Part I: Course information

SW 8562-Human Services Finances
2 credits

Faculty Contact:
- Name:
- Email:
- Phone:
- Office Location:

Short Description:
Overview of contexts, purposes, principles & strategies associated w/ human services financing. Engage w/ concepts & develop skills in admin practice, focus on acquiring, allocating, managing, & reporting public & private funding, within a framework of strategic integration of financial policy, mission, & short & long term agency sustainability.

Long Description:
This course provides an overview of the contexts, purposes, principles, and strategies associated with human services financing, including best practices in the allocation, monitoring, and reporting of agency finances and outcomes; cultivation of relationships with public and private funding sources; nimbleness in responding to changes in the agency’s financial context and opportunities; and planning for sustainability. Students connect conceptual understanding with skills in administrative practice, focusing on decision-making in acquiring, allocating, managing and reporting public and private financing. In the area of public financing students will (1) develop understanding of the connections among public advocacy, public policy, and the variable availability of public financing in the context of political and governmental climates; and (2) develop skills for writing case statements; building relationships with local, state, and national governments; collaborating with other agencies in developing public/private partnerships; obtaining and maintaining government contracts, grants, purchase of services, and other types of public financing; In the areas of private financing student will (3) develop an understanding of the connections among mission clarity, marketing, public relations, and fundraising; and (4) develop skills in writing proposals; building relationships with donors, foundations, corporations, and religious communities; and engaging in prospect research.
The course addresses the strategic integration of financial policy, mission, and both short and long term agency sustainability.

Pre-requisites:
1. This is an advanced social work class, and the material presented in this class is at an advanced level. Social Work students enrolled in this course should have completed the foundation classes listed below, or have advanced standing status.
   SW 5051 - Human Behavior and the Social Environment
   SW 5801 - Policies and Programs in American Social Welfare
   SW 8151 - Social Work Practice Methods: Individuals and Systems
   SW 8152 - Social Work Practice Methods: Families and Groups
   SW 8153 - Models of Community Intervention
   SW 8841 - Social Work Research Methods
2. If you are not a Social Work student, you need permission of the instructor

Clinical Licensure Hours:
This course contains some clinical content, as required by the Minnesota Board of Social Work for eligibility for the Licensed Independent Clinical Social Worker (LICSW). The number of hours in each required category is listed below:

<table>
<thead>
<tr>
<th>Area</th>
<th>Differential Diagnosis</th>
<th>Assessments based on treatment planning</th>
<th>Clinical Interventions</th>
<th>Evaluation methodologies</th>
<th>SW values and ethics</th>
<th>Culturally specific clinical assessment</th>
<th>Other areas</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hour s</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>30</td>
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</table>

Part II: Course outcomes

Course Objectives
At the end of the course participants will be able to:

1. Comprehend the financial strategy issues that affect both private and public sector agencies and organizations.
2. Understand the various types of funding for agencies (e.g. grants, contracts, fees for service, fundraising) and the risks and rewards of public/private financing and program partnerships.
3. Understand the processes of philanthropic funding of organizations; be able to identify potential sources of funding, and understand the importance of donor relations.
4. Be able to develop a funding proposal, including the background/significance, specific goals/objectives, project design/methods, sustainability, assessment, broader impacts, dissemination, budget, budget justification and cover letter.
5. Demonstrate culturally grounded knowledge of philanthropy, including diverse models of giving and mutual aid.
6. Apply the concept of strategic planning specifically as this relates to short and long-term financing needs, agency mission, and financial policy.
7. Develop an integrated analysis of the connections between human services delivery and the various funding streams that support it.
8. Understand the relevance of generally accepted principles of finance and accounting, both within the organization and to stakeholders, in the context of agency strategic decisions.
9. Be able to undertake an in-depth financial analysis of an organization and interpret the results in the context of agency short and long-term decisions.
10. Be able to conceptualize and analyze ethical issues and social work values involved in fund raising, donor relations, and financial management.
11. Understand the fiduciary, legal, and ethical responsibilities of private and public human service organizations and leaders to communities and government, and know the relevant reporting/accountability requirements.
12. Understand state and federal budget cycles and understand appropriate avenues for influencing budgetary decisions.

