

STRATEGIC PLANNING FOR NONPROFITS

Fall 2016



PROFESSOR CONTACT INFORMATION:

Dr. Sarah Maxwell, Associate Dean, Undergraduate Education and Associate Professor, Public and Nonprofit Management.
sarah.maxwell@utdallas.edu Students are strongly encouraged to use email as the primary method of communication.

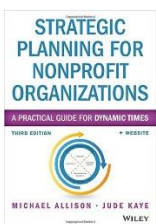
Students should feel free to contact me at any time by email. Response time to emails is typically 8-12 hours or less (usually less). If a student does not receive a response within 24 hours, the student is welcome to email again to ensure delivery. **Appointment times are arranged by email, as I am often attending meetings off campus.**

COURSE OVERVIEW

PA 6387 Online Strategic Planning for Nonprofits: serves as an introduction to the strategic planning process for nonprofit managers or those interested in the practical aspects of nonprofit management. Nonprofits are increasingly facing challenges and accountability requirements that require leaders to be able to think and act strategically. This course considers the challenges presented to nonprofits in a rapidly changing environment. Students are challenged make management decisions that guide information gathering, trend analysis, programs and services, and answer questions about what organizations do and why. The hands-on planning process involves clarifying and creating vision, mission, goals, measurable objectives, and solid action plans. Students will engage in the exploration of alternative courses of actions, forming a quality and professional strategic plan (or engaging in cases that facilitate exploration of quality strategic plans).

REQUIRED TEXTS

ALLISON, M. AND KAYE, J. STRATEGIC PLANNING FOR NONPROFIT ORGANIZATIONS: A PRACTICAL GUIDE FOR DYNAMIC TIMES. HOBOKEN, NJ: JOHN WILEY AND SONS, INC.



ISBN-13: 978-1118768143 / ISBN-10: 1118768140

COURSE OBJECTIVES

ACADEMIC SKILLS

- Understand key concepts and their applications within the strategic planning process.
- Apply key concepts to practical real-world cases.
- Demonstrate understanding of strategic planning steps.
- Apply the Strategic Concepts to prepare a real-world strategic plan.

EMPLOYMENT SKILLS

- Writing vision and mission statements; measurable objectives; strategies; and creating action plans.
- Researching and scanning environments for information and analysis.
- Creating a business-strategic plan for a new nonprofit.
- Conducting Stakeholder Identification and Analysis.
- Distinguishing between effective and ineffective goals, objectives, and action steps after reading a variety of real-world nonprofit strategic and business plans.

ASSIGNMENTS, DUE DATES, AND GRADING POLICY

ASSIGNMENTS	DUE DATE	POINTS
CHAPTERS 1-10 PLANNING	SEE & DETAILED DIRECTIONS POSTED ON ELEARNING	5-15 EACH
FINAL STRATEGIC PLAN	DECEMBER 1 5:00 PM	50 POINTS
TOTAL GRADE		100

Grades are based on the following scale: +=97-100, A=94-96, A-=90-93: B+=87-89, B=84-86, B-=80-83, C+=77-79, C=74-76, C-=70-73, D+=67-69, D=64-66, D-=60-63, F=0-59. **Please note that there is no extra credit work available in this class** .Late assignments are marked down one letter grade every 24 hours (1/2 letter grade if the assignment is late on the due date).

Note to student: a 93.99 = an A- and so forth. Many opportunities for success are provided during the semester. If a student needs an A, please earn the 94 and not a 93.99.

CHEATING AND PLAGIARISM: in this online class, it is impossible to fully prevent students from working together. Thus, I embrace the team approach, as long as students are creating their own learning environments. Please review the checklist below to understand cheating do's and don'ts for this course.

ALLOWED EXAMPLES	NOT ALLOWED EXAMPLES
Comparing notes and asking each other questions such as: do you think what I wrote is complete? Do you think my answer captures the instructor's request? Have I met the rubric requirement?	Copying another student's notes, answers, or other information that is part of a grade.
Giving feedback on graded assignments.	Copying any part of another student's assignment; copying information off the Internet; not doing your own work.
Asking peers to help with paper ideas.	Using your peers' own paper ideas for your paper.

