Course Syllabus: Business Practices of Nonprofits
Dillard College of Business Administration
BUAD 3603 Section 101
Fall Semester 2025, August 25-December 13, 2025

Contact Information

Instructors: Dr. Sonia White, Assistant Professor of Management and Ms. Kathy Kabell, CPA,
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Office hours: Monday, 3:30 pm to 5:00 pm. Tuesday and Wednesday, 9:00 am to 11:00 am, or by appointment.

Instructor Bios

Ms. Kathy Kabell, CPA: Ms. Kabell has been in public accounting for over 30 years. She has been a tax supervisory manager with MWH Group in Wichita Falls since 2007. She is a graduate of Midwestern State University. She is a member of the American Institute of Certified Public Accountants (AICPA), the Texas Society of Certified Public Accountants, and the Council of Petroleum Accountants. She has the not-for-profit certificate from AICPA and is a member of the AICPA not-for-profit section. She has accounting content expertise in the Oil & Gas industry, construction, and the nonprofit sector, as well as general corporate, partnerships, and individual taxation.

Dr. Sonia White: Dr. White is the Director of the Center for Nonprofit Management & Leadership and an Assistant Professor of Management at Midwestern State University in Wichita Falls, Texas. She is responsible for creating, implementing and now overseeing the Nonprofit Management Minor in the Dillard College of Business Administration and advises students pursuing that degree. Dr. White has over 20 years of professional experience in the nonprofit sector. She owns and operates a consulting firm, Sonia White Consulting, LLC, and owns and operates two businesses with her husband, David Seaberry. Dr. White completed her Ph.D. in Business Management from the University of South Alabama in May 2025. Her research interests are improvisational capabilities, organizational resilience, and servant leadership in small businesses, including nonprofit enterprises.

Course Description

Overview of the practical financial operation of nonprofit organizations. Introduction of nonprofit organization operational topics such as legal and regulatory issues for nonprofit formation, budgeting, cash management, internal controls, use of financial statements, use of information technology resources, and requirements for governmental reporting.

Learning Goals

Specific Learning Goals
After completing this course, students should be able to:

1. Recognize the interrelated roles of accounting, finance, marketing, management, and information systems in business and nonprofit success.
2. Understand and apply models related to business and nonprofit performance.
3. Understand the decisions and trade-offs that top managers face when running and setting the future directions for a nonprofit organization.
4. Develop the ability to think strategically.

General Learning Goals
After completing this course, students should be able to:

1. Students will demonstrate competency with effective problem-solving and decision-making within the business and nonprofit sectors. Students will practice problem-solving and decision-making skills during in-class discussions and assigned projects. Assessment occurs during the assigned projects.
2. Students will demonstrate competency in speaking for common business scenarios. Students practice their oral presentation skills in the project presentation and current event talks. The student's ability to speak clearly to an audience will be included in the score for these exercises.
3. Students will demonstrate competency in writing for common business scenarios. Students will practice and demonstrate writing skills in the reflection paper. Students will be assessed on proper formatting, following writing guidelines, and clarity of analysis and reasoning.
4. Students will demonstrate competency as effective team members. Students may work in teams during the budgeting project. Instructor observation, project evaluation, and peer evaluation of team members are used to assess these abilities.

These general learning goals are among those the Dillard College of Business Administration established. General learning goals represent the skills that graduates will carry into their careers. While assessing student performance in obtaining these general learning goals, Dillard College is evaluating its programs. The assessments will assist us as we improve our curriculum and curriculum delivery.

Textbook & Instructional Materials
1. McLaughlin, TA (2016) Streetsmart Financial Basics for Nonprofit Managers, 4th Edition. ISBN:978-1119061151. It costs $50 new and cheaper used versions are available too.
2. FMD Pro Guide (Downloaded from D2L)
3. A PC/laptop/tablet with webcam capability (Chromebooks won't work due to insufficient computing power).

Important Dates
Student registration: Early April 2025 – August 24, 2025
Classes begin: August 25, 2025

Labor Day Holiday: September 1, 2025 (No face-to-face classes)
Change of Schedule and Late Registration: August 25-28, 2025
Census Day (12th Class Day): September 8, 2025
Deadline for December graduates to file for graduation: September 22, 2025
The last day for students to drop with a grade of "W": 4:00 p.m., November 24, 2025.
Drops after this deadline will receive grades of "F"
Thanksgiving Holiday break November 26-28. (Face-to-face classes resume Dec 1)
Last regular day of classes: December 5, 2025
Final examinations begin: December 6, 2025
Undergraduate Commencement: December 13, 2025

Grading

Course Grade – Course grade is determined by the number of points accumulated by the student over the semester. Each assignment is worth an allocated number of points.

