

Business of Craft Beer 105:
Brewery Finance and Accounting: Syllabus

The University of Vermont

CDE_BCB105

Fall 2020

FACULTY AND COURSE FACILITATOR

Faculty: Audra Gaiziunas

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Faculty: Josh Lance

Faculty Contact Information: josh@lancecpa.com

This course is designed with two faculty leads: Audra Gaiziunas and Josh Lance and a number of subject matter experts who offer their wealth of experience.

As faculty co-leads and industry experts, Audra and Josh work with other experts to review your materials, answer content questions, participate in course discussions, and deliver the online sessions. The course schedule at the end of this syllabus lists who is the lead instructor each week.

Course Facilitator: Michelle Forster

Course Facilitator Contact Information: Forsterbrewing@gmail.com

As a course facilitator, Michelle Forster is your point of contact regarding general class issues, such as discussion board grades, technical/Blackboard problems, and other general course questions.

To contact Michelle, Audra, or Josh, use the email link in the Blackboard navigation bar to email them directly. We do our best to get back to you within 24 hrs. Please note that weekends and travel may extend this timeframe.

COURSE OVERVIEW

Course Description

The Brewery Finance and Accounting course will provide participants with a strong financial foundation and understanding of craft beverage accounting concepts for those seeking management positions at their current brewing operation, or for those seeking to open their own brewery or cidery in the future. This class will introduce the necessary tools to create business plans and pro forma financial statements for those seeking to launch their own operation. It will progress into cost accounting concepts as they apply throughout the production process and conclude with a thorough overview of brewery financial accounting statements and reporting, including the balance sheet, income statement, and cash flows. Participants will walk away with the necessary financial knowledge and templates to improve existing operations, or to create a business plan for a new craft beverage entity.

Course Objectives

By the end of the course, participants will be able to:

- Identify common financial issues and outline possible alternative courses of action.
- Understand the components and basic structure of the pro forma financial statements.
- Create a range of financial documents including: sources and uses statement, balance sheets, income statements, and statements of cash flow.
- Utilize breakeven range/analysis and basic financial ratios.
- Identify which combination of sources of financing best fit the brewery's particular needs.
- Examine cost accounting and assess direct vs. indirect costs, fixed vs. variable costs, and overhead.
- Calculate the cost by batch of beer, track variances, and improve the gross margin.
- Establish divisional accounting for accountability.
- Improve existing brewery operations, or create a business plan for a new craft beverage entity.

Course Duration

8 Weeks

Course Flow

Our week runs from Wednesday to Tuesday night. Each new module opens on Tuesday at 11:59PM.

Live/Synchronous Sessions

The class will meet for live/synchronous sessions on **Mondays at 7pm ET** for about an hour. The course meets in Microsoft Teams at [BCB105 Brewery Finance and Accounting Live Session](#).

Course Work

We estimate the student will dedicate at least 8-10 hours a week to course work. This will be a combination of readings, discussion boards, collaborative assignments, etc.

PROGRAM REQUIREMENTS AND GRADING

Program Requirements

This is a non-credit, certificate based, program. At the conclusion of the program students do not receive a letter grade but instead receive a certificate of completion. In order to receive a certificate of completion for the Business of Craft Beer Program, students must successfully complete three Business of Craft Beer certificate courses. Students also have the option of creating a Capstone Project following the completion of three courses.

Course Grading

All students who earn a 70% or greater will receive a passing grade towards completion of their certificate. Successful completion of this course is determined by the following factors:

- **Discussions:** 40%
- **Assignments:** 40%
- **Quizzes:** 20%

Blackboard will automatically drop your lowest discussion and assignment grades. You can take each quiz as often as you like, and Blackboard will automatically select the highest grade.

Discussions are graded by the course facilitator. Assignments are graded by the instructor for that week. Quizzes are graded by Blackboard in consultation with the instructors.

