NPAD 510: Nonprofit Strategic Planning
2 Credits
Fall 2021
August 29 – November 6

Instructor: Peter N. Knox, MPA, MA
Office Hours: By Appointment (please email to arrange)
E-mail: pknox1@binghamton.edu
Class Days/Times: Online
Dept. Contact Info: https://www.umt.edu/law/mpa/default.php

COURSE DESCRIPTION
Nonprofit organizations rely on leadership for success. As suggested in strategic management, the leader needs to bring all of their 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 in realizing an organization’s fullest potential. It also introduces strategic planning – a process by which staff and board members can bring their shared vision of success into being. This course challenges students to apply theoretical concepts in a practical manner to produce an actionable nonprofit strategic plan.

The reading assignments are designed to increase knowledge of strategic planning and leadership, while online discussion forums provide an opportunity to interact with fellow students to strengthen strategic planning skills, share experience, and work collaboratively. Additionally, the writing assignments are designed to build students’ ability to create a functional, usable strategic plan.

Course Learning Objectives
Upon completion of the course, students will be able to:
1. Demonstrate an 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

DPAP COVID-19 Statement
Although this course does have assignment deadlines that should be followed, the Department of Public Administration and Policy (DPAP) asks that if you are sick or become sick, please work with your professor to develop a plan for successful completion in this course. Our 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 me to complete required coursework. Please take the time to review our Department’s COVIDSafe FAQ guide.
Required Reading/Coursework
To achieve the course learning objectives stated above, students will be provided with required readings including book chapters, scholarly journal articles, and reference material. These required readings and assignments are identified in your course schedule and in our course shell in Moodle. You are expected to have completed each unit’s readings by the beginning of the corresponding unit noted in the syllabus. Readings and materials will be posted for you to access in Moodle within each unit folder or otherwise per my communication.

Required Texts

Other Materials
Additional materials (e.g., empirical articles, research reports) may be provided online via Moodle.

Statement on Credit Hours and Course Expectations
This is a 2-credit course, which means students are expected to do about 4-6 hours of course-related work or activity each week beyond class time. For an online course such as this, the time you spend working with the lectures and participating on discussion boards and/or in live Zoom meetings is considered time “in class”. Thus, course readings and course assignments are your time “outside of class” and should take roughly 4-6 hours of your time, on average.

Method of Instruction
This class has been organized into 10 weekly units, to be completed online. Since this is an online course, each student is required to check our course site regularly and actively participate in discussions. Our course site is organized by week, with each week containing links to brief lectures, discussions, assignment dropboxes, and other materials pertaining to that unit’s content. The success of this class depends on your ability to complete, reflect, and discuss the material and concepts provided. Please work to engage with your peers in a manner that would be typical of a face-to-face interaction. Doing this makes the course more enjoyable for all of us!

TEACHING STRATEGIES AND METHODS
In order to accommodate the different learning styles of different students, this course will incorporate a variety of teaching strategies and lessons, including online discussions, homework assignments, and mini-lectures. Active participation and full preparation by each student is expected. Students are encouraged to contact the instructor beyond class hours whenever needed to ask questions or seek guidance on course structure.

CLASSROOM/ONLINE LEARNING ENVIRONMENT
The faculty and staff in the Department of Public Administration & Policy are committed to serving all students by creating an intellectually stimulating, safe, and respectful class atmosphere. In return, all students are expected to honor the thoughts, opinions, ideas, and feelings of faculty, staff, other students, and guests.

Faculty, staff, students, and guests often bring case examples from practice settings or personal experiences to discuss in the context of the course material. Cases should not be discussed outside of the classroom. Please
refrain from including identifying information when presenting cases. Concerns about the online course environment should be brought to the attention of the instructor as soon as possible.

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.

OVERVIEW OF ASSIGNMENTS

Submission of Assignments:
Please submit all assignments via the Course Assignment links provided in Moodle.

Course Engagement:
As this is a certificate program course, it is condensed and each week will cover a significant amount of information and processes. It is critical that you participate fully in online discussion forums and assignment processes in order to determine your own understanding, ask questions, and collaborate with your peers.

Assignments:
In order to facilitate your learning process, there will be five (5) online class discussion forums relating to the lectures and content covered over the previous two-week period. You will complete these discussions and/or responses by the day of the week and time specified (see assignment summary, below, for due dates). Late assignments will not be accepted without prior arrangement and the student will receive a 0 for that assignment/discussion. Detailed instruction and guidance for these discussion forum will be available in our course shell in Moodle.

Students will also complete one (1) case study during the course. The case study assignment is designed to assist students in examining how real-world strategic plans are utilized by nonprofits, and to identify areas for improvement. Students will rely on skills learned throughout the course to identify an issue found in the example strategic plan, analyze it, provide rationale for improvement, and propose a solution. Evaluation of case studies provide students an opportunity to apply critical assessment skills, which will inform the development of their own strategic plans. For specific case study assignment instructions and grading expectations, see the ‘Assignment Instructions’ and ‘Grading Rubrics’ tabs in Moodle.

