Graduate Course Syllabus

CED 634: Financing CED
Center: Online

Course Prerequisites
MBA-520

Course Description
This course looks at how CED projects and organizations are financed, including the traditional and non-traditional and financial institutions involved; the various forms of financing that are possible; the factors involved in choosing the financing for a particular project; and the ways in which the choice of financing may influence a project's outcome.

Course Outcomes
- Identify appropriate sources of capital for various types of CED projects
- Recognize how various types of financial intermediaries (public, private, and nontraditional) assess and underwrite CED projects
- Compare and contrast CED projects to determine appropriate financing structures
- Define the issues related to financing CED
- Create a development plan for financing a CED program

Required Materials
Using your learning resources is critical to your success in this course. Please purchase directly through the SNHU Online Bookstore rather than any other vendor. Purchasing directly from the bookstore ensures that you will obtain the correct materials and that the IT Service Desk, your advisor, and the instructor can provide you with support if you have problems.

Streetsmart Financial Basics for Nonprofit Managers
Thomas A. McLaughlin
John Wiley and Sons
2016
4th Edition
ISBN: 978-1-119-06115-1

Diversity, Equity, and Inclusion

As indicated in our core values, SNHU is committed to "embrace diversity where we encourage and respect diverse identities, ideas, and perspectives by honoring difference, amplifying belonging, engaging civilly, and breaking down barriers to bring our mission to life."

This may or will be reflected in SNHU's curriculum as we embrace and practice diversity, equity, and inclusion (DEI) to provide the most transformative experience for our students, faculty, and staff. Because topics pertaining to DEI can be sensitive, please remember that embodying and practicing diversity, equity, and inclusion is one of our core values that you will encounter throughout the academic experience. In higher education, we are expected to think and engage critically. Use a growth mindset to embrace the diverse readings, course assignments, and experiences of your peers and faculty.

For more information about DEI at SNHU, please visit our website at the Office of Diversity and Inclusion.

Instructor Availability and Response Time

Your class interaction with the instructor and your classmates will take place on a regular, ongoing basis. Your instructor will be actively engaged within the course throughout the week. You will normally communicate with your instructor in the weekly discussions or the General Questions discussion topic so that your questions and the instructor's answers benefit the entire class. You should feel free, however, to communicate with your instructor via SNHU email at any time, particularly when you want to discuss something of a personal or sensitive nature. Your instructor will generally provide a response within 24 hours. Instructors will post grades and feedback (as applicable) within seven days of an assignment's due date, or within seven days of a late submission.

Grade Distribution

Assignment Category	Number of Graded Items	Point Value per Item	Total Points
Discussions	15	23	345
Questionnaire, Project Budget, One-Year Budget	3	30	90
Final Project Milestone One	1	80	80
Final Project Milestone Two	1	80	80
Final Project Milestone Three	1	80	80
Final Project Milestone Four	1	80	80
Final Project Milestone Five	1	165	165
Final Project Milestone Six	1	80	80
			Total Course Points: 1,000

This course may also contain practice activities. The purpose of these non-graded activities is to assist you in mastering the learning outcomes in the graded activity items listed above.

University Grading System: Graduate

Grade	Numerical Equivalent	Points
A	93–100	4.00
A-	90–92	3.67

Grade	Numerical Equivalent	Points
B+	87–89	3.33
B	83–86	3.00
B-	80–82	2.67
C+	77–79	2.33
C	73–76	2.00
F	0–72	0.00
I	Incomplete	
IF	Incomplete/Failure *	
W	Withdrawn	

* Please refer to the policy page for information on the incomplete grade process.

Grading Guides

Specific activity directions, grading guides, posting requirements, and additional deadlines can be found in the Assignment Guidelines and Rubrics section of the course.

Weekly Assignment Schedule

All reading and assignment information can be found within each module of the course. Assignments and discussion posts during the first week of each term are due by 11:59 p.m. Eastern Time. Assignments and discussion posts for the remainder of the term are due by 11:59 p.m. of the student's local time zone.

In addition to the textbook readings that are listed, there may be additional required resources within each module.

Module	Topics and Assignments
1	Project Design and Management: The Financial Context *Streetsmart Financial Basics for Nonprofit Managers,* Chapter 1 1-1 Discussion: Financial Stakeholders in CED Projects, Part 1 1-2 Final Project Milestone #1: Final Project Overview
2	Devising a Sustainable Plan to Finance a CED Project: First Steps *Streetsmart Financial Basics for Nonprofit Managers,* Chapter 2 2-1 Questionnaire: Identifying Project Startup Needs 2-2 Discussion: Projects and Finances, Part 1 2-3 Discussion: Financial Stakeholders in CED Projects, Part 2
3	Identifying Financial Resources 3-1 Project Budget 3-2 Discussion: Projects and Finances, Part 2 3-3 Discussion: Financial Stakeholders in CED Projects, Part 3
4	The Grant Proposal: Putting Together All the Pieces 4-1 Final Project Milestone #2: Draft Proposal Narrative 4-2 Discussion: Projects and Finances, Part 3 4-3 Discussion: Financial Stakeholders in CED Projects, Part 4

