PSCI 410
Nonprofit Strategic Planning

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**Course Description:**

Non-profit organizations rely on leadership for success. As suggested in strategic management, the leader needs to bring all of his/her resources together to be successful. A significant part of an organization’s success depends on the strategic plan that is developed and implemented for the organization. This course highlights the importance of leadership for realizing an organization’s fullest potential. It also introduces strategic planning – a process by which staff members can bring their shared vision of success into being.

The reading assignments are designed to increase knowledge of strategic planning and leadership, and the writing assignments are designed to build personal skill and confidence by asking you to draft a brief strategic plan.

**Learning Outcomes:**

Upon completion of this course, students will be able to

1. Demonstrate understanding of strategic planning as a decision-making process;
2. Articulate the theory of organizational success that underlies strategic planning;
3. Demonstrate skill in conducting the forms of analysis that strategic planning requires;
4. Articulate how strategic planning can contribute to the success of the visionary leadership paradigm.

**Required Textbooks:**

The required textbook for this course is: Strategic Planning for Public and Nonprofit Organizations, 4th Edition, John M. Bryson.

All other required reading is provided within the Learning Unit in Moodle for each week.

**Course Requirements:**

Learning Units must be completed each Monday night by 7 pm (MST). Students are required to read the mini-lectures, all Required Readings, participate on the Discussion Forum, and complete all writing assignments. 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.

All time requirements for Discussion Forum responses, papers, and projects will be based on Mountain Standard Time and are considered due by 7:00 pm MST each Monday.

**Request for Withdrawal:**

Request for Withdrawal from the course must be submitted in writing to Janie Spencer, School of Extended and Lifelong Learning (formerly Continuing Education) prior to the last week of the course. Students are responsible for reading and understanding the full UM policy on Withdrawal from the University. Refunds are not granted for withdrawals made after course registration deadlines.

**Course Grading and Assessment – Undergraduate:**

Undergraduate students’ grades are based on five (5) writing assignments and your participation in the Discussion Forum. Writing Assignments 1-4 are worth 20 points each; Assignment 5 is worth 30 points; and your participation in the Discussion Forum is worth 30 points for a total of 140 points for the course. The first four assignments are short writing assignments regarding a section of a strategic plan. For the fifth writing assignment students must integrate the first four assignments into a brief strategic plan. Points will be subtracted from you assignments for occurrences of the following:

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

Students are required to follow the specific requirements for each writing assignment which are contained within the appropriate Learning Units. You may also find the requirements and instructions within **Writing Assignments and Due Dates** under the **Course Information** toggle.

Each paper shall be submitted in Moodle no later than on the date it is due prior to 7:00 pm MST. 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 determined as follows:

- **A** = 130-140
- **B-** = 112-115
- **D+** = 94-97
Course Grading and Assessment – Graduate Students:

Graduate students are required to complete six (6) writing assignments. The first five are the same writing assignments that the undergraduate students are completing. The first four assignments are short writing assignments regarding a section of a strategic plan. For the fifth writing assignment students must integrate the first four assignments into a brief strategic plan. The sixth writing assignment constitutes the “Increment for Graduate Students.” Writing Assignments 1-4 are worth 20 points each; Assignment 5 is worth 30 points; Assignment 6 the Graduate Increment is worth 25 points (10 points for Part 1 and 15 points for Part 2); and your participation in the Discussion Forum is worth 30 points for a total of 165 points for the course. Points will be subtracted from your assignments for occurrences of the following:

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

Each paper shall be submitted in Moodle no later than 7:00 pm MST on the date it is due. **If you are going to be late with an assignment, please let me know in advance of the due date and time.**

**Graduate Student Increment:** Graduate students are required to complete a sixth writing assignment. Each graduate student is to develop a 1-to-2 page (double-spaced) case study based on personal experience that raises an important strategic planning problem or issue. Graduate students are then required to identify appropriate analytical questions and proceed to write a 3-to-4 page analysis of the case. The instructor must review and approve the 1-to-2 page case study and analytical questions prior to the graduate student proceeding to write the 3-to-4 page analysis. This assignment calls for a higher order of thinking and analysis than is typical of undergraduate assignments.

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

Graduate student grades will be determined as follows:

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<tr>
<th>Grade</th>
<th>Minimum</th>
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<tr>
<td>A</td>
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<tr>
<td>A-</td>
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<td>B+</td>
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<td>B</td>
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<td>B-</td>
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<td>C</td>
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**Course Grading and Assessment - Students Utilizing the No-Credit Option**

Since the assignments given in this course are integrated to achieve the best possible learning outcome for students, and since they are designed to build on and to test knowledge gained through comprehensive participation, the expectation is that all students will to the best of their abilities participate in the Discussion Forum and complete all assignments. Attention paid by the instructor to critiquing written assignments will be directly proportional to the amount of effort put forth by individual students on writing them and on overall course participation as well. Late assignments will be critiqued at the discretion of the instructor.