Social Work Practice Competencies
Successful completion of this concentration course implies that the student has achieved competency in the following advanced practice behaviors:

<table>
<thead>
<tr>
<th>Competency: 2.1.2 – Apply social work ethical principles to guide professional practice</th>
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<tbody>
<tr>
<td>Social workers have an obligation to conduct themselves ethically and to engage in ethical decision-making. Social workers are knowledgeable about the value base of the profession, its ethical standards, and relevant law. Social workers:</td>
</tr>
<tr>
<td>Practice Behavior</td>
</tr>
<tr>
<td>• Identify and analyze value-based and ethical dilemmas that arise in their area of practice, using professional codes of ethical standards and through appropriate professional consultation.</td>
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</tbody>
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<table>
<thead>
<tr>
<th>Community Practice Competency: 2.1.10 (a)-(b) – Engage, assess, intervene, and evaluate with individuals, families, groups, organizations, and communities</th>
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<tbody>
<tr>
<td>Professional practice involves the dynamic and interactive processes of engagement, assessment, intervention, and evaluation at multiple levels. Social workers have the knowledge and skills to practice with individuals, families, groups, organizations, and communities. Practice knowledge includes identifying, analyzing, and implementing evidence-based interventions designed to achieve client goals; using research and technological advances; evaluating program outcomes and practice effectiveness; developing, analyzing, advocating, and providing leadership for policies and services; and promoting social and economic justice.</td>
</tr>
</tbody>
</table>

3
<table>
<thead>
<tr>
<th>Practice Behavior</th>
<th>Covered in class through (i.e., activity, reading, content)</th>
<th>Assessed</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Identify strengths and assets that exist within communities and groups and employ intervention models that build upon them</td>
<td>Session 6</td>
<td>Mid-term exam</td>
</tr>
<tr>
<td>• Employ knowledge, skills and appropriate conceptual frameworks and theories to tailor a range of evidence-based interventions at organizations and various levels of communities</td>
<td>Sessions 2,3,4</td>
<td>Mid-term exam, Final Exam</td>
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</table>

Part III: Course requirements

**Required Text**


Other required readings can be located either online or on course reserve.

**Required Assignments**

**Assignment 1: Grant Proposal (Submission-ready)**

Students will develop a submission-ready grant proposal to submit to a foundation. Students will make their proposal to a real foundation, either responding to a real *Request for Proposals* or responding to a grant announcement or ongoing grant program. Detailed instructions on preparing grant proposals will be distributed in class. During Session 6, students will bring a draft of their proposal to class for a peer-review exercise with fellow classmates. Due Week 7

**Assignment 2: Development of an Agency Program and Budget with Private and Public Funding**

Students will develop a comprehensive budget for an agency program using both private and public funding sources and user fees. Students will provide detailed budget justifications and include a memo detailing their budget strategy. Additional information and instructions will be distributed in class. There will be an in-class exercise to prepare students for this assignment. Due Week 11

**Assignment 3: Analysis of an Agency’s Strategic Position coupled with Recommendations Regarding the Agency’s Readiness for Private/Public Partnerships and Government Contracts**

Students will evaluate and propose financial changes for the future for an agency, using “what-if” planning and simulations. This will be in the form of a 4-5 page memo to the
Board of Directors of the agency. Detailed information and instructions will be distributed in class. Due Week 14

Midterm Examination
The midterm examination will consist of short-answers and essays and cover Weeks 1-7. Week 8.

Final Examination
The final examination will consist of short-answers and essays and cover Weeks 8–14. Week 15.

