A. Course Description

This course will cover major elements of budgeting and finance in higher education. It is designed to comprehensively address the budget process in colleges and universities, as well as the impact of budget activities on all areas of planning and operations within an institution. Both basic and advanced elements of college/university finance will be covered, with a primary focus on process elements and environmental factors that affect how colleges/universities operate. Students will develop and enhance their abilities to effectively write and speak about budget and finance related issues. In summary, this course will offer students a pragmatic overview of budgeting and financial issues in higher education.

Specific learning objectives for students in this course include:

1. Developing a comprehensive understanding of the basic concepts and processes that comprise budgeting in colleges and universities.
2. Developing an understanding of the basic elements of University finance and their impact on the planning and operations within an institution.
3. Developing a strategic perspective of budgeting and finance within an institutional context, including the linkage of budgeting/finance activities with ongoing operations and planning processes.
4. Enhancing students’ knowledge of both internal and external financial environments facing higher education today and their impact on the operation of colleges and universities.
5. Developing and enhancing students’ competencies in speaking and writing about budgeting and finance related issues affecting higher education today.

B. Text


C. Academic Integrity
Students in this course are expected to comply with the policies found in the booklet, “Academic Integrity at Northwestern University: A Basic Guide.” Your written work may be electronically tested for plagiarized content. For details regarding academic integrity at Northwestern, visit: http://www.northwestern.edu/uacc/. If you need a copy of the brochure, visit the SESP Student Affairs Office.

D. Course Requirements

1. Class participation

Students in this course will be expected to be active participants in both the teaching and learning processes, and will be expected to complete all assigned readings each week and be prepared to participate in the class discussion. This course will include a set of in-class collaborative exercises that require students to both participate and analyze their in-class activities. In addition, a set of guest speakers will join the class and students are expected to attend these sessions and actively engage these speakers.

2. Weekly Assignments

Students will be asked to write a series of short papers addressing issues relating to budgeting and finance in higher education. These papers will generally be no more than two double-spaced pages in length (plus a reference page as appropriate) and their topic will be determined each week. They will be graded on their content and on how concisely and clearly the topic is addressed. One of these papers will be an analytical budget exercise.

3. Research Paper

Students will select a research topic related to some aspect of budgeting and finance in higher education. Students are free to choose a topic as long as it relates to the course subject matter. They will be asked to develop a brief overview of their topic and to meet with the instructor to discuss and mutually agree on their choice of topic prior to beginning their writing.

This paper should be 8-10 double-spaced pages in length, using APA editorial style. Papers will be graded on content, clarity, quality of research, and use of appropriate English composition (spelling, grammar, punctuation, and syntax). All students will be required to give a brief oral overview of their paper during the last class session of the course.

D. Grading Policy

In-class participation - 20%
Weekly writing assignments - 40%
Final paper - 40%

E. Accommodations for Student with Disabilities
In compliance with Section 504 of the 1973 Rehabilitation Act and the Americans with Disabilities Act, Northwestern University is committed to providing equal access to all programming. Students with disabilities seeking accommodations are encouraged to contact the office of Services for Students with Disabilities (SSD) at 467-5530 or ssd@northwestern.edu. SSD is located in the basement of Scott Hall. SSD also has an excellent web-site which is viewable at: http://www.stuaff.northwestern.edu/ssd/
F. Course Syllabus

January 6

Course introduction and overview
Discussion of final paper parameters and topic selection
Initial discussion: Context for studying budgeting and finance in higher education

Assignment for January 13th:
Weekly paper
Institutional financial status search assignment
Goldstein, Chapters 1, 4, 5, and 7
Supplemental reading

January 13

Discussion of financial status search results
Types of budget processes
Participants in the budget process
Basic elements of the budget process

Assignment for January 20th:
Weekly paper
One page outline of final paper topic
Goldstein, Chapters 2, 3, 6, 8, and 9

January 20

Guest Speaker – Leading Northwestern University’s budget and planning process
Dan Linzer, Provost, Northwestern University

Conducting the budget process
Allocation of resources
In-class budgeting exercise assignment

Assignment for January 27th:
Goldstein, Chapters 10, 11, 12, and 13
Supplemental readings

January 27

Guest Speaker – Budgeting and planning in colleges and universities
Jim Hurley, Associate Vice President for Budget, Analysis, and Planning, Northwestern University

Reallocation and retrenchment
Topic for final paper approved

Assignment for February 3rd:
Weekly paper
Preparation for 2/3 presentation by President Schapiro

**February 3**

Guest Speaker: Morton Schapiro, President, Northwestern University

Student financial aid/financing issues

*Assignment for February 10th:* Weekly paper Supplemental reading

**February 10**

Student financial aid/financing issues

In-class student financial aid exercise

*Assignment for February 17th:* Supplemental reading

**February 17**

Budgeting and Financing for Information Technology

*Assignment for February 24th:* Weekly paper Supplemental reading

**February 24**

Fundraising and Investments

*Assignment for March 3rd:* Final paper Powerpoint outline

**March 3**

Basic financial elements in colleges and universities

Linking budgeting, finance, and strategic planning within an institution

Budgeting and finance synthesis discussion

*Assignment for March 10th:* Final Paper

**March 10**

Discussion of Final Papers

*Final Paper Due*