Table 1: Points allocated to each assignment

Assignments	Points
Quizzes, 6 at 50 points each, drop the lowest score	250
Current event talk	50
Cash Flow Homework	50
Reflections Paper	50
Budgeting project	300
Budget Monitoring Report	100
FMD Pro Exam	100
Participation	100
Total points	**1000**

Table 2: Grade points necessary for each letter grade

Letter Grade	Points
A	900 or greater
B	800-899
C	700-799
D	600-699
F	599 or below

Quizzes – 250 points total

The course has six quizzes consisting of true/false, multiple choice, and short answer questions. Students complete quizzes before 12 pm (noon) on the due date listed in the syllabus. Quizzes can be accessed through D2L and are available for 24 hours. The quizzes use a remote proctoring service called Respondus Monitor. If I learn of students sharing the quiz contents in any way, that is considered a breach of academic integrity on all parties' part, which would entail everyone involved receiving a 0 for the quiz (and potentially an F for the course). For ALL quizzes, students may use an 8.5 x 11 inch "cheat sheet" that has notes on ONE side only. Students may NOT cooperate in preparing cheat sheets or share cheat sheets, again, this would be considered a breach of academic integrity and result in a 0 for all parties involved. The lowest quiz score is dropped, so only five of the six quizzes count toward your final grade.

Current Event Talk – 50 points total

Each student presents a short talk about a current event in the nonprofit sector that relates to a course concept we have studied. More specific guidance is contained in D2L.

Cash Flow Assignment – 50 points total

Each student will complete a homework assignment on cash management (cash flow). Substantial credit is given for making a good effort on the homework versus getting the exact correct answer. More specific guidance is contained in D2L. Due by 11:59 pm on the due date.

Reflections Paper – 50 points total

There will be several guest speakers during the course semester. The reflection paper is your opportunity to analyze what you learn from them and how it may align with the content in the course. More specific guidance is contained in D2L.

Budgeting Project – 300 points total

The course's most significant assignment is a project where you will develop a proposed budget for a nonprofit. Students may complete the project in teams, with a maximum team size of two. Students may also complete the assignment on their own if they wish. This assignment includes both a written portion and an oral presentation. More specific guidance is contained in D2L. Due by noon on the due date in D2L.

Budget Monitoring Report – 100 points total

This assignment challenges you to compile and analyze a budget monitoring report. It is more work than the homework assignment, but less than the budgeting project. More specific guidance is contained in D2L.

FMD Pro Certification and Exam – 100 points total

The course uses free materials developed by the FMD Pro Organization, which promotes financial management skills for professionals working in the nonprofit sector. The course "final exam" is a certification exam developed by that organization. Students who pass the exam will be richly rewarded (and receive a professional certification!), with non-passing scores receiving proportionately less credit. Previous students have done well on the certification exam. More specific guidance is contained in D2L as well as the downloadable guidebook.

Participation – 100 points total

This class is highly participatory, so I intend that every student earn maximum credit for participation. You cannot participate if you are not present in class, so it is very important that you attend each class. If you are late, leave early, leave and return during class, or fail to participate, expect a one-point penalty for each incident. The penalty increases by two points with each additional absence (1+2=3; 3+2=5; etc., up to a maximum of 15 points per absence). Students who comply with the procedures for an authorized absence as defined in the student handbook receive no penalty for the days they are missing (i.e., you provide the authorized absence documentation PRIOR to the absence).

Extra Credit – Up to 19 points total

There may be multiple opportunities for extra credit this semester. The *Job I Love Lunch and Learn* series will provide several opportunities for extra credit. The events are held at noon in DB 274. Lunch is provided.

To receive extra credit, the student must write a summary of the presenter's message following the prompts provided by the instructor. The document must be turned in the following day after the event. Each event is worth up to 3 points. Check D2L for dates of Job I Love and the due dates for the summaries.

I also award extra credit to students who participate in the *Together We Make a Difference* community service event in October. To receive credit, the student must register for the event ahead of time, and get an authorized representative at the site where the student volunteered to sign their form, and then submit the form. Students can receive up to 10 points of extra credit.