Late Submissions

Timely participation in the discussions and completion of assignments and quizzes help to maximize your understanding of the material as you work through the content within the allotted time, and creates a collaborative learning experience.

We also understand that life happens. All graded assignments, discussions, and quizzes have a one week grace period from the stated due date. After that time points are deducted from the grade as follows:

Submission is...	For a 10-point system	For a 100-point system
> 1 week late	.25 points deducted from grade	2.5 points deducted from grade
> 2 weeks late	.5 points deducted from grade	5 points deducted from grade
> 3 weeks late	.75 points deducted from grade	7.5 points deducted from grade
> 4 weeks late	1 point deducted from grade	10 points deducted from grade

If you have extenuating circumstances, or expect to be away for more than a week, please contact the course facilitator to help work out a plan.

Feedback on Submissions

The instructors and course facilitators will provide grading and feedback within 7-10 days from an activity's due date.

Assignments

Assignments are graded by the instructor(s) based on the rubric below.

Assignment Grading Rubric

Levels/ Criteria	Excellent	Proficient	Adequate	No Submission
Content of Assignment Submission	8 - 10 points Assignment submitted; addresses all assignment criteria; includes in-depth insight and/or application of course materials	5 - 7 points Assignment submitted; addresses all assignment criteria; includes some insight and/or application of course materials	2 - 4 points Assignment submitted; partially addresses assignment criteria; lacks application of course materials	0 points No assignment submitted

Discussion Boards

The discussion boards are an important part of your learning experience. Most students find participating in the discussions helps them understand the course content, deepens their learning, and strengthens their ability to think critically.

- When responding to your colleagues' posts, you can draw from your experience, include questions for your colleagues in the class, or bring in additional resources to grow the conversation around the assigned topics. We are looking for more than positive reinforcement and high fives.
- The course instructor(s), course facilitator, and guest speakers leave feedback and critiques on your posts. In this way, everyone can learn from their feedback.
- Your discussion board grade is determined by the course facilitator based on the rubric below.

Discussion Board Grading Rubric

Levels/ Criteria	Excellent	Proficient	Adequate	No Submission
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Content of Post(s)	<p>8 - 10 points</p> <p>Responds to the prompt in depth with insight and/or application of course materials; feedback includes questions, offers critique, and fosters collaboration</p>	<p>5 - 7 points</p> <p>Responds to the prompt with insight and/or application of course materials; feedback is constructive, but may not grow the conversation</p>	<p>2 - 4 points</p> <p>Responds to the prompt with little expansion, insight, or application; feedback is not substantive</p>	<p>0 points</p> <p>No post</p>
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Note: The Course Schedule starts on the next page.

COURSE SCHEDULE

Module	Dates	Topics	Instructors and Guest Speakers
Module 1: Financial Mistakes & The Importance of Finance in Craft Beer	Week 1: 10/7 -10/13 M1 Live Session Monday 10/12 at 7:00PM ET	<ul style="list-style-type: none"> • How finance and accounting fit into brewing operations • Common financial issues and alternative courses of action • The causes behind the symptoms of a financially distressed brewery 	Instructor: • Audra Gaiziunas Guest: • Matt Pope, Controller at Russian River Brewing Company
Module 2: Business Plans & Sources of Funding	Week 2: 10/14 - 10/20 M2 Live Session Monday 10/19 at 7:00PM ET	<ul style="list-style-type: none"> • The components of the brewery business plan narrative • Sources and uses statement • Pro forma income statement and cash flow • Sources of financing the startup or expansion • Options for business models 	Instructor: • Audra Gaiziunas Guests: • Neil Gimon, Owner of The DreamChasers Brewery • Brittney Barrie, Founder and Head of Business Hoperations
Module 3: Accounting Basics for a Craft Brewery	Week 3: 10/21 - 10/27 M3 Live Session Monday	<ul style="list-style-type: none"> • Introduction to Generally Accepted Accounting Principles (GAAP) • Balance Sheet • Income Statement • Statement of Cash Flow 	Instructor: • Josh Lance Guest: • Dan McGuire, Co-Founder of Cerebral Brewing

