Instructor Information

Classroom: Online
Professor: Michele Scotti, MPA
Professor's Office Hours: By appointment via phone or Zoom
Phone Number: (406) 830 -7274
Email: michele.scotti@umontana.edu

Communication with the Instructor

Your instructor can be reached via email (M-F) for course inquiries. Please allow for up to 24 hours for a response. Unless an emergency, student email inquiries sent over the weekend will be addressed on Mondays. All electronic communication with the instructor must be conducted using your University of Montana (@umt.edu) email address. I am available for Zoom meetings or via phone meetings if you have questions about the course. Please do not wait until a little “issue” becomes a big problem—let me know when I can help!

Covid-Safe Policy for Online Spring Classes

Central to our public service mission is collectively working together. Although this course does have assignment deadlines that should be followed, the Department asks that if you are sick or become sick, to please work with the department chair and course professor to develop a plan for successful completion in this course. The Department will follow federal, state, local, university and CDC guidelines for COVID-19. If a student, a member of their family or immediate social group becomes symptomatic, please follow federal, state, local, university, and CDC guidance and work with DPAP department chair and course professor to complete required coursework. Please take the time to review our Department's COVID-Safe FAQ guide.

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.

**Learning Outcomes**

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 on Moodle. Reading assignments come from a variety of authors and sources, some theoretical and some practical.

**Course Expectations & Requirements**

**Weekly Learning Units**

Learning Units must be completed each Sunday night by 11:59pm (MST). Students are required to watch the Monday updates, read the mini lectures, complete all required readings, participate in the discussions (if applicable), and complete all writing assignments by this deadline. Failure to complete assignments on time will result in zero points for the assignment(s).

**Using Moodle**

This is an online course; therefore, each student is required to check the course site once per day. Here is the link for Moodle access. All lectures, additional readings and assignment submissions are completed through Moodle. If you are unfamiliar with Moodle, Moodle 101 for Students offers a free training course (open to all students) on how to use the site properly.

**Technology Issues**

Please make sure that your Internet browser settings meet the requirements to be Moodle compatible. Call UM Online by phone, (406) 243-4999 or email umonline-help@umontana.edu if technological problems arise. There is no on-call assistance during nights and weekends. For a total Moodle system failure, students will be sent an email by the University of Montana.

**Grading Policy**

The instructor will grade assignments within 10 business days after submission unless otherwise noted.

**Guidelines for Written Work**
Unless noted, all written assignments should meet and use the following criteria:

1. All work must be typed, double-spaced, utilize 12-point font, and have one inch margins.
2. All assignments shall utilize scholarly sources (not Wikipedia)
3. Citations should follow a proper style guideline such as MLA, Chicago, or APA – pick what works for you (in-text citations and a reference page are also required for each assignment, unless otherwise noted).
4. Assignments are due on the date/time listed in the syllabus; late assignments will not be accepted.
   - In emergency situations, students may be granted an extension if arrangements are made with the instructor at least 24 hours prior to the assignment due date.
5. All assignments must be turned in electronically via Microsoft Word to Moodle. If the instructor cannot open the document, the student will not receive a grade. Submission of assignments via e-mail will not be accepted unless specific arrangements have been made in advance.
6. Student collusion is not allowed for individual assignments and will be treated as an act of plagiarism.

*** I highly recommend using UM’s Writing & Public Speaking Center for feedback on your writing assignments. The Writing Center provides a learning environment where students can engage in supportive conversations about their work and receive feedback at any point during their process You can schedule a Zoom appointment online.

MPA Portfolios
If you are using any assignments from this course for your final MPA portfolio, it is your responsibility to keep track of individual grades and professor feedback. Use your computer’s “snipping tool” or screenshot to capture graded feedback to save with your files. We ask that you very carefully read the MPA Portfolio requirements listed on our website (e.g. no you cannot use outlines or case write ups). We ask that you be mindful of individual and group projects you participate in each semester so you stay on track – we appreciate you doing so. Each DPAP professor will always offer an option to complete projects on your own. If questions, contact the MPA Director.

