

University of North Texas at Dallas

Fall Semester 2024

SYLLABUS

Instructor Name:	Dr. Jesseca E. Lightbourne
Course:	PLDR 5370 Strategic Planning for Public and Nonprofit Organizations
Office Phone:	972.338.1538
Email Address:	jesseca.lightbourne@untDallas.edu
Office Hours:	Tuesday and Thursday 10:00am to 12:00pm or by appointment
Classroom Location:	Online Meeting https://unt.zoom.us/j/82909467152
Class Meeting Days & Times:	Online
Required Text:	<p>Bryson, John M. (2011). Strategic Planning for Public and Nonprofit Organizations. 4th Edition. San Francisco, CA: Jossey-Bass.</p> <p>Bryson, John M. and Alston, Farnum K. (2011). Creating Your Strategic Plan: A Workbook for Public and Nonprofit Organizations. 3rd Edition. San Francisco, CA: Jossey Bass.</p>
Recommended Text:	Additional Readings will be assigned via Canvas.

Course Goals or Overview: The goal of this course is to provide students with an understanding of basic strategic planning methods relevant for public and nonprofit entities. Students will be expected to exhibit a mastery of applying those strategies in a practical manner.

Learning Objectives/Outcomes: At the end of this course, the student will be able to

1. Initiate and build consensus around a strategic planning process
2. Identify organizational mandates
3. Clarify organizational mission and values
4. Assess internal and external environments to identify strengths, weaknesses, opportunities, and threats
5. Identify strategic issues facing an organization
6. Formulate strategies to manage issues
7. Review and adopt a strategic plan or plans
8. Establish an effective organizational vision
9. Develop an effective implementation process
10. Reassess strategies and the strategic planning process

Course Evaluation Methods

This course will utilize the following instruments to determine student grades and proficiency of the learning outcomes for the course:

1. **Discussion Posts (15%):** Given the online format of this course, students will still be expected to engage with their classmates in the online setting. Interspersed throughout the course is a few discussion posts designed to reinforce the material introduced in the readings. Most will require preparation outside of class. The discussion posts provide a basis for class discussion as well as provide insights that are useful in the preparation of the seminar paper. Late posts will be penalized substantially.

To receive full credit for discussion posts, you must 1. Post your response (50%), and 2. Respond to at least two (2) separate responses from your peers. Each student is expected to respond to queries based on different formats as posted on Canvas and comment on, at least, a post by two of your colleagues (in response to the instructor's query) for a full participation grade. Responses must be analytical in nature and draw upon your interpretation of the material and concepts you learned about in the course module; they are also intended for you to interact productively with your colleagues while we are not in class. Each should be constructive and professionally done.

2. **Writing Assignments (30%):** This assignment requires each student to **read and review** the various assigned readings (articles, book chapters, etc.) per class session and write a mission and vision, and create concept maps, tables, and/or diagrams for stakeholder analysis, SWOT analysis, strategic issues and goals. The rationale for this type of assignment is to promote conceptual understanding, critical thinking, and practical application. A good assignment encompasses an overview and synthesis of the key concepts, themes and/or issues in the readings and explication of those key concepts and/or issues. Logical presentation of the concepts and/or issues is expected. Basically, the structure should consist of an overview paragraph that embraces all the themes and concepts in the readings. The subsequent paragraphs will expatiate on the identified themes and concepts (synthesis is key). There should be a concluding paragraph which summarizes your take on the readings, and it should be followed by another paragraph which is implications/applications to the organization. At least, a page and half (single-space).
3. **Strategic Plan White Paper/Final Project (35%):** This assignment should identify strategic issues facing a nonprofit or public organization (nonprofit and public organizations are assigned by professor in class), discuss the mission and goals of the organization, specify evaluation criteria, formulate strategies to manage issues, evaluate the plan and its alternatives, and develop an implementation process. Class materials should be implemented in your paper. The writing assignment will be evaluated on clarity, accuracy, relevance, and attention to detail in editing.

Organizations: Please select one of the following:

- Abide Women's Health Services
- Dallas Housing Finance Corporation
- Chris Howell Foundation

Please note: You will work in a group of up to 3 persons this semester to complete the writing assignments and the final strategic plan. Your organization and group selection should be uploaded on Canvas no later than **Saturday, August 31, 2024 by 11:59p.m.**

4. **Presentation (10%):** Pre-recorded presentation, which can be created in PowerPoint, will be evaluated on clarity, accuracy, and relevance. There are no make-ups for these presentations. If you do not participate in these presentations, you will get a grade of a zero.