	10/26 at 7:00PM ET		
Module 4: Financial Accounting 1	<p>Week 4: 10/28 - 11/3</p> <p style="text-align: center;">M4 Live Session Monday 11/2 at 7:00PM ET</p>	<ul style="list-style-type: none"> • Differentiating between account types • Double-entry accounting • Debits/credits and natural balance • Owner's equity • Overview of brewery-specific software 	<p>Instructor: • Josh Lance</p> <p>Guest: • Averie Swanson, Brewer and Owner of Keeping Together Brewery</p>
Module 5: Financial Accounting 2	<p>Week 5: 11/4 - 11/10</p> <p style="text-align: center;">M5 Live Session Tuesday 11/9 at 7:00PM ET</p>	<ul style="list-style-type: none"> • How to prepare pro forma balance sheet and income statements 	<p>Instructor: • Josh Lance</p> <p>Guest: • John Branding, Co-Owner of Wheatland Spring Farm and Brewery</p>
Module 6: Cost Accounting Models 1	<p>Week 6: 11/11 - 11/17</p> <p style="text-align: center;">M6 Live Session Monday 11/16 at 7:00PM ET</p>	<ul style="list-style-type: none"> • How cost accounting differs financial accounting • Direct vs. indirect costs • Fixed vs. variable costs • Labor • Overhead: direct vs. indirect 	<p>Instructor: • Audra Gaiziunas</p> <p>Guest: • Mark Boelman, Director of Accounting and Administration of Left Hand Brewing</p>
Module 7: Cost Accounting Models 2	<p>Week 7: 11/18 - 12/1</p>	<ul style="list-style-type: none"> • Calculating cost by batch of beer • Tracking variances • Breakeven range/analysis • Improving gross margin 	<p>Instructor: • Audra Gaiziunas</p> <p>Guest:</p>

	M7 Live Session Monday 11/30 at 7pm ET		• Larry Chase, Board Member of the Brewers Association
Module 8: Financial Analysis	Week 8: 12/2 - 12/8 M8 Live Session Monday 12/7 at 7:00PM ET	<ul style="list-style-type: none"> • Basic financial ratios • Divisional accounting for accountability • Budgeting 	Instructor: • Josh Lance Guest: • Josh Mowry, Founder and President of Miskatonic Brewing Company

UVM POLICIES

Student Learning Accommodations

In keeping with University policy, any student with a documented disability interested in utilizing accommodations should contact ACCESS, the office of Disability Services on campus. ACCESS works with students and faculty in an interactive process to explore reasonable and appropriate accommodations via an accommodation letter to faculty with approved accommodations as early as possible each semester. All students are strongly encouraged to meet with their faculty to discuss the accommodations they plan to use in each course.

Contact ACCESS: A170 Living/Learning Center; 802-656-7753; access@uvm.edu;
www.uvm.edu/access

Please see UVM's policy on [disability certification, accommodation and student support \(.pdf\)](#).

Religious Holidays

Students have the right to practice the religion of their choice. If you need to miss class to observe a religious holiday, please submit the dates of your absence to me in writing by the end of the second full week of classes. You will be permitted to make up work within a mutually agreed-upon time.

Academic Integrity

The [Code of Academic Integrity \(.pdf\)](#) addresses plagiarism, fabrication, collusion, and cheating.

Grade Appeals

If you would like to contest a grade, please follow the procedures outlined in the [Grade Appeals policy \(.pdf\)](#).

Grading

For information on grading and GPA calculation, please see the [Grading Policies page](#) for Graduate students.

Code of Student Rights and Responsibilities

The [Code of Student Conduct \(.pdf\)](#) outlines the student's responsibility for promoting the community's welfare.