

**PUA 775: Strategic Planning and Program Evaluation for Nonprofit Managers
FALL 2016 SYLLABUS**

OVERVIEW

This course provides students with the capability to understand, plan, implement and evaluate strategies and programs. These skills are intended to allow students in their current and future careers to take advantage of opportunities and effectively manage challenges facing their organizations. This course will also teach students to analyze how strategic planning and evaluation strategies for nonprofits differ from strategies used in the for-profit sector organizations. Emphasis is on management strategies that distinguish nonprofits from for-profits and public agencies and the challenges facing each. The course goals are to: 1) Introduce students to strategic planning practices 2) expose students to current scholarship and issues concerning strategic planning 3) enable students to better understand how to implement strategic decisions 4) Teach students how to effectively plan and implement evaluation strategies and utilize the outputs of evaluations to update and create new strategies and adjust existing strategic plans.

Objectives:

At the end of the semester students should be able to:

- 1) Explain the basic steps required to create a strategic plan.
- 2) Outline basic contextual issues that act upon organizations and their strategic plans.
- 3) Explain the basic concepts required to plan for and implement a basic evaluation strategy.
- 4) Understand the relationship between strategic planning and evaluation.
- 5) Be able to identify stakeholder groups that should be involved or considered in strategic planning and evaluation.
- 6) Create a plan for evaluation that complements strategic planning objectives.
- 7) Identify alternative strategies for dealing with environmental changes.
- 8) Identify when strategic planning and evaluation are appropriate strategies for an organization.
- 9) Identify possible disadvantages of strategic planning and evaluation for organizations and the individuals within them.

TEXTS

Kearns, K. P. (2000). Private Sector Strategies for Social Sector Success: The Guide to Strategy and Planning for Public and Nonprofit Organizations. Jossey-Bass: San Francisco, California.

Poister, T. H, Aristigueta. M. P., & Hall, J. L. (2014). Measuring Performance in Public and Nonprofit Organizations (2nd ed). Jossey-Bass: San Francisco, California.

COURSE FORMAT, REQUIREMENTS AND GRADING

Your grade will be based primarily on your written assignments and class and group participation. This course is a writing intensive course and grading of student work will emphasize not only content but also quality and organization of the writing.

Class sessions will be a mix of lectures, class discussions, and in-class group projects. I expect all students to be prepared to discuss the reading and homework assignments in class and to participate in group and individual projects in class.

Assignment I (25%) – Essay Set on Course Materials

Assignment II (30%) – Group Draft of Course Project

Course Project (45%) – Final Course Project and Presentation

UNIVERSITY POLICIES

University Policies and Resources

Academic Misconduct – Academic integrity is a legitimate concern for every member of the campus community; all share in upholding the fundamental values of honesty, trust, respect, fairness, responsibility and professionalism. By choosing to join the UNLV community, students accept the expectations of the Academic Misconduct Policy and are encouraged when faced with choices to always take the ethical path. Students enrolling in UNLV assume the obligation to conduct themselves in a manner compatible with UNLV’s function as an educational institution.

An example of academic misconduct is plagiarism. Plagiarism is using the words or ideas of another, from the Internet or any source, without proper citation of the sources. See the *Student Academic Misconduct Policy* (approved December 9, 2005) located at: <http://studentconduct.unlv.edu/misconduct/policy.html>.

Copyright – The University requires all members of the University Community to familiarize themselves and to follow copyright and fair use requirements. **You are individually and solely responsible for violations of copyright and fair use laws. The university will neither protect nor defend you nor assume any responsibility for employee or student violations of fair use laws.** Violations of copyright laws could subject you to federal and state civil penalties and criminal liability, as well as disciplinary action under University policies. Additional information can be found at: <http://provost.unlv.edu/copyright/>.

Disability Resource Center (DRC) – The Disability Resource Center (DRC) determines accommodations that are “reasonable” in promoting the equal access of a student reporting a disability to the general UNLV learning experience. In so doing, the DRC also balances instructor and departmental interests in maintaining curricular standards so as to best achieve a fair evaluation standard amongst students being assisted. In order for the DRC to be effective it must be considered in the dialog between the faculty and the student who is requesting accommodations. For this reason faculty should only provide students course adjustment after having received this “Academic Accommodation Plan.” If faculty members have any questions regarding the DRC, they should call a DRC counselor.

UNLV complies with the provisions set forth in Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990. The DRC is located in the Student Services Complex (SSC-A), Room 143, phone (702) 895-0866, fax (702) 895-0651. For additional information, please visit: <http://drc.unlv.edu/>.

Missed Work— Religious Holidays. Any student missing class quizzes, examinations, or any other class or lab work

because of observance of religious holidays shall be given an opportunity during that semester to make up missed work. The make-up will apply to the religious holiday absence only. It shall be the responsibility of the student to notify the instructor within the first 14 calendar days of the course for fall and spring courses (excepting modular courses), or within the first 7 calendar days of the course for summer and modular courses, of his or her intention to participate in religious holidays which do not fall on state holidays or periods of class recess. For additional information, please visit: <http://catalog.unlv.edu/content.php?catoid=6&navoid=531>.

Missed Work—Official Extracurricular Activities. In accordance with the UNLV faculty senate-approved policy regarding class time and assignments missed, students who represent UNLV in any **official extracurricular activity** shall also have the opportunity to make up assignments, provided that the student provides official written notification to the instructor no less than one week prior to the missed class(es).

For purposes of definition, extracurricular activities may include, but are not limited to: fine arts activities, competitive intercollegiate athletics, science and engineering competitions, liberal arts competitions, academic recruitment activities, and any other event or activity sanctioned by a college/school dean, and/or the Executive Vice President and Provost.

Tutoring -- The Academic Success Center (ASC) provides tutoring and academic assistance for all UNLV students taking UNLV courses. Students are encouraged to stop by the ASC to learn more about subjects offered, tutoring times and other academic resources. The ASC is located across from the Student Services Complex, #22 on the current UNLV map. Students may learn more about tutoring services by calling (702) 895-3177 or visiting the tutoring web site at: <http://academicsuccess.unlv.edu/tutoring/>.

UNLV Writing Center

One-on-one or small group assistance with writing is available free of charge to UNLV students at the Writing Center, located in CDC-3-301. Although walk-in consultations are sometimes available, students with appointments will receive priority assistance.

Appointments may be made in person or by calling 895-3908. The student's Rebel ID Card, a copy of the assignment (if possible), and two copies of any writing to be reviewed are requested for the consultation. More information can be found at: <http://writingcenter.unlv.edu/>

Rebelmail – By policy, faculty and staff should e-mail students' Rebelmail accounts only. Rebelmail is UNLV's Official e-mail system for students. It is one of the primary ways students receive official university communication such as information about deadlines, major campus events, and announcements. All UNLV students receive a Rebelmail account after they have been admitted to the university. Students' e-mail prefixes are listed on class rosters. The suffix is always @unlv.nevada.edu.

TOPICS, READING ASSIGNMENTS, AND APPROXIMATE DATES

Students are expected to complete the reading **before the class** for which it appears on this schedule. Occasionally, I may distribute additional reading or amend reading assignments for the following week's class. If you are absent from class, you must make arrangements to obtain these materials and prepare them in time for the class for which they are due.

The dates and assignments listed here are tentative and subject to revision to address changing class needs or circumstances as the semester progresses. I will notify you in class of any changes as early as possible. **If you are late turning in an assignment it will be subject to a penalty of 10 points per day and it will not be accepted if it is more than 5 days late.**