Undergraduate Students
This is a graduate level course. If you are an undergraduate student enrolled in this course, please contact the professor during Learning Unit 1.

Request for Withdrawal
Please see the University of Montana Online Nonprofit Administration website for the 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.)

**Assignments**
Each of your assignments has individualized instructions and grading expectations. To see how to complete each assignment, and how you will be evaluated, see the ‘Assignment Instructions’ and ‘Grading Rubrics’ tabs in Moodle for assignment-specific details.

Students will be evaluated according to their performance on the following:

**Discussion Boards (10 points each, 50 points total)**
Students will engage in a series of Moodle discussion boards over the course of the semester. Discussions provide an opportunity for students to apply their knowledge from the readings and lectures, and learn from their fellow classmates. To keep discussions manageable for students, you will be assigned to either Group A or Group B. Your designated group will serve as your discussion group for the entire semester. Please see the link above or the discussion group designation form on Moodle to find out which group you have been assigned to.

During Learning Unit 1, each student will sign up for one Learning Unit in which they will serve as Discussion Leader for their designated group (Group A or Group B). For the remainder of the Learning Unit discussions, students will participate as a Discussion Respondent. Discussion Boards are designed to simulate real-life discussions as much as possible, thus, students should access the discussion Board at least once per day during discussion weeks, and multiple times throughout the week to engage in an interactive dialogue.

**Discussion Leader**: As the discussion leader, you will add a new thread and pose a thoughtful and substantive question to your classmates based upon assigned readings from the prior or current week by **Tuesday at 11:59pm (MST)**. This means that for the week you are discussion leader, you will need to begin reading the materials/lecture earlier in the week. It is the student’s responsibility to ensure that their question does not duplicate another discussion leader’s question in the Board. Failure to post your question by 11:59pm on Tuesday will result in zero points and forfeit your opportunity to serve as a discussion leader for the semester. As discussion leader, you will be expected to facilitate the discussion responses to your question amongst your classmates. The instructor may aide in discussions, but will not act as the primary facilitator. You will not be expected to participate in other discussion threads besides your own during the week you are a Discussion Leader.

**Discussion Respondent**: If you are not an assigned discussion leader during the Learning Unit, you are a respondent. You are required to respond in 150-250 words to (2) of the questions posed by discussion leaders in your designated group by **Wednesday at 11:59pm (MST)**. This means that you must have read materials/lectures for the week’s Learning Unit before this deadline.
In the event that there is only one discussion leader in your group for the discussion week, you will only be expected to post (1) response.

From Wednesday through Sunday at 11:59pm (MST), aside from your individual responses, students are expected to reply to multiple (3 at minimum) posts from fellow students and carry on a dialogue. Discussion boards close Sunday at 11:59pm (MST). Your initial posts on Wednesday and multiple reply posts throughout the week should be well-written, cogent, and grammatically correct. I will evaluate your participation in the discussions in a holistic manner – I am looking for quality over quantity.

For more details on how you will be evaluated as a Discussion Leader and Respondent, see the Discussion Board rubric in the ‘Grading Rubrics’ tab on Moodle.

### Discussion Board Timeline

| Learning Unit 1: Discussion Board | Introductions to fellow classmates (you may post a video in lieu of a written response) |
| Learning Unit 2: Discussion Board | Intro to Culture |
| Learning Unit 4: Discussion Board | Role of Strategic Planning |
| Learning Unit 6: Discussion Board | Strategic and Operational Planning |
| Learning Unit 9: Discussion Board | Program Evaluation |

### Written Assignment Guidelines

Five (5) writing assignments are required for the course. The assignments are to follow all guidelines for written work, unless noted on the specific assignment. Students are required to follow the instructions contained in the ‘Assignment Instructions’ tab as well as the relevant Learning Unit tab for each assignment. All writing assignments will be turned in on Moodle as WORD documents (NO PDF DOCUMENTS).

