

Prof. Jackie Wood, M.A.
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Class Location: Online
Office Hours: By appointment

Course Description

Non-profit 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 for 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.

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

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

Required Textbooks

Strategic Planning for Public and Nonprofit Organizations, 5th Edition, John M. Bryson. (Older edition is fine though page numbers will differ)

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

Course Requirements

Learning Units must be completed each Sunday night by 11:59pm MST. Students are required to read the mini-lectures, all required readings, participate in 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.

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 students

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.

Students are required to follow the specific requirements for each writing assignment, which can be found in the *Writing Assignments and Due Dates PDF*. You may also find the requirements and instructions within *Writing Assignments and Due Dates* under the *Course Overview* toggle. Students are encouraged to utilize writing sources provided in and through the Mansfield Library.

Assignments shall be submitted in Moodle no later than on the date it is due prior to 11:59 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.**

Undergraduate student grades will be determined as follows:

A =	130-140	B- =	112-115	D+ =	94-97
A- =	126-129	C+ =	108-111	D =	88-93
B+ =	122-125	C =	102-107	D- =	84-87
B =	116-121	C- =	98-101	F =	0-83

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. For the sixth writing assignment (which constitutes the "Increment for Graduate Students"), 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 (part 1). Graduate students are then required to identify appropriate analytical questions and proceed to write a 3-to-4 page analysis of the case (part 2). 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.

Writing Assignments 1-4 are worth 20 points each; Assignment 5 is worth 30 points; Assignment 6 is worth 25 points (5 points for Part 1 and 20 points for Part 2); and your participation in the Discussion Forum is worth 30 points for a total of 165 points for the course.

Students are required to follow the specific requirements for each writing assignment, which can be found in the Writing Assignments and Due Dates PDF. You may also find the requirements and instructions within *Writing Assignments and Due Dates* under the *Course Overview* toggle. Students are encouraged to utilize writing sources provided in and through the Mansfield Library.

Assignments shall be submitted in Moodle no later than on the date it is due prior to 11:59pm 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.**

Graduate student grades will be determined as follows:

A =	153-165	B- =	132-136	D+ =	111-114
A- =	148-152	C+ =	127-131	D =	104-110
B+ =	144-147	C =	120-126	D- =	99-103
B =	137-143	C- =	115-119	F =	0-98

Discussion Forum Grading and Assessment

Undergraduate and Graduate Students

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 Discussion Forum questions. Your second entry will be a response or comment on 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 11:59 PM MST. Your second entry response commenting on at least one of your classmates’ responses is due every week on Sunday before 11:59 PM MST. 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:

- Does the response address the question asked?
- Does the response reflect an understanding of the concept or question?
- 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 3 points, for a total of 30 points in the semester. All Discussion Forum entry responses are submitted in Moodle.

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

I am not available for in-person meetings on campus, but we can schedule video calls. Email me any time at Jacqueline.wood@umt.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](#).

Students taking this course are expected to do so under the provisions set forth in the UM Student Conduct Code. If you [click here](#) 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 visit their [website](#).

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 Strategic Planning

Instructions:

- Read the mini-lecture
- Complete the required reading
- Participate in the Discussion Forum (due Aug 29th and Sept 1st)

Required Reading:

- Welcome PDF
- Syllabus PDF
- Writing Assignments and Due Dates PDF
- (Scan Only) *Strategic Planning That Makes a Difference*, Management Assistance Group

Writing Assignment: None

Learning Unit 2: Understanding Strategic Planning

Instructions:

- Read the mini-lecture
- Complete the required reading
- Participate in the Discussion Forum (due September 5th and 8th)

Required Reading:

- *Strategic Planning for Public and Nonprofit Organizations*, John M. Bryson, Chapter 1, pp. 3-34
- *Strategic Planning for Nonprofit Organizations*, Michael Allison and Jude Kaye, Chapter 1, pp. 1-29
- *Leaders Who Make a Difference*, Burt Nanus and Stephen M. Dobbs, Chapter 1, pp. 3-26
- *Ten Keys to Successful Strategic Planning for Nonprofit and Foundation Leaders*, Richard Mittenenthal
- (Optional) *Strategic Planning: Failures and Alternatives*, Jan Masaoka, February 19, 2011

Writing Assignment: None

Learning Unit 3: Mandate and Mission Analysis

Instructions:

- Read the mini-lecture
- Complete the required reading
- Participate in the Discussion Forum (due September 12th and 15th)

- Graduate students only – Submit Writing Assignment: Graduate Increment Part 1 (due September 15th)

