



COURSE OUTLINE

FNAF 103

ACCOUNTABILITY AND FINANCIAL MANAGMENT

**45 HOURS
3 CREDITS**

PREPARED BY: Gayle Corry
Gayle Corry, Instructor

DATE: September 18, 2014

APPROVED BY: Margaret Dumke
Margaret Dumke, Dean

DATE: September 19, 2014

APPLIED SCIENCE AND MANAGEMENT DIVISION

FNAF 103

3.0 Credits

Fall, 2014

ACCOUNTABILITY AND FINANCIAL MANAGEMENT

INSTRUCTOR: Gayle Corry

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CLASSROOM: A2210

DATES AND TIMES:

Oct. 6 th 2014	9 am - 3 pm
Oct. 7 th 2014	9 am - 1pm
Oct. 14 th 2014	9 am - 3 pm
Oct. 20 th 2014	9 am - 3 pm
Oct. 21 th 2014	9 am - 1 pm
Nov. 3 rd , 2014	9 am - 3 pm
Nov. 17 th , 2014	9 am - 3 pm
Nov. 18 th 2014	9 am - 1 pm
Dec. 1 st , 2014	9 am - noon

COURSE DESCRIPTION

This course is designed to provide an understanding of quantitative and qualitative accountability within relationships both internal and external to a First Nation with constitutionally-based legislative self-government powers. It will provide students with a good understanding of the roles and responsibilities associated with accountability as well as the key components of accountability; disclosure, transparency, and redress.

This course will also provide students with an overview of the tools and techniques used for accountability, including management control systems and basic financial systems. Course content will include financial concepts and models used by First Nations and will focus on internal control systems, claims funding, own-source revenue, financial statements, budgets and cash-flow projections. The purpose and application of accountability tools and techniques used for monitoring and evaluating financial and non-financial performance will be emphasized in this course.

Assignments

Students will be required to complete three assignments that account for 20% of their final grade. Assignments must be submitted by the due date. Please word-process and/or Excel for all assignments.

Group Project

Students will be required to complete one major group project and presentation that will account for 25% of their final grade. Projects must be submitted by the due date.

Case Study

Students will be required to complete a case study. This will account for 20% of their final grade.

Examination

There will be a final take-home exam that will account for 25% of a student's final grade.

Evaluation

Participation	10%
Assignments	20%
Group Project	25%
Case Study	20%
Examination	25%
Total	100%

Grading

Grade	Grade Point Value	% Equivalent
A+	4	95 – 100
A	4	86 – 94
A-	3.7	80 – 85
B+	3.5	75 – 79
B	3	70 – 74
B-	2.7	65 – 69
C+	2.5	62 – 64
C	2	58 – 61

Government Reporting Model” pp 105-109

CICA (2008). “Appendix D: Qualitative Characteristics of Government Financial Statements” in *Financial Reporting by First Nations*, pp 111-114

AFOA (2009). *Sample Templates and Synopses of Financial Policies and Procedures for a First Nation Community/Organization* “Module 1: Sample Core Financial Management Policies”

First Nation *Financial Administration Act*

Constitutions of two First Nations

First Nation Fiscal Planning Program (2009) www.fnfp.ca/glos_bo.htm “Glossary” – called ‘Definitions’ on material under class website

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First Nation Fiscal Planning Program (2009) www.fnfp.ca/fiscal/acco_bo.htm, The Accountability Cycle, www.fnfp.ca/fiscal/plan_bo.htm The Planning Cycle, www.fnfp.ca/fiscal/planning/fram_bo.htm The Planning Cycle – Planning Framework, www.fnfp.ca/fiscal/planning/mand_bo.htm The Planning Cycle – Mandate Objectives, www.fnfp.ca/fiscal/budg_bo.htm The Budgetary Cycle

First Nation Strategic Plan

First Nation Community Sustainability Plan

First Nation *Self-Government Agreement*, PSTA and FTA, agreements not in package, will review pertinent sections in class

Financial Statements of a First Nation

Anthony & Young (2002). “Budgeting” in *Management Control in Non-profit Organizations*, pp 486-505

Martin, Lawrence L. (2001). Selection from *Financial Management for Human Service Administrators*, pages 76-91

Dropkin, M & LaTouche, B. (1998). “Strategies for Developing Organization Wide Operating Budgets” in *The Budget-Building Book for Nonprofits*, pp 25-32.

IES (National Center for Educational Statistics, 2003). Internal Control Structure at http://nces.ed.gov/pubs2004/h2r2/ch_4.asp

Martin, Lawrence L. (2001). Selections from *Financial Management for Human Service Administrators*, pages 55-64 and 201-208.

for First Nations. pp. 8-13.