### Program Plan Writing Assignment Components (110 points total)

The strategic plan assignment will consist of 4 writing components, culminating in your final product. Each component is designed to serve as a section of your program plan, incrementally building up to your final plan. The instructor will provide feedback on each writing component, which should be utilized to revise each assignment before the submission of your final product.

Each writing assignment component contains specific guidelines and instructions. See the ‘Assignment Instructions’ tab on Moodle for specifics on how to complete each component. To see how you will be evaluated, see the ‘Grading Rubrics’ tab in Moodle.

### Case Study (Writing Assignment 4) (30 points total)
Students will complete (1) case study during Learning Unit 8 of the course. The case study assignment is designed to assist students in examining how real-world programs are planned and evaluated by nonprofits and public service agencies, and to identify areas for improvement. Students will rely on skills learned throughout the course to identify a program planning or evaluation issue, analyze it, provide rationale for improvement, and propose a solution. Evaluation of case studies offer students an opportunity to apply critical assessment skills.

For specific case study assignment instructions and grading expectations, see the ‘Assignment Instructions’ and ‘Grading Rubrics’ tabs on Moodle.

**Written Assignments Timeline**

| Learning Unit 3: Writing Assignment 1 | Due January 31st 11:59pm |
| Learning Unit 5: Writing Assignment 2 | Due February 14th 11:59pm |
| Learning Unit 7: Writing Assignment 3 | Due February 28th 11:59pm |
| Learning Unit 8: Writing Assignment 4 (Case Study) | Due March 7th 11:59pm |
| Learning Unit 10: Writing Assignment 5 (Final Program Plan) | Due March 21st 11:59pm |

**Total Points for the Course**

| Discussion Boards | 50 points total |
| Writing Assignment 1: Intro & Cultural Values | 20 points |
| Writing Assignment 2: Strategic & Operational Planning | 20 points |
| Writing Assignment 3: Values & Processes | 20 points |
| Writing Assignment 4: Case Study | 30 points |
| Writing Assignment 5: Final Program Plan | 50 points |
| **TOTAL** | **190** |

**Grading System**

The University of Montana uses the plus/minus grading system and a credit/no credit system (the CR/NCR replaces the Pass/Fail system used in the past). General education courses must be taken using the traditional letter grade to count toward one's general education requirements. To accommodate the plus/minus system the grading scale shown below will be used.

<table>
<thead>
<tr>
<th>Grade</th>
<th>Point Scale</th>
<th>Point Range</th>
<th>GPA</th>
</tr>
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<tbody>
<tr>
<td>A</td>
<td>93-100</td>
<td>8 points</td>
<td>4.00</td>
</tr>
<tr>
<td>A-</td>
<td>90-92</td>
<td>3 points</td>
<td>3.67</td>
</tr>
<tr>
<td>B+</td>
<td>87-89</td>
<td>3 points</td>
<td>3.33</td>
</tr>
<tr>
<td>B</td>
<td>83-86</td>
<td>4 points</td>
<td>3.00</td>
</tr>
<tr>
<td>B-</td>
<td>80-82</td>
<td>3 points</td>
<td>2.67</td>
</tr>
<tr>
<td>C+</td>
<td>77-79</td>
<td>3 points</td>
<td>2.33</td>
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<td>Grade</td>
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<td>73-76</td>
<td>4</td>
<td>2.00</td>
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<tr>
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<td>70-72</td>
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<tr>
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<td>67-69</td>
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<tr>
<td>F</td>
<td>59 or lower</td>
<td>N/A</td>
<td>0.00</td>
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***Please note: If a student is .5 from a letter grade, the total will be rounded up.***

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**Course Schedule**

**Learning Unit 1: Introduction to Nonprofit Program Planning**

**January 11 – January 17**

Instructions:
- Watch Monday update
- Participate in the introductory discussion board
- Sign up for Discussion Leader timeslot

Required Reading
- Course syllabus
- Writing Assignment Instructions & Grading Rubrics tabs on Moodle

