

George Mason University  
College of Visual and Performing Arts  
Master of Arts in Arts Management Program

AMGT 705: Finance & Budgeting for Arts Organizations II, Fall 2019, 2 credit hours  
Lecture: Monday, 7:20 – 9:10 pm  
Room: Arlington Campus, Van Metre Hall, Room 320  
Professor: Trish Johnson, CPA  
Office Hours: By appointment  
Email: [pjohns26@gmu.edu](mailto:pjohns26@gmu.edu)  
Phone: (540)538-8971 (mobile)

### Course Description

Finance and Budgeting for Arts Organizations II introduces budgeting, planning, and finance as fundamentals of the strategic planning process and management control, specifically tailored to the needs of arts organizations.

### Course Objectives

1. Demonstrate an understanding of financial leadership and the structure of a nonprofit organization.
2. Assess, evaluate and present evidence of financial health of an organization.
3. Compare and contrast financial data presented in IRS Form 990, evaluating key financial data.
4. Gain an understanding of the budget process and the role of the Board.
5. Develop and design a financial budget, assessing and measuring operational needs, based on the current financial results of a nonprofit organization.
6. Evaluate, assess and present your findings using a budget portfolio.

### Required Texts

Author: Dropkin, Murray and Jim Halpin and Bill LaTouche, “The Budget-Building Book for Nonprofits” (Jossey-Wiley & Sons, Jossey-Bass: Publisher), 2007. ISBN: 978-0-7879-9603-1 (paper, CD).

### Recommended Reading

Author: Bell, Jeanne Peters and Elizabeth Schaffer, “Financial Leadership for Non-profit Executives: Guiding Your Organization to Long-term Success” (Jossey-Bass: Publisher), 2001. ISBN: 0-7879-5385-7

Additional handouts may be provided as required readings and/or homework assignments.

### Grading

**Financial Leadership Presentation:** 15 percent. Students will create a PowerPoint presentation in 2-person teams to define financial leadership, the importance of a mission statement to financial health, and the 5 Leadership Principles.

**Budget Portfolio & Presentation:** 45 percent in total. Students will be assigned in management teams to prepare, present and defend a cultural organization’s budget before a “Board of Directors” and the class. The same team will in turn comprise “the Board” to review, question and approve (or not) another management team’s budget proposal. The project will be broken down into two presentations (see table below).

**Quizzes:** Fifteen percent. Five quizzes will be given throughout the course on lectures and chapters previously discussed.

**Class Exercises:** Fifteen percent. Exercises will be assigned throughout the semester, to be completed individually, in support of our learning objectives.

**Class Participation:** Ten percent of the final grade will be based on class participation. Class Participation includes any weekly presentations or writings and in-class activities and will involve three elements: 1) weekly discussion of current readings and/or handouts 2) class assignments (in person only) and 3) questions as a “board member” in class presentations.

1 <sup>st</sup> Presentation – Financial Leadership	15%
2 <sup>nd</sup> Presentation – Developing the Budget (Mid Term)	20%
3 <sup>rd</sup> Presentation – Final Comprehensive Budget (Final)	25%
Quizzes from Lecture & Text	15%
Class Exercises Assigned	15%
Class Participation	10%

I reserve the right to modify the syllabus during the semester. Students will be notified of any addition or modification to the syllabus in ample time.

**Grading Scale:**

A	94 - 100
A-	90 - 93
B+	87 - 89
B	84 - 86
B-	80 - 83
C+	77 – 79
C	74 – 76
C-	70 - 73
F	69-

**Assignments and Due Dates**

All homework assignments are due by 7:00 pm EST on the day of class unless otherwise noted. Please bring a complete copy of your budget portfolio on the day of your presentation. Failure to appear in class on the day of a scheduled presentation will result in failure of the presentation, unless your Professor has approved the absence in advance and an alternate presentation date has been set. Late assignments will not be accepted.

**See Assignment Table for a list of weekly objectives, reading and assignments.**

**Attendance**

Since we meet just once per week, regular attendance is essential to successfully complete the course objectives. Participation points and presentations may not be made up outside of class.

## **Communication**

Mason uses electronic mail to provide official information to students. Students are responsible for the content of university communication sent to their Mason email account and are required to activate that account and check it regularly. Mason email accounts will be used exclusively for class communications. Please remember that email is a form of written communication that should be treated with professionalism and treat your instructor(s) as your “boss.” Please use spellcheck and proper grammar and punctuation. Instructors should be contacted during normal business hours (9 am to 5 pm) unless otherwise arranged. **Text messages are not an acceptable form of communication with your instructor.** We will strive to respond within 48 business hours.