Finally, as graduate students, a comprehensive review and application of course content in the form of an organizational strategic plan will be conducted. The strategic plan assignment will consist of 4 writing components, culminating in your final strategic plan product. Each component is designed to serve as a section of your strategic 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.

Knox, P. - 2021
Writing Components & Timeline
1. Mission, Vision, and Values Statement (20 points) Due 9/18
2. Stakeholder Analysis (20 points) Due 10/2
3. SWOT Analysis (20 points) Due 10/16
4. Strategic Issues, Goals, & Action (20 points) Due 10/23
5. Final Strategic Plan (50 points) Due 11/06

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.

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 Times New Roman font, and have one inch margins and be submitted as a Microsoft Word document.
2. All assignments shall utilize scholarly, peer-reviewed sources.
3. Citations should follow APA format (in-text citations and a reference page are required for written work). Please see https://owl.purdue.edu/owl/purdue_owl.html for assistance with APA guidelines.
4. Assignments are due on the date/time listed in the syllabus; late assignments will not be accepted.
   a. 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 as Microsoft Word documents via the links provided in 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.
   a. I highly recommend using UM’s Writing & Public Speaking Center for feedback on writing assignments. You can schedule a Zoom appointment online.

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.
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<thead>
<tr>
<th>Assignment</th>
<th>Points</th>
<th>Due Date</th>
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<tbody>
<tr>
<td>Course Discussions</td>
<td>8pts Each (40pts total)</td>
<td>Discussion Leader: Mondays, 11:59pm</td>
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<td></td>
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<td>Respondents: Mondays, 11:59pm</td>
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<td></td>
<td></td>
<td>Respondents: Wednesdays, 11:59pm</td>
</tr>
<tr>
<td>Case Study</td>
<td>30pts total</td>
<td>Saturday, October 30, 11:59pm</td>
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<tr>
<td>Strategic Plan</td>
<td>Step 1 – 20pts</td>
<td>Saturday, September 18, 11:59pm</td>
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<td>Step 2 – 20pts</td>
<td>Saturday, October 2, 11:59pm</td>
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<td>Step 3 – 20pts</td>
<td>Saturday, October 16, 11:59pm</td>
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<td>Step 4 – 20pts</td>
<td>Saturday, October 23, 11:59pm</td>
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<td>Final Comprehensive Plan – 50pts</td>
<td>Saturday, October 30, 11:59pm</td>
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<tr>
<td>TOTAL</td>
<td>200pts</td>
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**Determination of Final Grades**

Grades for this course will be determined by the extent to which a student demonstrates the competencies listed in this syllabus. Grades for this course will be assigned using the grading systems established by the University of Montana and the Department of Public Administration & Policy. Therefore, grades will be assigned in the following way:

<table>
<thead>
<tr>
<th>Letter Grade</th>
<th>Points</th>
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<tbody>
<tr>
<td>A</td>
<td>94 – 100</td>
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<tr>
<td>A-</td>
<td>90 – 93</td>
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<tr>
<td>B+</td>
<td>87 – 89</td>
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<tr>
<td>B</td>
<td>84 – 86</td>
</tr>
<tr>
<td>B-</td>
<td>80 – 83</td>
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<tr>
<td>C+</td>
<td>77 – 79</td>
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<tr>
<td>C</td>
<td>74 – 76</td>
</tr>
<tr>
<td>C-</td>
<td>70 – 73</td>
</tr>
<tr>
<td>F</td>
<td>0 – 69</td>
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All course units have a weekly, Sunday - Saturday schedule.

This syllabus may be subject to changes or adjustments. Please refer to the latest version available in Moodle in advance of each unit.

### WEEK OF AUGUST 29

**Unit 1: Introduction to Nonprofit Strategic Planning**

**Due Dates:** *Introductory discussion post* – share a bit about yourself! – **Wednesday, September 1, 11:59pm.**

**Readings:** *Course Syllabus, Discussion Forum Assignments, and other course materials provided via Moodle.*

### WEEK OF SEPTEMBER 5

**Unit 2: Understanding Strategic Planning**

**Due Dates:** *Discussion Leader(s) Post* – **Monday, September 6, 11:59pm**  
*Respondent Posts* – **Wednesday, September 8, 11:59pm**

**Readings:** *Bryson, Chapter 1  
Open Source Readings Online – See Moodle*  

### WEEK OF SEPTEMBER 12

**Unit 3: Mandate and Mission Analysis**

**Due Dates:** *Writing Assignment 1: Mission, Vision, & Values Statement, due Saturday, 9/18 @ 11:59pm*

**Readings:** *Bryson, Chapters 2 and 3  
Open Source Readings Online – See Moodle*  

### WEEK OF SEPTEMBER 19

**Unit 4: Mission and Vision Clarification**

**Due Dates:** *Discussion Leader(s) Post* – **Monday, September 20, 11:59pm**  
*Respondent Post* – **Wednesday, September 22, 11:59pm**