Due:
- Discussion Board posts & responses to classmates (Board closes January 17th 11:59PM)
- Sign up for Discussion Leader timeslot - DUE January 17th 11:59PM)

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

**January 19 – January 24 (January 18: Martin Luther King Jr. Day)**

Instructions:
- Watch Monday update, read the mini-lecture, complete the required reading, and participate in the Discussion Board

Required Reading:
- Reading 2.1, 2.2, 2.3, 2.4, and 2.5

Due
- Discussion Leaders post by Tuesday at 11:59PM, facilitate their discussion thread throughout the week
- Discussion Respondents post 2 responses by Wednesday at 11:59PM, engage with at least 3 other students’ posts throughout the week
- (Board closes Sunday January 24th 11:59PM)
Learning Unit 3: Culture as a Management Tool/General Program Planning Process  
January 25 – January 31
Instructions:
- Watch Monday update, read the mini-lecture, complete the required reading
- Read Writing Assignment 1 instructions, write and submit Writing Assignment 1

Required Reading:
- Reading 3.1, 3.2, and 3.3

Due:
- Writing Assignment 1 - DUE January 31st by 11:59PM

Learning Unit 4: Role of Strategic Planning  
February 1 – February 7
Instructions:
- Watch Monday update, read the mini-lecture, complete the required reading, and participate in the Discussion Board

Required Reading:
- Reading 4.1, 4.2 and 4.3

Due:
- Discussion Leaders post by Tuesday at 11:59PM, facilitate their discussion thread throughout the week
- Discussion Respondents post 2 responses by Wednesday at 11:59PM, engage with at least 3 other students’ posts throughout the week
- (Board closes Sunday February 7th @ 11:59PM)

Learning Unit 5: Strategic and Operational Planning  
February 8 – February 14
Instructions:
- Watch Monday update, read the mini-lecture, complete the required reading
- Read Writing Assignment 2 instructions, write and submit Writing Assignment 2
- Optional: Sign up for one-on-one mid-semester meeting with instructor

Required Reading:
- Reading 5.1 and 5.2

Due:
- Writing Assignment 2 - DUE February 14th by 11:59PM MST
• Optional: One-on-one mid-semester meeting with instructor

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<tr>
<th>Learning Unit 6: Process Quality and Value</th>
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<td><strong>February 16 – February 21 (February 15: President’s Day)</strong></td>
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Instructions:
• Watch Monday update, read the mini-lecture, complete the required reading, and participate in the Discussion Board.

Required Reading:
• Reading 6.1, 6.2, 6.3, 6.4, and 6.5

Due:
• Discussion Leaders post by Tuesday at 11:59PM, facilitate their discussion thread throughout the week
• Discussion Respondents post 2 responses by Wednesday at 11:59PM, engage with at least 3 other students’ posts throughout the week
• (Board closes Sunday February 21st @ 11:59PM)

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<thead>
<tr>
<th>Learning Unit 7: Process Improvement / Operations Management</th>
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<td><strong>February 22 – February 28</strong></td>
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Instructions:
• Watch Monday update, read the mini-lecture, complete the required reading
• Reading Writing Assignment 3 instructions, write and submit Writing Assignment 3

Required Reading:
• Reading 7.1 and 7.2

Due:
• Writing Assignment 3 - DUE February 28th by 11:59PM MST

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<tr>
<th>Learning Unit 8: Program Evaluation</th>
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<td><strong>March 1 – March 7 (March 4 – UM break)</strong></td>
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Instructions:
• Watch Monday update, read the mini-lecture, complete the required reading
• Read Writing Assignment 4 (Case Study) instructions, write and submit Writing Assignment 4

Required Reading:
• Reading 8.1

Due:
• Writing Assignment 4 (Case Study) – DUE March 7th by 11:59PM MST
Learning Unit 9: Program Evaluation
March 8 – March 14

Instructions:
- Watch Monday update, read the mini-lecture, complete the required reading, participate in the Discussion Board