Module	Topics and Assignments
5	Financial Management of a CED Organization *Streetsmart Financial Basics for Nonprofit Managers,* Chapters 3, 4, 5, and 6 5-1 One-Year Budget 5-2 Discussion: Creating a Budget: First Steps/Peer Review 5-3 Discussion: Budget Projections: Entering the World of the Unknown
6	Budgeting and Forecasting *Streetsmart Financial Basics for Nonprofit Managers,* Chapters 7, 11, and 12 6-1 Final Project Milestone #3: Updated Proposal Narrative with Expense Budget (Including Startup Costs) 6-2 Discussion: Creating a Multiyear Budget
7	Working with Working Capital *Streetsmart Financial Basics for Nonprofit Managers,* Chapters 8, 9, and 10 7-1 Discussion: Balance Sheet and the Organization's Health 7-2 Discussion: Midterm Self-Assessment
8	Lenders of All Types: Being a Borrower *Streetsmart Financial Basics for Nonprofit Managers,* Chapters 8, 9, and 10 8-1 Final Project Milestone #4: Updated Proposal Narrative with Three-Year Expense Budget (Including Startup Costs) 8-2 Discussion: Organizing A Proposal 8-3 Discussion: Reflections on the Process
9	State, Territorial, Tribal, and Municipal Funding for CED Projects 9-1 Discussion: Identifying Sources of Financing: Localities
10	Federal Funding of CED Projects 10-1 Final Project Milestone #5: Final Proposal Narrative with Three-Year Expense Budget (Including Startup Costs) and Appendix Outlining Use (or Not) of Government Funding 10-2 Final Project Milestone #6: Final PowerPoint Presentation

Attendance Policy

Online students are required to submit a graded assignment/discussion during the first week of class. If a student does not submit a graded assignment/discussion during the first week of class, the student is automatically dropped from the course for non-participation. Review the full attendance policy.

Late Assignments Policy

Meeting assigned due dates is critical for demonstrating progress and ensuring appropriate time for instructor feedback on assignments. Students are expected to submit their assignments on or before the due date. Review the full late assignment policy.

SNHU Student Handbook

Review the student handbook.

ADA/504 Compliance Statement

In accordance with Section 504 of the Rehabilitation Act of 1973, Title III of the Americans with Disabilities Act (ADA) of 1990, and the Americans with Disabilities Act Amendments Act (ADAAA) of 2008, Southern New Hampshire University does not discriminate on the basis of disability, including intellectual disability, in admission, treatment, or access to its programs or activities, nor does it discriminate in employment in its programs or activities.

The university prohibits unlawful discrimination on the basis of disability and takes action to prevent such discrimination by providing reasonable accommodations to eligible individuals with disabilities. A disability is a condition or impairment that impacts a "major life activity" or "major bodily function."

- **Major life activities** include, but are not limited to, caring for oneself, performing manual tasks, seeing, hearing, eating, sleeping, walking, standing, lifting, bending, speaking, breathing, learning, reading, concentrating, thinking, communicating, and working.

- **Major bodily functions** include, but are not limited to, functions of the immune system, normal cell growth, and digestive, bowel, bladder, neurological, brain, respiratory, circulatory, endocrine, and reproductive functions. Disabilities include physical, medical (including pregnancy), mental health, and learning needs.

At the beginning of each term, or as soon as you become aware of a disability or accessibility concern, we encourage you to contact the Online Accessibility Center (OAC) to discuss accommodations for which you may be qualified. Reasonable accommodations are established through an interactive process between the student and the OAC.

Note that accommodations are not retroactive and that disability accommodations are not provided until acceptable documentation of a disability and its impact is received and an accommodation letter has been processed. If you are unsure whether your condition qualifies as a disability or accessibility concern, please contact the OAC for determination.

Contact Information:
Online Accessibility Center
Phone: 866-305-9430
Email: oac@snhu.edu

For questions concerning support services, documentation guidelines, or general disability issues, please visit the Online Accessibility Center website.

If you feel you have been denied appropriate disability-related accommodations, including appropriate auxiliary aids and services, you may file a grievance as described in the ADA/504 Grievance Policy found on the Disability and Accessibility Services website.

Academic Honesty Policy

Southern New Hampshire University requires all students to adhere to high standards of integrity in their academic work. Activities such as plagiarism and cheating are not condoned by the university. Review the full academic honesty policy.

Copyright Policy

Southern New Hampshire University abides by the provisions of United States Copyright Act (Title 17 of the United States Code). Any person who infringes the copyright law is liable. Review the full copyright policy.

SNHU Withdrawal Policy

Review the full withdrawal policy.

Southern New Hampshire University Policies

More information about SNHU policies can be found on the policy page.