Instructor Class Policies

Academic Integrity

With regard to academic integrity, students are referred to the "Student Honor Creed" in the undergraduate catalog. Academic dishonesty (cheating, collusion, and plagiarism) is taken seriously and will be investigated. **Please understand that integrity is very important to me. Instances of academic dishonesty will be handled quickly and severely.** Cutting and pasting text from the internet without citing the source, including AI-generating tools, and setting off the "pasted text" flag in plagiarism or AI detection software, constitutes plagiarism. My rule of thumb is that if you are using three or more words in a row from a source, it needs to be identified as a direct quote and cited. Copying material from the internet and changing every few words constitutes plagiarism. The same holds true for presentations. Use your own words and original thoughts, not the words and thoughts of other sources.

Cheating (using old assignments and/or exams, original thoughts/words from another source) on a written assignment is considered academic dishonesty. Copying or using other people's work, including AI tools, is considered academic dishonesty in this course. I use plagiarism software and AI detection software to identify instances of using uncited and unattributed sources. Additional guidelines on procedures in these matters may be found in the Office of Student Conduct (see University Policies). Any assignment found to have resulted from cheating, collusion, and/or plagiarism will be given a grade of zero, at a minimum. Repeated offenses may result in failing the course.

Acceptable and Unacceptable Use of AI Tools

While AI-based tools can aid in research and learning, it is crucial to understand the limits and appropriate use of such tools. Students are encouraged to leverage AI tools for tasks like data analysis, language translation, and correcting spelling and grammar (such as Grammarly). Learning to use AI *responsibly and ethically* is an important skill in today's business community. However, using AI tools to generate content submitted as your original work is a breach of academic integrity and constitutes plagiarism in this course.

You will be allowed to use Generative AI tools on select assignments (such as the Budgeting Project) in this course, which will be specified in the assignment instructions. Absolutely no AI tools are allowed for the quizzes. Use of Grammarly (or similar MSFT Word tools) is allowed (and expected!) on all written assignments. Using AI outside of

these guidelines constitutes a violation of academic integrity and will be handled accordingly.

Any assignment that uses generative AI tools in an unauthorized way will be given a grade of zero. Repeated offenses may result in failing the course. All instances of academic dishonesty will be reported to the Department Chair, the Dean of Dillard College of Business, and the Dean of Students.

Attendance and Class Participation
Regular attendance and active participation are essential aspects of this course. Your full participation every week is not only a requirement but also an essential aspect of the course process. You cannot participate if you are not present in class, so it is very important that you attend each class. If you are late, leave early, leave and return during class, fall asleep in class, or fail to participate, expect a one-point penalty for each incident. There is a two-point deduction for the first absence, and the deduction increases by two points with each additional absence (2+2=4; 4+2 = 6; etc., up to a maximum of 12 points per absence). Excessive absences (more than three classes in a row, or a total of six absences) may result in dropping the student from the course.

Course Syllabus
This syllabus is a guide for the course, not a contract, and is subject to change. Syllabus changes will be communicated via D2L, e-mail, and announced in class if applicable. **Notice:** Changes in the course syllabus, procedure, assignments, and schedule may be made at the discretion of the instructor.

E-mail Communication Guidelines
I expect upper-division students (which you are!) to be able to communicate professionally. Occasionally, you may have to communicate with me or Ms. Kabell via email. When communicating with either of us via e-mail, always include your first and last name and the course name in the subject line. Be sure to have a proper salutation in your e-mail to me or Ms. Kabell. You can address us as Dr. White or Professor White and Ms. or Mrs. Kabell. Do not address either of us by our first name or leave out the salutation, as that is not considered professional or appropriate in business communication. Your e-mail should have proper spelling, punctuation, and capitalization. Your e-mail should also have a "signature," including your first name, last name, and M#. If your e-mail does not follow these guidelines, we may not answer your e-mail. All of these guidelines reflect business-appropriate and professional e-mail communication standards, which we strive to teach and implement in the Dillard College of Business. Many of you use your phones to send emails, so you may have to adjust your typical responses to reflect a more professional tone.

Grading and Feedback
All the course activities will generally be graded one week or less after the set due date. You can check your grades by going to Gradebook. If you are not able to see your grade or my feedback, please let me know so that I can correct the situation. If there is any discrepancy in the grade, you must contact me immediately.