Required Readings:
- Reading 9.1 and 9.2

Due:
- Discussion Leaders post by Tuesday at 11:59PM, facilitate their discussion thread throughout the week
- Discussion Respondents post 2 responses by Wednesday at 11:59PM, engage with at least 3 other students’ posts throughout the week
- (Board closes Sunday March 14th @ 11:59PM)

Learning Unit 10: The Final Product
March 15 – March 21 (March 16 – UM break)

Instructions:
- Watch Monday update, read the mini-lecture
- Read Writing Assignment 5 instructions, finalize and submit Writing Assignment 5

Required Reading: None

Due:
- Writing Assignment 5 (Final Program Plan) - DUE MARCH 21st by 11:59PM MST

Classroom Policies

- Extra Credit: Not available for this course.
- Online Classroom Etiquette: A driving component this course is your ability to work well with others. Thus, the expectation is that students will maintain a high level of professionalism in their online conduct with me, and with their fellow students. This means being respectful during class discussions, and in all communications with the instructor and others. Failure to do so will result in removal from class discussions.
- E-mail Etiquette: E-mail is a wonderful tool for you to contact me with questions, but it does not replace office hours. If you have involved questions about course material, you should set up a time to come see me or set up a Moodle Zoom conversation.
- Incompletes or Withdrawals “W” for the Course: If for some reason the course is not working out for you please adhere to the University’s policies for the last day to drop a class.
University Attendance Policy: (please make sure to follow the participation course policies listed above too) Students who are registered for a course but do not attend the first week of class may be dropped from the class. **Students not allowed to remain must complete a drop form or drop the course on the Internet** (http://cyberbear.umt.edu) **to avoid receiving a failing grade.** Students who know they will be absent should contact the instructor in advance.

Academic Dishonesty (Plagiarism): Students must follow the University’s policies for academic dishonesty. For detailed information, please view. As such, all work submitted must be your own; no duplicate work (work completed for another class) will not be accepted. Acts of cheating or plagiarism will result in a grade of zero (0) for the assignment. Moreover, acts of plagiarism will also be reported to the Academic Court. To avoid acts of plagiarism, cite each reference or source you use and give proper credit for the ideas, opinions, and findings of others. When you are using the exact words of others, you must use quotation marks and include the page number where you found the quote in your citation.

Sensitive Course Materials: College education aims to expand student understanding and awareness. Thus, it involves engagement with a wide range of information, ideas, and creative representations. In college courses, students can expect to encounter—and critically appraise—materials that may differ from and perhaps challenge familiar understandings, ideas, and beliefs. Students are encouraged to discuss these matters with the professor.

Disability Assistance: The University of Montana assures equal access to instruction through collaboration between students with disabilities, instructors. The link for this information: Disability Services for Students. If you think you may have a disability adversely affecting your academic performance, and you have not already registered with Disability Services, please contact Disability Services in Lommasson Center 154 or call 406.243.2243. I will work with you and Disability Services to provide an appropriate modification.

Land Statement: The Salish Cultural Council created the language, “The University of Montana acknowledges that we are in the aboriginal territories of the Salish and Kalispel people. Today, we honor the path they have always shown us in caring for this place for the generations to come.”

Cultural Leave Policy: UM has a Cultural and Ceremonial Leave Policy: “Cultural or ceremonial leave allows excused absences for cultural, religious, and ceremonial purposes to meet the student’s customs and traditions or to participate in related activities. To receive an authorized absence for a cultural, religious or ceremonial event the student or their advisor (proxy) must submit a formal written request to the instructor. This must include a brief description (with inclusive dates) of the cultural event or ceremony and the importance of the student’s attendance or participation. Authorization for the absence is subject to approval by the instructor. Appeals may be made to the Chair, Dean or Provost. The excused absence or leave may not exceed five academic calendar days (not including weekends or holidays). Students remain responsible for completion or make-up of assignments as defined in the syllabus, at the discretion of the instructor.”