

Professor: Ms. Keegan Flaherty, MSW
Phone: 406-544-4538
E-Mail: keegan.flaherty@umontana.edu

Office Hours: By appointment
Location: Online

Course Description

This course introduces students to the strategies and purposes of program planning in public and nonprofit organizations. It focuses on the knowledge and skills required by those who are involved in the process on a daily basis. The course provides a solid base in developing an understanding of program planning and applying that understanding to work-life situations. The course also provides an overview of understanding the elements involved such as strategic planning, operational planning, understanding culture, core value creating processes, adding value and evaluation. A solid understanding of these concepts is essential to operating successfully in the public and nonprofit arena; in other words, putting all of the pieces together in a comprehensive plan.

Students will be required to produce a program plan for a new or existing nonprofit program. The course will provide the basis for putting the final product together.

Course Objectives

1. To acquire substantive knowledge of each major area of program planning and evaluation.
2. To develop problem-solving skills relevant to situations faced by managers when program planning.
3. To develop technical skills relevant to effective program planning and evaluation and understanding the necessary elements involved.

Required Textbooks

All required reading will be provided in the Learning Unit. Reading assignments come from a variety of authors and sources, some theoretical and some practical.

Course Requirements

Learning Units must be completed each Sunday night by 11 pm (MST). Students are required to read the mini-lectures, complete all required reading, participate on the Discussion Forum, and submit all writing assignments. Please pay close attention to writing assignment due dates. Learning Units provide “*Learning Points*” based on what the instructor and authors are trying to emphasize as key elements for the student to learn and understand. These are not to be considered all-inclusive and the student is responsible for

utilizing these “*Learning Points*” in conjunction with the readings in developing their understanding.

Request for Withdrawal

Please see the [University of Montana Extended Learning website](#) for information on withdrawing from courses and on refund policies. Students are responsible for reading and understanding the full UM policy on Withdrawal from the University. (Please note- I do ask that you contact me to let me know you are thinking of withdrawing.)

Course Grading and Assessment – Undergraduate & Graduate Students:

Discussion Forum Guidelines: The Discussion Forum is our opportunity to “talk” together as a class. Each week the instructor will post specific questions for each student to respond to. Questions are designed to have you reflect on the mini-lectures and reading materials to express your thoughts, insights, questions, etc. You must enter the Discussion Forum more than once per week. The first entry will be your response to the specific Discussion Forum question. Your second entry will be a response or comment to your peers’ postings. This dual entry process will help you stay engaged in the class conversation to post your own comments and respond to classmates’ comments. Your active participation in the Forum (reading each other’s comments and posting your own) will help you to better understand the material in each week’s lessons, and demonstrate your learning and comprehension of the topic areas we will cover.

******Your first entry response to each discussion question is due every week on Thursday before 11:00 PM. Your second entry response commenting on at least one of your classmates’ responses is due every week on Sunday before 11:00 PM. It is important to remember these two deadlines each week for the Discussion Forum assignments.******

Discussion Forum responses should reflect higher level thinking and interpretation. The instructor hopes to see that you are able to demonstrate not only that you have completed the required reading assignments and understand them, but that you have thought more deeply to analyze and critique the information provided, and even the professional applicability of the information (when appropriate).

Your Discussion Forum responses and comments will be assessed based on the following criteria:

- 1) Does the response address the question asked?
- 2) Does the response reflect an understanding of the concept or question?
- 3) Is it based not only on what has been presented, but also includes insights you have and can justify?

In addition, use academic writing style (proper capitalization, punctuation, spelling and grammar) in all messages to avoid misunderstandings. Do not use emoticons, e-mail

acronyms such as lol (laughing out loud), imho (in my humble opinion), tl; dr (too long; didn't read) and other informal, abbreviated forms of electronic writing. Students in any of your online courses may be using screen readers or other assistive devices that will not properly read such abbreviations. Be courteous and write in ways that are accessible and understandable to all members of your online class.