Evaluation of Class Work

<table>
<thead>
<tr>
<th>Requirements</th>
<th>Points</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assignment #1</td>
<td>25</td>
<td>Session 7</td>
</tr>
<tr>
<td>Midterm</td>
<td>15</td>
<td>Session 8</td>
</tr>
<tr>
<td>Assignment #2</td>
<td>25</td>
<td>Session 11</td>
</tr>
<tr>
<td>Assignment #3</td>
<td>20</td>
<td>Session 14</td>
</tr>
<tr>
<td>Final Examination</td>
<td>15</td>
<td>Session 15</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td></td>
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</tbody>
</table>

Point equivalency of letter grades

A = 93-100
A- = 90-92
B+ = 87-89
B = 83-86
C+ = 77-79
C = 73-76
C- = 70-72
F/N = < 70

Students are required to attend and to participate in all class sessions, unless they have notified and received permission from the instructor in advance.

Students who miss more than three classes will not meet the minimum standards for passing the course.

Course Policies
There are many University and School of Social Work policies that govern this course. Please go to http://www.cehd.umn.edu/ssw/Documents/SSWCoursePolicies.pdf to see a complete description of all the policies.
Part IV: Course content

Session 1  Introductions
Course overview
Financial Strategy Issues for Human Services
Overview of Financial Management
Human Service Agencies in Context: local and national legal, political, and economic frameworks

Readings: Martin, Chapter 1, “The Importance of Financial Management”

Session 2  Fund Development
Foundations, Grants and Philanthropy

Readings: Martin, Chapter 13, “Fund Development”

Session 3  Contracts
Legal Framework for Public Financing for Human Services in a Nonprofit Context

Readings: Martin, Chapter 12, “Government Contracts and Grants”

Session 4  Fee for Service
Setting Fees

Readings: Martin, Chapter 11, “Setting Fees”

Session 5  Steps in Developing a Grant Proposal
Making the Case
In-Class Writing Exercise: Proposal Development Workshop
[http://foundationcenter.org/getstarted/tutorials/shortcourse/prop1_print](http://foundationcenter.org/getstarted/tutorials/shortcourse/prop1_print)

Fritz, Joanne. *How to Write Grant Proposals: The Basics of Grant Proposals: From Summary to Budget.*

Session 6

In Class Exercise: Proposal Peer Review
*(Students will bring a draft of their proposal to class)*
Diversity in Philanthropy: Culturally Grounded Analysis of Diverse Models of Giving and Mutual Aid
Keeping Faith with Grantors and Donors


Session 7

Understanding Financial Statements
Basics of Accounting

*Assignment #1 is Due Today*

Readings: Martin, Chapters 3 and 4 “Understanding Financial Statements” and “The Basics of Accounting”

Session 8

Financial Analysis

*Midterm Exam*

Readings: Martin, Chapter 5, “Financial Analysis”

Session 9

Budgeting
In-class Exercise: Budget development workshop

Readings: Martin, Chapter 7, “Budgeting and Budget Systems”
Session 10  Financial Reporting

Session 11  Risk Management
Assignment #2 is Due Today
Readings: Martin, Chapter 14, “Risk Management”

Session 12  Auditing
Internal controls
Readings: Martin, Chapter 15, “Auditing”

Session 13  Ethical Issues and Social Work: Fundraising and Financial Management
State and Federal Budget Cycles


Session 14  
**Budget Advocacy**

Guest Speaker from the Minnesota Budget Project (possible speaker: Nan Madden)

Putting it all together: Strategic integration of financial policy, mission, action and agency sustainability

*Assignment #3 is Due Today*


Review the Minnesota Budget Project’s Webpage.  
[http://www.mnbudgetproject.org/](http://www.mnbudgetproject.org/)


Session 15  
**Final Exam**

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**Supplementary Bibliography**


Courtney, Roger (2002). *Strategic management for voluntary nonprofit organizations.*
New York : Routledge.