In order to help students keep track of their progress toward course objectives, I will provide a Midterm Progress Report through each student's WebWorld account or Navigate account. Midterm grades will not be reported on the students' transcripts,

nor will they be calculated in the cumulative GPA. They give you an idea of where you stand at the midpoint of the semester. I highly encourage students earning below a C at the midway point to schedule a meeting with me to discuss ways to improve their performance.

Semester grades are reported through normal University channels with no exceptions.

Inclement Weather/Closing of Campus
Campus closure for inclement weather may affect when class meets. If the campus is closed, the class may not meet physically, but I may post course materials in D2L or provide a short lecture or instructions to stay on schedule. Campus closures will typically **not** affect the due dates of assignments or quiz dates. In other words, just because the campus is closed due to weather, you will still be responsible for submitting assignments and adhering to the syllabus. If there are any extenuating circumstances that might change the due dates, I will notify the class via email and posting on D2L.

Late Work - Makeup Work/Tests
No late submissions will be accepted or graded. All course activities must be submitted before or on set due dates and times via D2L. I do not accept assignments via email. Your computer being down is not an excuse for missing a deadline, as there are many places to access this class and D2L. D2L can be accessed from any computer in the world that is connected to the Internet. Being out of town or traveling (e.g., such as university-sponsored athletics) is also not an excuse for missing submission deadlines. Having multiple assignments due, oversleeping, feeling bad, having a sick pet, adopting a new pet, having a flat tire, working late, or forgetting an assignment are not considered valid reasons for missing deadlines.

I understand that sometimes there are emergencies and life circumstances that may impact student performance. If a student is unable to meet due dates and times due to a **verifiable** emergency (hospitalization, extended illness, car accident, death in the family, etc.), it is her/his responsibility to contact the Office of Student Rights and Responsibilities (dail.neely@msutexas.edu) to obtain a letter verifying the emergency. It is the instructor who decides if the situation warrants special consideration or any extensions, not the student. If the instructor makes any concessions for late submission, valid documentation and/or a letter from the Office of Student Rights and Responsibilities will be required when submitting a late assignment. If the student does not provide the documentation, they will receive a score of zero for all late submissions.

Note: The due dates and times for the activities will adhere to the Central Time Zone.

Response Policy
I always try to respond within 24 hours to an email or phone message left during regular business hours, which I consider Monday through Friday, 8:00 am – 5:00 pm. As I strive to maintain healthy life-work boundaries, if you contact me after 5 pm on Friday, do not expect a reply until Monday. For scheduled University Holidays, I try not to look at email on those scheduled holidays, but I will respond on the next scheduled workday. If I am out of the office for a planned absence, I try to have an out-of-office reply on my email or post my planned absence on D2L. A planned absence may affect my normal response time.

Turnitin or Similar Detection Tools
This course may utilize plagiarism or AI detection tools to evaluate assignments. If you are found to have a large amount of similarity or AI detection, and/or you fail to cite sources properly, you may be at risk of academic dishonesty and plagiarism which will be dealt with as explained above**.**

Student Handbook
The Midwestern State University Student Handbook is a source of valuable information regarding student responsibilities, obligations, and privileges while attending the university. This handbook is available online from the Midwestern State University website at https://msutexas.edu/site-policies and within the myMSUTexas portal. Copies are available at the Clark Student Center Information Desk and Residence Hall offices. Failure to read this handbook does not excuse students from the requirements and regulations described within Refer to: Student Handbook

Americans with Disabilities Act
If a student has an established disability as defined by the Americans with Disabilities Act and would like to request an accommodation, that student should please contact me as soon as possible (not later than the sixth class meeting). Any student requesting accommodations should first contact Disability Support Services at 940-397-4140 in room 168 Clark Student Center to document and coordinate reasonable accommodations if you have not already done so.

Grade Appeal Process
Students who wish to appeal a grade should consult the Midwestern State University MSU Catalog

Additional Information
Written Assignments
All written assignments are to be single-spaced, have one-inch margins, use an 11 or 12 point business appropriate (Times New Roman, Arial or similar size/style) font and be uploaded to D2L in a MS Word or PDF file format (not Pages!). D2L does not "like" pages and will not allow me to open/view documents submitted in Pages. If you submit in Pages, and I cannot read/view the document, you will not be given an extension or opportunity to resubmit and therefore will receive a 0 zero for the assignment!