## **Mason Alert System**

Please sign up for the Mason Alert System by visiting the website <https://alert.gmu.edu>. An emergency poster exists in each classroom explaining what to do in the event of crises and further information about emergency procedures exists on <http://www.gmu.edu/service/cert>.

## **Incomplete Grades**

An incomplete grade (IN) is only considered if a student requests it in writing, in advance. An IN counts as a failing grade until completed, and it automatically turns into an F if a grade is not turned in by the deadline in the Schedule of Classes.

## **Honor Code**

Student members of the George Mason University community pledge not to cheat, plagiarize, steal, or lie in matters related to academic work. To read more about the Honor Code, please visit <http://oai.gmu.edu/the-mason-honor-code-2/>.

## **Plagiarism**

In accordance with the George Mason University Honor Code, plagiarism of any kind will not be tolerated. Taking someone else’s words or ideas and passing them off as your own without proper citation is prohibited. Please see your professor if you have questions about how to properly cite another’s words within your own work. Plagiarism is a serious offense; students caught doing so will automatically receive a failing grade for the assignment(s). Note: students will be given one warning for plagiarism; a second occurrence will lead to automatic dismissal from the program.

## **Privacy**

Federal law (FERPA) requires faculty and staff to protect the privacy of student information. Faculty should not speak about a student’s record with anyone other than the student. The record includes how a student is doing in a course, whether a student has attended class, information about performance or grades, whether a paper has been turned in, etc. This prohibition includes parents, siblings, and spouses.

## **Students with Disabilities**

If you are a student with *a documented learning disability or other condition that may affect academic performance* and you need academic accommodations, please contact the Disability Resource Center (DRC) at SUB I, Rm. 4205; [ods.gmu.edu](mailto:ods.gmu.edu); 703-993-2474; <http://ds.gmu.edu> and ensure that your documentation is on file **prior** to the submission of any graded assignments. The specific accommodation will be determined by and arranged through the DRC and Faculty may not provide accommodations to students on their own (e.g. allowing a student extra time to complete an exam because the student reports having a disability). Once you have provided the proper documentation, please do discuss the accommodations arranged with the DRC with your professor as early as possible.

## **Sexual Harassment, Sexual Misconduct, and Interpersonal Violence**

George Mason University is committed to providing a learning, living and working environment that is free from discrimination and a campus that is free of sexual misconduct and other acts of interpersonal violence in order to promote community well-being and student success. We encourage students who believe that they have been sexually harassed, assaulted or subjected to sexual misconduct to seek assistance and support. [University Policy 1202: Sexual Harassment and Misconduct](#) speaks to the specifics of Mason's process, the resources, and the options available to students.

*As a faculty member and designated "Responsible Employee," all professors are required to report all disclosures of sexual assault, interpersonal violence, and stalking to Mason's [Title IX Coordinator](#) per [university policy 1412](#). If you wish to speak with someone confidentially, please contact the [Student Support and Advocacy Center](#) (703-380-1434), [Counseling and Psychological Services](#) (703-993-2380), [Student Health Services](#), or [Mason's Title IX Coordinator](#) (703-993-8730; [cde@gmu.edu](mailto:cde@gmu.edu)).*

## **Written Component Format**

All written components should be typed, double-spaced, in a standard 10-12 point font (Times, Times New Roman, Arial, Arial Narrow, Calibri – absolutely no Courier New or Comic Sans) with 1-inch margins all around. Include, single-spaced, your name, course number, and date in the top left or right hand corner of the first page. Be sure that your pages are numbered. Indent new paragraphs rather than double-spacing an extra space between them. Use proper citations when necessary – use MLA Manual of Style (see required books list) or Chicago. We recognize that there are formatting differences between Apple and Microsoft computers and so your professor will specify a word count range for papers.

## **Writing Resources:**

The Writing Center offers free writing support to Mason students through face-to-face tutoring, online tutoring and workshops at both Arlington (FH Room 212) and Fairfax campuses. To make an appointment visit [writingcenter.gmu.edu](http://writingcenter.gmu.edu). The Writing Center also offers workshops designed for ESL students (<https://writingcenter.gmu.edu/for-graduate-students/esl-writing-groups> and Opt-in Tutoring Support (<https://writingcenter.gmu.edu/tutoring/esl-writing-support>.) Students are encouraged to make appointments with the writing center for help during the semester as soon as possible and before end of semester assignments are due.

**For more information about student support and resources at GMU visit:** <http://www.gmu.edu/mlstudents/>