Strategic Planning for Public & Non-Profit Organizations  
PSC 511D – 01D Online  
University of North Carolina Greensboro  

Fall 2015 Course Syllabus  

General Information  
Instructor: Tony G. LeTrent-Jones, Ph.D.  
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Readings: Available through E-Reserves on course site, documents posted in Canvas, and online links provided  

Course Objective  
The objective of the course is to provide students with a fundamental understanding and working knowledge of the strategic planning process as applied to the public and non-profit sectors. The course will deal primarily with the challenges and opportunities associated with the practical application of strategic planning tools to complex organizational and community settings.  

Teaching Philosophy  
My philosophy of and approach to education is one of Participatory Action Learning (PAL). Working from that framework, I believe education is a process of theoretical, practical and personal discovery that, while facilitated by someone formally designated as a “teacher”, “professor” or “instructor”, is a collaborative process in which students and teacher share in the responsibility for co-creating a meaningful learning experience for all involved. Central to my teaching philosophy is a commitment to student-centeredness grounded in a scholar-practitioner model the guiding purpose of which is to help develop mindful learners and practitioners capable of critical reflection that informs effective action and contributes to personal and professional growth and development. With these goals in mind, participation in which students are actively engaged in sharing, discussing and reflecting upon the readings and course materials as well as their own experiences, thoughts and insights on a regular basis is essential to the learning experience. This being a web-based course, PAL will be accomplished through assignments and active participation in discussion boards as well as a group project.
Course Requirements & Grading

Components & Values:
1. Preparation & Participation  25%
2. Interview & Paper          15%
3. Team Project – Strategic Plan  40%
4. Individual Paper on Team Project  20%

Preparation & Participation:  25%
- Reading assigned materials
- On-time completion of assignments
- Active participation in discussion boards
- Meeting assigned deadlines for postings to discussion boards and submission of papers

Interview & Paper:  15%
- Interview someone who has had experience with strategic planning either as an executive, manager or consultant about their experience with and perspective and insights on strategic planning.
- Submit a 3-4 page (double-spaced) paper summarizing and critically reflecting on the interview (including how it compares to your own experience with/knowledge of and/or questions about strategic planning and how it all relates to readings and course materials).
- Participate in discussion about interviews in discussion board.

Team Project – Strategic Plan:  40%
- As a team, select a local public or non-profit organization for which you will work together to develop a strategic plan. The organization can be one that one of the team members is involved in either as an employee, board member or volunteer. Or, it can be an organization of interest in the community.
- Do background research on the organization and review existing strategic plan.
- Do a critical analysis of the plan and research where the organization stands with regard to plan and future directions.
- Based on your research, create and submit a recommended plan. (Note: Given the length of the course, it will not be possible to do a comprehensive plan, but the plan submitted should incorporate all the elements of a strategic plan).

Team Project – Individual Paper:  25%
- Each student will submit a 6-8 page (double-spaced) individual paper that applies the ideas, tools and principles discussed in the class to the particular project and include a critical reflection on how the team worked together on the project and with what results/outcomes with regard to the team project assignment.
Note re: papers
All papers should be of graduate level quality and as such should be well-written utilizing appropriate format, spelling, grammar, and sentence and paragraph structure with proper references to source materials cited or consulted. The writing should be clear and concise and demonstrate your knowledge of the topic as well as your critical thinking, analytical and reflective competencies.

Grading:
The following grading scale will be used in this course:

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<th>Grade</th>
<th>Percentage Range</th>
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Course Units:

Unit 1: Introduction to Strategic Planning
Readings:
Hambrick & Frederickson, “Are You Sure You Have a Strategy?”
MO Health Dept., The Nuts & Bolts of Strategic Planning
Bryson, Strategic Planning for Public & Nonprofit Organizations (CH 1&2)
Mintzberg et al, Strategy Safari (CH 1)

Unit 2: Strategic Thinking & Analysis – Part 1
Readings:
Bryson, Strategic Planning for Public & Nonprofit Organizations (CH 5)
LaMendola, et al, “Choices for Colorado’s Future: Environmental Scan”
Kaplan & Norton, Strategy Maps (CH 1 & 2)
Sanders, Strategic Thinking & the New Science (CH 5)

Unit 3: Strategic Planning in Practice
Assignments:
Interview
Paper
Participation in discussion via Discussion Board in Bb

Unit 4: Strategic Thinking & Analysis – Part 2
Readings:
Bryson, Strategic Planning for Public & Nonprofit Organizations (CH 6)
Sanders, Strategic Thinking & the New Science (CH 6)
Kotter, Leading Change (CH 5)
Unit 5: **Enlarging the Frame**
Readings:
Briggs, “True Consensus, False Consensus”
[http://www.strategicexploration.com](http://www.strategicexploration.com)
Flower, “Future Search: Power Tool for Building Healthier Communities”
Senge, “The Leaders New Work: Building Learning Organizations”
Whyte, *The Heart Aroused* (CH 7)

Unit 6: **Team Project – Strategic Plans**
Assignments:
Submit & Present Strategic Plans

Unit 7: **Individual Papers & Reflections**
Assignments:
Submit Papers
Post Reflective Summary of Project & Course to Discussion Board

**Unit Schedule**

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<th>Open/Begin</th>
<th>Close/End</th>
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<td>1</td>
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<td>2</td>
<td>Mon. 8/24/14</td>
<td>Sun. 8/30/15</td>
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