ASSIGNMENTS, READINGS & DUE DATES

MODULES & ASSIGNMENTS	DUE DATE	POINTS
<p>MODULE 1: Introduction to Non-Profit Strategic Planning</p> <p>Read: Introduction; Pps 194-210: Review the sample strategic plan; Chapter 1</p> <p>Watch: Introductory Video on the syllabus and requirements</p> <p>Submit: Worksheet 1.5 (sample on pages 56-58)</p>	SUN, AUG 28 TH 5:00 PM	5
<p>Module 2: Stakeholder Engagement</p> <p>Read: Chapter 2</p> <p>Submit: Worksheet 2.1</p>	SUN, SEPT 11 TH , 5:00 PM (MILITARY PERSONNEL OR FAMILY MAY REQUEST 5 DAY EXTENSION)	15 Required: include websites, citations, and other materials for each; this section will include at least 25 sources. These may not be academic, but rather results of internet search on foundations and other nonprofits in the area. This section requires considerable research and effort.
<p>Module 3: Mission, Vision, Values; Chapter & Environmental Scan Read: Chapters 3-4</p> <p>Submit: Worksheet 3.1, box on top of page 92 and all headings from sample CLAS plan on pages 92-94. Worksheet 4.1; include all the major headings from 4.1 pps 104-108. Use similar trends as applicable (e.g., demographic shifts, economic, political).</p>	SUN, SEPT 25 TH , 5:00 PM	15 Required: minimum 10 non-text references from trade or other publications documenting the world in which your nonprofit will exist (e.g., aging population, political turmoil)

<p>Module 4: Theory of Change and Program Portfolio; Business Models</p> <p>Read Chapters 5-6</p> <p>Submit: Conduct a Needs Assessment (p. 111, answer Scope; What populations are impacted by this problem, Trends in Needs); p. 142.</p>	<p>SUN, OCT 9TH, 5:00 PM</p>	<p>15</p>
<p>Module 5: Organizational Capacity and Leadership</p> <p>Read Chapters 8-9</p>	<p>PLAN, WORK, WRITE</p>	
<p>Module 6:</p> <p>Complete your strategic plan</p>		
<p>FINAL PROJECT: STRATEGIC PLAN</p> <p>Follow Sample plan; use all of the information you organized for each module and present it in a professional document (ie., printed, color, bound). Final product includes references, appendices, Table of Contents, Executive Summary and all items listed on page 194. Students' strategic plans will look very similar to the sample CLAS plan presented from pages 194-209. Charts and bullets are permitted if also used in the sample plan in the text. Otherwise, writing in paragraph form with distinct headings and sub-headings is required.</p>	<p>DUE THURS, DEC 1 3:00 PM</p> <p>Professionally bound; on quality paper, delivered to Margaret Swigert, Undergraduate Education 972-883-4605 Office - FO 2.202</p> <p><u>Final Projects are also posted on Elearning by the due date and time or will be considered late</u></p> <p>Emailed plans are not accepted.</p>	<p>50</p>
<p>TOTAL GRADE</p>		<p>100</p>

UTD syllabus policies <http://go.utdallas.edu/syllabus-policies>

Technical Requirements

In addition to a confident level of computer and Internet literacy, certain minimum technical requirements must be met to enable a successful learning experience. Please review the important technical requirements <http://www.utdallas.edu/elearning/students/getting-started.html#techregs> on the Getting Started with eLearning webpage <http://www.utdallas.edu/elearning/students/getting-started.html>.

Course Access and Navigation

The course can be accessed using the UT Dallas NetID account at: <https://elearning.utdallas.edu>. Please see the course access and navigation <http://www.utdallas.edu/elearning/students/getting-started.html#courseaccessandnav> section of the site for more information.

To become familiar with the eLearning tool, please see the Student eLearning Tutorials <http://www.utdallas.edu/elearning/students/eLearningTutorialsStudents.html>. UT Dallas provides eLearning technical support 24 hours a day/7 days a week. The eLearning Support Center <http://www.utdallas.edu/elearninghelp> services include a toll free telephone number for immediate assistance (1-866-588-3192), email request service, and an online chat service.

Communication

This course utilizes online tools for interaction and communication. Some external communication tools such as regular email and a web conferencing tool may also be used during the semester. For more details, please visit the eLearning Tutorials webpage <http://www.utdallas.edu/elearning/students/eLearningTutorialsStudents.html> for video demonstrations on eLearning tools.

Student emails and discussion board messages will be answered within 1-3 working days under normal circumstances.

Distance Learning Student Resources

Online students have access to resources including the McDermott Library, Academic Advising, The Office of Student AccessAbility, and many others. Please see the eLearning Current Students page <http://www.utdallas.edu/elearning/students/cstudents.htm> for details.

Server Unavailability or Other Technical Difficulties

The University is committed to providing a reliable learning management system to all users. However, in the event of any unexpected server outage or any unusual technical difficulty which prevents students from completing a time sensitive assessment activity, the instructor will provide an appropriate accommodation based on the situation. Students should immediately report any problems to the instructor and also contact the online eLearning Help Desk <http://www.utdallas.edu/elearninghelp>. The instructor and the eLearning Help Desk will work with the student to resolve any issues at the earliest possible time.

Comet Creed

This creed was voted on by the UT Dallas student body in 2014. It is a standard that Comets choose to live by and encourage others to do the same:

"As a Comet, I pledge honesty, integrity, and service in all that I do."

UT Dallas Syllabus Policies and Procedures

The information contained in the following link constitutes the University's policies and procedures segment of the course syllabus.

Please go to <http://go.utdallas.edu/syllabus-policies> for these policies.

The descriptions and timelines contained in this syllabus are subject to change at the discretion of the Professor.