**Readings:** *Bryson, Chapter 8  
Open Source Readings Online – See Moodle*
<table>
<thead>
<tr>
<th>WEEK OF SEPTEMBER 26</th>
<th>Unit 5: Stakeholder Analysis</th>
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<tbody>
<tr>
<td><strong>Due Dates:</strong></td>
<td>Writing Assignment 2: Stakeholder Analysis, due Saturday, 10/2 @ 11:59pm</td>
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<tr>
<td><strong>Readings:</strong></td>
<td>Review Bryson, Chapter 4</td>
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<td>Open Source Readings Online – See Moodle</td>
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<tr>
<th>WEEK OF OCTOBER 3</th>
<th>Unit 6: Creating Public Value</th>
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<tbody>
<tr>
<td><strong>Due Dates:</strong></td>
<td>Discussion Leader(s) Post – Monday, October 4, 11:59pm</td>
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<td>Respondent Posts – Wednesday, October 6, 11:59pm</td>
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<tr>
<td><strong>Readings:</strong></td>
<td>Kearns (pp.34-44, 54-62, 68-71, and 167-171)</td>
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<td>Cohen, Brand (pp. 76-106)</td>
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<tr>
<th>WEEK OF OCTOBER 10</th>
<th>Unit 7: SWOT Analysis</th>
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<tr>
<td><strong>Due Dates:</strong></td>
<td>Writing Assignment 3: SWOT Analysis, due Saturday, 10/16 @ 11:59pm</td>
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<tr>
<td><strong>Readings:</strong></td>
<td>Bryson, Chapter 5</td>
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<td>Open Source Readings Online – See Moodle</td>
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<tr>
<th>WEEK OF OCTOBER 17</th>
<th>Unit 8: Strategic Issues, Goals, and Actions</th>
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<tr>
<td><strong>Due Dates:</strong></td>
<td>Discussion Leader(s) Post – Monday, October 18, 11:59pm</td>
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<td>Initial Respondent Posts – Wednesday, October 20, 11:59pm</td>
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<td>Writing Assignment 4: Strategic Issues, Goals &amp; Actions, due Saturday, 10/23 @ 11:59pm</td>
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<tr>
<td><strong>Readings:</strong></td>
<td>Bryson, Chapter 6</td>
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<td>Open Source Readings Online – See Moodle</td>
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<tr>
<th>WEEK OF OCTOBER 24</th>
<th>Unit 9: Themes of Organizational Success</th>
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<tr>
<td><strong>Due Dates:</strong></td>
<td>Case Study – Saturday, October 30, 11:59pm</td>
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<tr>
<td><strong>Readings:</strong></td>
<td>Bryson, Chapters 7 and 9</td>
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WEEK OF OCTOBER 31
Unit 10: Final Strategic Plan

Due Dates:
- Discussion Leader(s) Post – Monday, November 1, 11:59pm
- Respondent Posts – Wednesday, November 3, 11:59pm
- Final Comprehensive Strategic Plan – Saturday, November 6, 11:59pm

Readings:
- Bryson, Chapter 10 and 11
- Open Source Readings Online – See Moodle

CLASSROOM POLICIES

- **Extra Credit:** Not available for this course.
- **Classroom Etiquette:** A driving component of our department is professionalism and your ability to work well with others. Thus, the expectation is that you will maintain a high level of professionalism in your classroom conduct with me, and with your fellow students. This means being respectful during class discussions, and in all communications with the professor 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 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.
- **Late Assignments:** Students are expected to submit all work on the date specified in the course calendar. Any exceptions to this must be approved by the instructor 72 hours before the date in question. Students must complete all assignments to receive a grade for the course. But, let’s be clear, we are learning during a pandemic and I will do everything I can to help you. Just ask.
- **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 two class meetings may be required by the instructor to drop the course. This rule allows for early identification of class vacancies and to permit other students to add classes. **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 is 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.

- **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.”

**ACCOMMODATIONS**

Students who would like to request academic accommodations to ensure their equitable access to and participation in this course should notify the instructor as soon as they are aware of the need for such arrangements. Authorizations from Disability Services for Students (DSS) are often required. Please visit the DSS website (http://www.umt.edu/disability-services/default.php) or contact DSS at (406) 243-2243, at dss@umontana.edu or in Lommasson Center 154 on the University of Montana campus for more information. The Department of Public Administration & Policy will treat information regarding disabilities in a confidential manner.

If you are experiencing undue personal or academic stress at any time during the semester or if you need to talk with someone about a personal problem or situation, I encourage you to seek support as soon as possible. I am available to talk with you about stresses related to your work in my class. Additionally, I can assist you in reaching out to any one of a wide range of campus resources, including:

- Office of Student Affairs: (406) 243-5225
- Curry Health Center: (406) 243-4330
- Student Advocacy Resource Center: (406) 243-4429
- International Student and Scholars Office: (406) 243-2288
- University Counseling Center: (406) 243-4711
- University Police: 911 OR (406) 243-4000 (Emergency); (406) 243-6131 (Non-Emergency)