Required Reading:

- *Strategic Planning for Public and Nonprofit Organizations*, John M. Bryson, Chapter 4, pp. 115-127 and 134-143
- (Scan Only) *Strategic Planning for Public and Nonprofit Organizations*, John M. Bryson, Chapter 2, pp. 35-74
- (Bonus Reading) *Nonprofit Business Model Statements*, Jan Masaoka

Writing Assignment:

- Graduate Increment Part 1 – Case Study and Analytical Questions

Learning Unit 4: Mission and Vision Clarification

Instructions:

- Read the mini-lecture
- Complete the required reading
- Participate in the Discussion Forum (due September 19th and 22nd)
- Submit Writing Assignment 1 (due September 22nd)

Required Reading:

- *Strategic Planning for Public and Nonprofit Organizations*, John Bryson, Chapter 8, pp. 269-280
- *Leaders Who Make a Difference*, Burt Nanus and Stephen M. Dobbs, Chapter 4, pp. 75-95
- *Strategic Planning for Nonprofit Organizations*, Michael Allison and Jude Kay, Chapter 3, pp. 85-117
- *Mission Drift*, Andrea Rundell

Writing Assignment:

- Mandate Analysis and Mission/Vision Clarification

Learning Unit 5: Stakeholder Analysis

Instructions:

- Read the mini-lecture
- Complete the required reading
- Participate in the Discussion Forum (due September 26th and 29th)
- Submit Writing Assignment 2 (due Sept 29th)

Required Reading:

- *Strategic Planning for Public and Nonprofit Organizations*, John M. Bryson, Chapter Four, pp. 127-133

- *Visionary Leadership*, Burt Nanus, pp. 62-69

Writing Assignment:

- Stakeholder Analysis

Learning Unit 6: Creating Public Value

Instructions:

- Read the mini-lecture
- Complete the required reading
- Participate in the Discussion Forum (due October 3rd and 6th)

Required Reading:

- *Total Quality Management in Government*, Steven Cohen and Ronald Brand, pp. 76-106
- *The Value Motive*, Paul Kearns, pp. 34-44, 54-62, 68-71 and 167-171

Writing Assignment: None

Learning Unit 7: SWOT Analysis

Instructions:

- Read the mini-lecture
- Complete the required reading
- Participate in the Discussion Forum (due October 10th and 13th)
- Submit Writing Assignment 3 (due October 13th)

Required Reading:

- *Strategic Planning for Public and Nonprofit Organizations*, John Bryson, Chapter 5, pp. 144-186
- *Why Most SWOT Analysis Stink and How You Can Make SWOT Work For You*, Lincoln Arneal

Writing Assignment:

- SWOT Analysis

Learning Unit 8: Strategic Issues, Goals and Actions

Instructions:

- Read the mini-lecture
- Complete the required reading
- Participate in the Discussion Forum (due October 17th and 20th)
- Submit Writing Assignment 4 (due October 20th)

Required Reading:

- *Strategic Planning for Public and Nonprofit Organizations*, John M. Bryson, Chapter 6, pp. 187-220
- *Leaders Who Make a Difference*, Burt Nanus and Stephen M. Dobbs, Chapter 5, pp. 97-117
- *Principles for Strategy Development*, LaPiana Consulting

Writing Assignment:

- Strategic Issues, Goals and Actions

Learning Unit 9: Underlying Theme of Organizational Success

Instructions:

- Read the mini-lecture
- Complete the required reading
- Participate in the Discussion Forum (due October 24th and 27th)
- Graduate students only – Submit Writing Assignment: Graduate Increment Part 2 (due Oct 27th)

Required Reading:

- *Strategic Planning for Public and Nonprofit Organizations*, John M. Bryson, Chapter 7, pp. 221-268 and Chapter 9, pp. 281-320

Writing Assignment:

- Graduate Increment Part 2 - Case Study Analysis and Conclusion

Learning Unit 10: Presenting Your Final Strategic Plan

Instructions:

- Read the mini-lecture
- Complete the required reading
- Participate in the Discussion Forum (due October 31st and November 3rd)
- Submit Writing Assignment 5 (due November 3rd)

Required Reading:

- *Strategic Planning for Public and Nonprofit Organizations*, John M. Bryson, Chapter 11, pages 353-379
- (Scan Only) *Strategic Planning for Public and Nonprofit Organizations*, John M. Bryson, Chapter 10, pages 321-350

Writing Assignment:

- Final Strategic Plan