5. **Class Attendance and Participation (Evaluation 10%)**

A healthy class experience is dependent upon not only the instructor, but also instructor-student and student-student interactions. This class not only incorporates a manageable amount of readings, but also injects “real-world” exercises that allow students to put theory into practice. As such, it is imperative that students not only attend class and/or engage constructively with colleagues online (promptly, of course), but be prepared to engage in MEANINGFUL discussions that add to every individual's knowledge—including the instructor's (and/or participate in online activities as expected). As you will see, class participation is representative of roughly **8%** of the final grade and **2%** would be awarded for completing the end-of-term course evaluations. The class participation grade will be determined in two ways: first, students will be expected to arrive to class and/or online ready to discuss the week's readings, in both small groups, and within the larger classroom setting, and/or complete expected online assignments. Valuable contributions will be based on the readings and/or other RELEVANT information. Please feel free to introduce alternative examples that are reflective of current events. Second, because this class is exercise-intensive, each student will be expected to be prepared for the week's activity. This class is geared toward allowing you to analyze cases/organization/community situations and engage in realistic role plays based on our topic for the week. Poorly prepared students not only affect their own grades, but diminish the overall learning experience of his or her classmates.

Grading Matrix

Task/Assignments	Percentage
Discussion Posts	15%
Writing Assignments	30%

Presentation	10%
Final Project	35%
Class Attendance & End of Course Evaluation	10%
Total:	100%

Course Schedule: This schedule is subject to change by the instructor. Any changes to this schedule will be communicated by the instructor in class and via Canvas. All assignments are due on or before 11:59 p.m. of the assigned due date listed below.

Learning Unit Assignments and Due Dates

Week/Due Date	Meeting	Assignments
August 31	Online	Discussion Forum-Introduction
September 7	Online	Mission and Vision Statement
September 14	Online	Stakeholder Analysis
September 21	Online	SWOT Analysis
September 28	Online	Strategic Issues, Goals, & Actions
October 5	Online	Discussion Forum
October 12	Online	Strategic Plan Presentation
October 19	Online	Final Strategic Plan Due

Learning Unit 1 (Due August 31): Introduction to Strategic Planning - Expectations
Understanding Strategic Planning Read the mini-lecture, complete the required readings and participate in the Discussion Forum.

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

Discussion forum: After introductions, submit your group and organization

Learning Unit 2 (Due September 7): Mandate and Mission Analysis Read the mini-lecture, complete the required reading, participate in the Discussion Forum, and Submit Writing Assignment

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

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 Writing Assignment:

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

Learning Unit 3 (Due September 14): 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.

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

Learning Unit 4 (Due September 21): Creating Public Value Read the mini-lecture, complete the required reading and respond to the Discussion Forum questions. 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 5 (Due September 28): 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

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

Learning Unit 6 (Due Oct. 5): Read the mini-lecture, participate in the Discussion Forum

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

Learning Unit 7 (Due October 12): Presenting Your Final Strategic Plan Underlying Theme of Organizational Success Read the mini-lecture, complete the required reading, participate in the Discussion Forum Required Reading: Strategic Planning for Public and Nonprofit Organizations, John M. Bryson, Chapter 7, Pages 219-270 and Chapter 9, Pages 286-316

Learning Unit 8 (Due October 19`): Writing Assignment: Writing Assignment 5: Final Strategic Plan – Due Today.

University Policies and Procedures

Students with Disabilities (ADA Compliance): The University of North Texas Dallas faculty is committed to complying with the Americans with Disabilities Act (ADA). Students' with documented disabilities are responsible for informing faculty of their needs for reasonable accommodations and providing written authorized documentation. Grades assigned before an accommodation is provided will not be changed as accommodations are not retroactive. For more information, you may visit the Student Center, or call Cynthia Suarez at 972-338-1777. Email: Cynthia.Suarez@untdallas.edu or visit them online at <https://sa.untdallas.edu/disability-services>

Student Evaluation of Teaching Effectiveness Policy: The Student Evaluation of Teaching Effectiveness (SETE) is a requirement for all organized classes at UNT. This short survey will be made available to you at the end of the semester, providing you a chance to comment on how this class is taught. I am very interested in the feedback I get from students, as I work to continually improve my teaching. I consider the SETE to be an important part of your participation in this class.

Late Policy: Students are expected to turn in all assignments at the beginning of the class on the date the assignment is due. Late work will receive a grade penalty. Work that is turned in at any time during the first 24 hours after the date and time the assignment is due will receive no higher than a grade of B. Work that is turned in at any time during the second 24 hours after a paper is due will received no higher than a grade of C. Student work will not be accepted under any circumstances more than 48 hours after the assigned due date and time. You will receive a 0 for the assignment.