CICA (2008). "Accountability" in *Financial Reporting by First Nations*, pp 41-47.

First Nation *Financial Administration Act*

Activities: Identify challenges involved in being accountable (both financially and non-financially) to various stakeholders, including First Nation citizens.

Evaluation: None

Guest: History and discussion about a First Nation Financial Administration Act

Session 2 3 hrs 30 min

Outcome: Understand and be able to demonstrate how accountability relates to various roles, relationships, mandates, authorities, policies and procedures in self-government.

Objectives: To enable students to understand:

1. The relationships a First Nation has with its citizens, other First Nations governments and organizations, along with other external parties and the public
2. The roles and responsibilities of various parties in terms of accountability
3. The role of the First Nation's *Financial Administration Act*, along with relevant First Nation government fiscal structures, in the process of accountability
4. Federal policies related to First Nations accountability duties and practices, including accountability to the public at large

Readings: *Constitutions of two First Nations*

First Nation Fiscal Planning Program (2009) www.fnfp.ca/glos_bo.htm
"Glossary" – called 'Definitions' on material under class website

CICA (2008). "General Purpose Financial Statements," pp 48-51

CICA (2008). "INAC's Requirements for Information from Self-governing First Nations," pp.57-63

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corporations.

Brainstorming the role of citizens in developing and sharing information to be used in accountability mechanisms

Evaluation: Case Study

Guest: History, structure and accountability of a First Nation economic development corporation

Session 4 5 hrs

Outcome: Have a good understanding of the financial systems that are relevant for a self-governing First Nation, particularly in terms of accountability

Objectives: To enable students to understand:

1. General financial concepts and models used by self-governing First Nations
2. The overall purpose, nature, and use of financial statements, budgets, cash-flow projections, and internal control systems
3. The financial concepts used with respect to claims funding, including Program and Services Transfer Agreements, Federal Transfer Agreements, etc. (types of funding, reports and statements required for each)
4. The financial concepts in the self-government agreement, including own source taxation and other revenues

Readings: First Nation *Self-Government Agreement*, PSTA and FTA, agreements not in package, will review pertinent sections in class

CICA (2008). "First Nations Governments and the Common Government Reporting Model," pp 65-78.

CICA (2008). "Appendix C. Sample Financial Statements under the Common Government Reporting Model" pp 105-109

Financial Statements of a First Nation

CICA (2008). "Appendix D: Qualitative Characteristics of Government Financial Statements" in *Financial Reporting by First Nations*, pp 111-114

AFOA (2009). *Sample Templates and Synopses of Financial Policies and Procedures for a First Nation Community/Organization* "Module 1: Sample Core Financial Management Policies"

Outcome: Have a good understanding of financial reporting, financial statements, and audit reports

Objectives: To enable students to understand:

1. Financial statement composition
2. Simple financial statement analysis from an accountability perspective
3. The purpose and process of audit reports, including processes involving citizens at the General Assembly

Readings: IES (National Center for Educational Statistics, 2003). Internal Control Structure at http://nces.ed.gov/pubs2004/h2r2/ch_4.asp

Martin, Lawrence L. (2001). Selections from *Financial Management for Human Service Administrators*, pages 55-64 and 201-208.

Activities: Examining and critiquing financial statements and audit reports

Evaluation: None

Guest: Auditor, Mackay LLP

Session 7 5 hrs

Outcome: Understand the purpose of management tools used for monitoring and evaluating financial and non-financial performance

Objectives: To enable students to understand:

1. Monitoring and evaluation tools and specific aspects of internal control systems and how they contribute to accountability within self-governing First Nations
2. Monitoring and evaluation tools which are relevant in the administrative, political, and public arenas for the organization and the citizens of a First Nation– including social indicators, process measures, subjective and objective measures, quantitative versus qualitative measures
3. How monitoring and evaluation tools are used/adapted for programs and procedures of small governments, including First Nations

Readings: AFOA (2009). “Sample General Accounting Policies and Authorities” in *Sample Templates and Synopses of Financial Policies and Procedures for a First Nation Community/ Organization*.

1. How to use variance reports and output measures in decision-making processes – including measures such as qualitative social indicators, results measures and process measures
2. Basic financial statements and reports, and be able to employ them in decision-making processes
3. How performance reporting, program evaluation, and operations analyses are used in decision-making processes

Readings: Anthony & Young (2002). "Measurement of Output," p 619-632.
Anthony & Young (2002). "Reporting on Performance: Technical Aspects," pp 662-683.
Anthony & Young (2002). "Reporting on Performance: Management Control Reports," pp 706-725.

Activities: Work with a case study to identify how to use variance reports and output measures in certain decision-making processes

Evaluation: Take Home Final Exam

Guest: None