3 WORKSHEET BOTH due by 11:59 6/17 Sun (to respective elearn Dropboxes) <ul style="list-style-type: none"> Copy both online posts by 11:59 6/17 Sun (elearn Discussion areas) <p><i>NO QUIZ IN CLASS</i></p>
Weds. June 20	4	Statements; Unique aspects of Health and NP accounting	Finkler C11; Add'l readings in eLearn; Materials in Content Module 4 in eLearn	<ul style="list-style-type: none"> Learning objectives – Module 4 including self-study problems 	<p>WITHIN 1 DAY AFTER LAST CLASS:</p> <ul style="list-style-type: none"> <i>NO WORKSHEET OR ONLINE POST DUE</i> QUIZ IN CLASS on Module 3 materials – open notes only (<i>NOT</i> open book)
Mon. June 25	5	Capital Budgeting; C5 - TVM problems	Finkler C5; Materials in Content Module 5 in eLearn	<ul style="list-style-type: none"> Learning objectives – Module 5 including self-study problems 	<p>WITHIN 4 DAYS AFTER LAST CLASS:</p> <ul style="list-style-type: none"> M4/M5 WORKSHEET (combined) due by 11:59 Sun 6/24 (eLearn Dropbox) <ul style="list-style-type: none"> Copy online post by 11:59 Sun 7/2 (eLearn Discussion area) QUIZ IN CLASS on Module 4/5 materials – open notes only (<i>NOT</i> open book) (we will go over thoroughly in class as final is in 7 days)
<p>No on-ground class meeting Weds. 6/27. Study/Review time, no new material - Contact for assistance if you have questions during this period.</p>					
Mon. July 2	1-5	<p>FINAL EXAM in class; cumulative; open notes AND open book/readings; have up to 3 hours to complete. EOC Competency Survey response submission receipt due by 11:59pm to dropbox for extra credit</p>			