Be sensitive to the perspective of others when expressing ideas. Do not use an authoritarian or judgmental style of writing that discourages open group discussion and trust. Stick to the topic and contribute with comments/questions that move the dialogue forward or into deeper reflection. Debate and humor are welcome here.

The instructor will issue Discussion Forum/Class Participation points each week throughout the semester so you can track your progress and grade. Each week, Discussion Forum participation is worth 2 points, for a total of 20 points in the semester. All Discussion Forum entry responses are submitted in Moodle.

Written Assignment Guidelines – UNDERGRADUATE STUDENTS ONLY:

Four (4) writing assignments are required for undergraduate students. The assignments are to be double-spaced (12-font Times New Roman) and one inch margins all around. Place your name on the first page in the upper left hand corner. The specific length requirement is identified in each assignment description. Students are required to follow the instructions contained in the relevant Learning Unit for each assignment.

Writing assignments 1, 2 and 3 are worth 20 points each; writing assignment 4 is worth 30 points and the Discussion Forum is worth 20 points for a total of 110 points for the course. Points will be subtracted for occurrences of the following:

- single sentence paragraph
- verb-subject disagreement
- sentence fragment (incomplete sentence)
- run-on sentence
- contractions
- misspelling

The papers shall be submitted in Moodle no later than on the date it is due prior to 11:00 pm MST. **I only accept late work in extreme situations. If you are going to be late with an assignment, please let me know in advance of the due date and time.**

Sources for Writing Assignments: Students are encouraged to utilize sources provided in and through the Mansfield Library.

Undergraduate student grades will be earned as follows:

A =	102-110	B- =	88-90	D+ =	74-76
A- =	99-101	C+ =	85-87	D =	69-73
B+ =	96-98	C =	80-84	D- =	66-68
B =	91-95	C- =	77-79	F =	0-65

Written Assignment Guidelines – GRADUATE STUDENTS ONLY:

Graduate students are required to complete five (5) writing assignments. The first four are the same writing assignments that the undergraduate students are completing. The fifth writing assignment constitutes the “Increment for Graduate Students.” For this increment, graduate students are required to develop a 1-2 page (double-spaced) case study based on personal experience that raises an important program planning and evaluation issue. Graduate students are then required to identify appropriate analytical questions and proceed to write a three (3) page analysis of the case. This will be graded as one paper assignment. The instructor must review and approve the 1-2 page case study prior to the graduate student proceeding to write the three (3) page analysis.

Writing assignments 1, 2 and 3 are worth 20 points each; writing assignment 4 is worth 30 points; writing assignment 5 is worth 25 points (10 points for Part 1 and 15 points for Part 2); and the Discussion Forum is worth 20 points for a total of 135 points for the course.

Points will be subtracted for occurrences of the following:

- single sentence paragraph
- verb-subject disagreement
- sentence fragment (incomplete sentence)
- run-on sentence
- contractions
- misspelling

The paper shall be submitted in Moodle no later than 11:00 pm MST on the date it is due. **I only accept late work in extreme situations. If you are going to be late with an assignment, please let me know in advance of the due date and time.**

Sources for Writing Assignments: Students are encouraged to utilize sources provided in and through the Mansfield Library.

Graduate student grades will be earned as follows:

A =	126-135	B- =	108-111	D+ =	90-94
A- =	122-125	C+ =	104-107	D =	85-89
B+ =	117-121	C =	99-103	D- =	81-84
B =	112-116	C- =	95-98	F =	0-80

Office Hours and Availability

I work full-time in downtown Missoula. I am available for in-person meetings or via phone meetings. I am here to help you and want to be as available as possible. Please do not wait until a little “issue” becomes a big problem—let me know when I can help!

Phone: You may **contact me via phone at 406-544-4538**. This is my cell phone. If I don't answer please leave a message and I will call you back as soon as possible (within 24 hours typically). The only time it may take longer to respond is if you call me on a weekend... no business on a powder day ☺.

Email: You may **email me at any time** at keegan.flaherty@umontana.edu. I will make every effort to respond within 24 hours of receiving your email. The only time it may take longer to respond is if you email me on a weekend.