**Discussion Forum Grading and Assessment – Undergraduate, Graduate, and Students Utilizing the No-Credit Option**

The Discussion Forum requires active student participation which means you must complete:

- **Step 1)** Respond to the Discussion Forum questions presented; and  
- **Step 2)** Respond to other student responses (not all other student responses, but several for each Discussion Forum question).  
- **Step 3)** You must complete Step 1 and Step 2 to receive full credit for the Discussion Forum.

If you are curious as to how you are doing on your Discussion Forum questions during the semester, you may call or email the instructor.

**University Email Address:**

University policy requires that all papers be returned to your University email address. Make sure you check that address for returned papers.

**Office Hours and Availability**

**Phone:** You may contact me via phone at 406-544-4538 at any time. This is my cell phone number and I have it on 24/7. If I do not answer, you may leave a message and I will call you back as soon as possible. Remember, that I am teaching other classes.

**Email:** You may email me at any time at keegan.flaherty@gmail.com. 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. If I do not have access to the internet, it may be Monday before I respond to you.

Again, I want to reiterate...do not hesitate to call or email. I am here to enhance your learning experience.
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 (Due )
Introduction to Strategic Planning - Expectations
Read the mini-lecture and participate in the Discussion Forum.

Required Reading:
None

Writing Assignment:
None

Learning Unit 2 (Due )
Understanding Strategic Planning
Read the mini-lecture, complete the required reading and participate in the Discussion Forum.

Required Reading:
Strategic Planning for Public and Nonprofit Organizations, John M. Bryson, Chapter 1, Pages 3-40

Reading 1 and Reading 2 (Moodle)

Learning Unit 3 (Due )
Mandate and Mission Analysis
Read the mini-lecture, complete the required reading, participate in the Discussion Forum and graduate students submit Writing Assignment 6 Part 1 Graduate Increment.
Required Reading:
Strategic Planning for Public and Nonprofit Organizations, John M. Bryson, Chapter 4, Pages 117-131 and 138-149

(Scan Only) Strategic Planning for Public and Nonprofit Organizations, John M. Bryson, Chapter 2, Pages 41-80

Writing Assignment: Graduate Students Only
Writing Assignment 6 – Graduate Increment Part 1, Case Study and Analytical Questions – Due Today.

Learning Unit 4 (Due )
Mission and Vision Clarification
Read the mini-lecture, complete the required reading, participate in the Discussion Forum and submit Writing Assignment 1.

Required Reading:
Strategic Planning for Public and Nonprofit Organizations, John Bryson, Chapter 8, Pages 271-285

Reading 3 and Reading 4 (Moodle)

Writing Assignment:
Writing Assignment 1: Mandates, Mission and Vision Clarification – Due Today

Learning Unit 5 (Due )
Stakeholder Analysis
Read the mini-lecture, complete the required reading, participate in the Discussion Forum and submit Writing Assignment 2.

Required Reading:
Strategic Planning for Public and Nonprofit Organizations, John M. Bryson, Pages 132-137.

Reading 5 (Moodle)

Writing Assignment:
Writing Assignment 2: Stakeholder Analysis – Due Today

Learning Unit 6 (Due )
Creating Public Value
Read the mini-lecture, complete the required reading and respond to the Discussion Forum questions.
Required Reading:

*Readings 6, 7, 8, 9, and 10 (Moodle)*

**Learning Unit 7 (Due )**  
**SWOT Analysis**
Read the mini-lecture, complete the required reading, participate in the Discussion Forum and submit Writing Assignment 3.

Required Reading:
Strategic Planning for Public and Nonprofit Organizations, John Bryson, Chapter 5, Pages 150-180

Writing Assignment:
Writing Assignment 3: SWOT Analysis – Due Today

**Learning Unit 8 (Due )**  
**Strategic Issues and Goals**
Read the mini-lecture, complete the required reading, participate in the Discussion Forum and submit Writing Assignment 4.

Required Reading:
Strategic Planning for Public and Nonprofit Organizations, John M. Bryson, Chapter 6, Pages 185-218

*Reading 11 (Moodle)*

Writing Assignment:
Writing Assignment 4: Strategic Issues, Goals, and Actions – Due Today.

**Learning Unit 9 (Due )**  
**Underlying Theme of Organizational Success**
Read the mini-lecture, complete the required reading, participate in the Discussion Forum and graduate students submit Writing Assignment 6 Part 2 Graduate Increment.

Required Reading:
Strategic Planning for Public and Nonprofit Organizations, John M. Bryson, Chapter 7, Pages 219-270 and Chapter 9, Pages 286-316

Writing Assignment:
Writing Assignment 6 – Graduate Increment Part 2, Case Study Analysis – Due Today.

**Learning Unit 10 (Due )**  
**Presenting Your Final Strategic Plan**
Read the mini-lecture, participate in the Discussion Forum and submit Writing Assignment 5
Required Reading:
  Strategic Planning for Public and Nonprofit Organizations, John M. Bryson, Chapter 11, Pages 355-382

  (Scan Only) Strategic Planning for Public and Nonprofit Organizations, John M. Bryson, Chapter 10, Pages 317-351

Writing Assignment:
  Writing Assignment 5: Final Strategic Plan – Due Today.