Academic Integrity: Academic integrity is a hallmark of higher education. You are expected to abide by the University's code of Academic Integrity policy. Any person suspected of academic dishonesty (i.e., cheating or plagiarism) will be handled in accordance with the University's policies and procedures. Refer to the Student Code of Academic Integrity at http://www.unt.edu/untdallas/policies/Chapter%2007%20Student%20Affairs,%20Education,%20and%20Funding/7.002%20Code%20of%20Academic_Integrity.pdf for complete provisions of this code.

Bad Weather Policy: On those days that present severe weather and driving conditions, a decision may be made to close the campus. In case of inclement weather, call UNT Dallas Campuses main voicemail number (972) 780-3600 or search postings on the campus website www.unt.edu/dallas. Students are encouraged to update their Jag Alert contact information, so they will receive this information automatically.

Attendance and Participation Policy: The University attendance policy is in effect for this course. Class attendance and participation is expected because the class is designed as a shared learning experience and because essential information not in the textbook will be discussed in

class. The dynamic and intensive nature of this course makes it impossible for students to make-up or to receive credit for missed classes. Attendance and participation in all class meetings is essential to the integration of course material and your ability to demonstrate proficiency. Students are responsible to notify the instructor if they are missing class and for what reason. Students are also responsible to make up any work covered in class. It is recommended that each student coordinate with a student colleague to obtain a copy of the class notes, if they are absent.

Diversity/Tolerance Policy: Students are encouraged to contribute their perspectives and insights to class discussions. However, offensive & inappropriate language (swearing) and remarks offensive to others of particular nationalities, ethnic groups, sexual preferences, religious groups, genders, or other ascribed statuses will not be tolerated. Disruptions which violate the Code of Student Conduct will be referred to the Office of Student Life as the instructor deems appropriate.

Canvas: A number of our required readings will be posted on Canvas. Please print them out and read them before the date in which we will discuss them. They are listed under the “Content” section for this course. Please let me know if you have any issues finding them. Use of Cell Phones & Other Electronic Gadgets in the Classroom Students who prefer to use laptops to take notes in class are more than welcome to do so. However, please refrain from engaging in other activities (Facebook, shopping, etc.) that will serve as a distraction for both you and me. Also, we have all become increasingly reliant upon our technological devices to keep us in the loop both professionally and personal, but please refrain from in-class texting. If you need to use your cell phone, please feel free to leave the class as you see fit. Our time in class is limited, and despite our busy lives, I would like to spend the class period focused on the material.

Incompletes: A semester grade of incomplete will be given only under extreme and unusual situations. Additionally, to be fair to all students in the course, when the work is completed, the student will not receive higher than a B for the course, regardless of how many points were earned in the course. More importantly, an incomplete will only be granted for students who are in good standing within the class (A/B grade) and have completed all work (except for the final) at semester’s end. An incomplete is not a substitute for a poor grade.

Resources:

Writing Center

The UNT Dallas Writing Center offers free, one-on-one or group tutoring services to all registered undergraduate and graduate students. Our goal is to help students write a good paper, and most importantly, become better writers. We work with students on any type of written or oral project and can help students at any stage of the writing process (from brainstorming and outlining to citing and looking over a final draft).

The Writing Center is located on the **2nd Floor of the Student Center** (big glass structure in front of the stairs). To make an appointment, browse the Writing Center’s online resources, or see a list of our student FAQ’s, please <https://learn.untDallas.edu/writing-center>. If students cannot come in for a face-to-face appointment, students can take advantage of our free online

tutoring service through SMARTHINKING. To get more information about this service, visit <https://learn.untdallas.edu/smarthinking>.

To make the best use of your time, please bring as much information as possible with you to your appointment (assignment, grading rubric, previous graded papers from the class, etc.). The Writing Center will not proofread papers or talk with you about grades, but we will help you become better writers over time.

Math Lab

The UNT Dallas Math Lab offers free, one-on-one or group tutoring services to all registered undergraduate students. Our goal is to help students improve their math skills, succeed in all of courses requiring math, and learn math-related skills they will need post-graduation. We work with students enrolled in all Math, statistics, accounting, finance, and Science courses.

The Math Lab is located on the **2nd Floor of the Student Center**. The Math Lab operates on a walk-in basis, so students can walk-in at any time. To browse the Writing Center's online resources, view our hours of operation, or see a list of our student FAQ's, please <https://learn.untdallas.edu/math-lab>. If students cannot come in for face-to-face tutoring, students can take advantage of our free online tutoring service through SMARTHINKING. To get more information about this service, visit <https://learn.untdallas.edu/smarthinking>.