Other Student Resources:

There are other resources available on the course homepage in Moodle. In the upper right, under **UMOnline Services**, there is a link to the UM Mansfield Library and to Technical Support. Here are some other sites that may be valuable to you. If you need ADA assistance in taking this course, you may contact the University of Montana Disability Services for Students at their website <http://life.umt.edu/dss> or email them at dss@umontana.edu. Students taking this course are expected to do so under the provisions set forth in the UM Student Conduct Code. If you go to <http://life.umt.edu/VPSA/name/StudentConductCode> you can review the Student Conduct Code.

There is one other service available to you through **The Writing Center**...they now offer free one-on-one online tutoring “to all students seeking to become more effective writers. You can email them at onlinetutoring@umontana.edu or point your browser to <http://www.umt.edu/writingcenter>.

Students with Disabilities:

The University of Montana assures equal access to instruction through collaboration between students with disabilities, instructors, and Disability Services for Students (DSS). If you think you may have a disability adversely affecting your academic performance, and you have not already registered with DSS, please contact DSS in Lommasson 154. I will work with you and DSS to provide an appropriate accommodation.

WEEKLY READINGS AND ASSIGNMENTS

Learning Unit 1: Introduction to Nonprofit Program Planning

Due January 25 and 28

Read the mini-lecture and participate in the Discussion Forum.

- Required Reading: None

Learning Unit 2: What is a Nonprofit / Introduction to Culture

Due February 1 and 4

Read the mini-lecture, complete the required reading, and participate in the Discussion Forum.

- Required Reading: *Reading 2.1, 2.2, and 2.3*

Learning Unit 3: Culture as a Management Tool/General Program Planning Process

Due February 8 and 11

Read the mini-lecture, complete the required reading, participate in the Discussion Forum, and submit Writing Assignment 1.

- Required Reading: *Reading 3.1*
- Writing Assignment 1 DUE FEBRUARY 11

Learning Unit 4: Role of Strategic Planning

Due February 15 and 18

Read the mini-lecture, complete the required reading, and participate in the Discussion Forum. Graduate students submit Writing Assignment 5, Part 1.

- Required Reading: *Reading 4.1, 4.2 and 4.3*
- Writing Assignment 5, Part 1 DUE FEBRUARY 18 (*Graduate Students Only*)

Learning Unit 5: Strategic and Operational Planning

Due Feb. 22 and 25

Read the mini-lecture, participate in the Discussion Forum, and submit Writing Assignment 2.

- Required Reading: *Reading 5.1 and 5.2*
- Writing Assignment 2 DUE FEBRUARY 22

Learning Unit 6: Process Quality and Value

Due March 1 and 4

Read the mini-lecture, complete the required reading, and participate in the Discussion Forum.

- Required Reading: *Reading 6.1, 6.2, 6.3, 6.4, and 6.5*

Learning Unit 7: Process Improvement / Operations Management

Due March 8 and 11

Read the mini-lecture, complete the required reading, participate in the Discussion Forum, and submit Writing Assignment 3.

- Required Reading: *Reading 7.1 and 7.2*
- Writing Assignment: Writing Assignment 3 DUE MARCH 11

Learning Unit 8: Program Evaluation

Due March 15 and 18

Read the mini-lecture, complete the required reading, and participate in the Discussion Forum.

- Required Reading: *Reading 8.1*

Learning Unit 9: Program Evaluation

Due March 22 and 25

Read the mini-lecture, complete the required reading, participate in the Discussion Forum and begin working on Writing Assignment 4.

- Required Readings: *Reading 9.1 and 9.2*
- Begin working on Writing Assignment 4 DUE APRIL 1

Learning Unit 10: The Final Product

Due March 29 and April 1

Read the mini-lecture, participate in the Discussion Forum and submit the required Writing Assignment(s).

- Required Reading: *None*
- Writing Assignment 4 and 5 (Graduate students) DUE APRIL 1