Due dates
Assignments are due at the specified due date/time posted in the syllabus and/or D2L. By definition, professionals are not late with their work, therefore, late assignments will not be accepted.

What is professionalism?
We try to run the course in a positive, yet professional and business-like manner. We believe this course can set the stage for your future success. The faculty, staff, and students of the Dillard College of Business Administration are committed to being a "professional" in our words, conduct and actions. The qualities of a professional include:
- A commitment to the development of specialized knowledge
- Competency in analytical, oral, and written communication skills

- Reliability, timeliness and accountability
- Honesty, integrity, and trustworthiness
- Respect for others and other cultures
- Politeness, good manners, proper etiquette, and a professional image
- An awareness of their environment and adaptability to different settings
- A commitment to giving back to your community

Here are some "words of wisdom" or key points for professional behavior:
- We expect all students to treat each other and their instructors with respect.
- The assignments you hand in should reflect professionalism. They should be on time, formatted correctly, be error-free, follow the instructions, and provide insightful analysis, critical thinking, and contributions.
- Treat class time like a business meeting or the workplace:
  - Be on time!
  - Do not wear hats, sunglasses or hoodies that obscure your face.
  - I do not expect business attire, but I do expect you to be presentable and dressed appropriately.
  - Laptops and smartphones are for coursework during class – not surfing, emailing, texting, or networking! Studies show that note-taking by computer is not as effective as note-taking by hand, so consider this when taking notes!
  - Give speakers, instructors, and your classmates your full attention when they are speaking.
  - If you know you will be absent, notify me before class and let me know. If you were going to be absent from work or a business meeting, you would let your boss or the host of the meeting know, so show me the same courtesy.
  - Written communication (emails to instructors) should be written in a business-appropriate manner, which includes a proper salutation, correct grammar, capitalization, punctuation, and spelling, and an appropriate signature/closing (full name and M#)
- We can be flexible and accommodating when you bring a situation or issue to us before class or a due date. Notifications after the fact are usually indicative of unprofessionalism or poor planning and limit our willingness or ability to be flexible.
- Integrity is the foundation for a successful business relationship, and the same is true for this course.

Course Content and Outline

1. Starting a nonprofit
2. Basic Financial Principles
3. Budgeting
4. Internal controls
5. Other key issues

Course Schedule

Date	Major topic or activity	Reading	Due
8/26	Welcome and course introduction	Syllabus	
8/28	What does it take to set up a nonprofit?	Ch 1	
9/2	The mission: Be clear why a nonprofit exists	Ch 2; FMDPro 1	
9/4	How to talk to your accountant	Ch 3 & 4	
9/9	Financial Management	FMDPro 2	
9/11	More on Financial Statements (ICE)	Ch 5 & 10	Q1
9/16	Cash Management – how much does it cost?	Ch 8 & 9	
9/18	Cash Management – why cash is king!	Ch 11	
9/23	Cash Management - capital (ICE)	Ch 12	
9/25	More on Accounting Records	FMDPro 3	
9/30	Talk to the IRS…and the World: The 990		Q2
10/2	Using all those financial numbers	Ch 6	
10/7	Using all those financial numbers – Part II		Cash Flow Project, 11:59 pm
10/9	Panel Discussion: Nonprofit CFOs		
10/14	Budgeting – taming the beast!	Ch 13-15	Q3
10/16	Budgeting – knowing what you are spending toward	Ch 16 & 17	
10/21	Budgeting – building a plan	FMDPro 4	
10/23	Budgeting – making a profit & wrapping it up	Ch 18	
10/28	Budgeting – (ICE)		Q4
10/30	How not to lose control	Ch 22 & 23	
11/4	How not to lose control – Part II (ICE)	FMDPro 6	
11/6	Tales of people who did lose control		Q5
11/11	Budgeting presentations		Budgeting Project, noon
11/13	Financial Monitoring	FMDPro 5	
11/18	Financial Monitoring (ICE) and management controls		
11/20	Panel Discussion: Nonprofit ED/CEOs		
11/25	How to raise money – the basics	Ch 19 & 25	BMR project, 11:59 pm
12/2	The business side of having employees	D2L	Reflection papers, 11:59 pm
12/4	FMD Pro Review Session		Q6
12/11	FMD Pro Certification Exam (10:30 am – 12:30 pm)		

Q = Quiz;
D2L= reading posted to D2L;
ICE=In class exercise;
FMDPro=Finance & Management DPro Guide posted on D2L