

Strategic Planning in the Public Sector, PAD 6316

Summer 2007, M-W, 6:00-9:10 p.m.

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The main goal of this course is to learn about strategic planning and apply that knowledge to your real world. The objectives are: 1) learn about the strategic planning process; 2) create vision and mission statements; 3) learn how to complete a SWOC analysis; 4) learn how to develop strategic planning goals and objectives; and 5) develop a strategic planning report. This is primarily a lecture/discussion class, but your projects will allow for interactive learning throughout the semester. The book we are going to use is written by John Bryson and it's titled "Strategic Planning for Public and Nonprofit Organizations (3rd edition).

Your responsibilities for this class are as follows: 1) reading the assigned material; 2) completing the assignments and project worksheets; 3) completing the final project; and 4) attending all class sessions. **Attendance is very important!** You should call me or send an e-mail message to me if you cannot attend class. This course is designed to increase your level of computer literacy. You will have the opportunity to use the Internet to complete some of your research and assignments. We will use Blackboard as a means of gathering information and communicating with one another. All of the assignments and readings are on Blackboard under Course Documents.

As a matter of fairness to students who submit their work on time, late submissions of any work will not be accepted for grading. Please note that "incomplete" grades are, by college policy, reserved only for students who, having a passing grade (B or better) on the majority of assignments and prospects of a passing grade in the course, are prevented from completing one or more final assignments by circumstances beyond their control.

Many of the assignments are based on my belief that you will do your own, original work and that you will actually "do" the project. I trust you - please don't disappoint me. So, all of the work you submit must be YOUR original work. Work or parts of work submitted for other courses or subjects are not acceptable for assessment unless prior permission is granted. Plagiarism is a very serious problem and is cause for dismissal from the MPA program and possibly the university. In order for us to avoid this problem, I want you to read the "Recommended Student Guidelines: Ethics and Academic Integrity" listed under week one on Blackboard. Plagiarism will result in an "F" for the plagiarized work and possibly an "F" for the course.

The following is the assignment of points and the grading scale:

Attendance & Participation	150 points	475-500 = A
Assignments & Worksheets	150 points	450-474 = A-
Final Project	200 points	435-449 = B+
<hr/> Total Points Possible	<hr/> 500 points	415-434 = B
		400-414 = B-
		385-399 = C+
		365-384 = C

Strategic Planning Projects

The purpose of your project is for you to have the opportunity to apply your knowledge about strategic planning to your real world. Every student's project is going to be individually tailored to her/his current situation, but here are a few guidelines. We'll work out the final details during the first week of class.

- A) If you are currently working for a public or nonprofit agency that does have a strategic plan for the entire agency and a plan your department/division, I'm hopeful that you can build on the existing plan by incorporating a strategic plan for your specific job.
- B) If you are currently working for a public or nonprofit agency that does have a strategic plan (but not a specific plan for your department/division), I'm hopeful that you can build on the existing plan by incorporating a strategic plan for your department/division.
- C) If you are currently working for a public or nonprofit agency that does not have a strategic plan, I'm hopeful that you will create a "mini" strategic plan for the entire agency. If that's too much, you can write a strategic plan for your department/division.
- D) If you are currently working for a private company that does have a strategic plan for the entire company and a plan your department/division, I'm hopeful that you can build on the existing plan by incorporating a strategic plan for your specific job.
- E) If you are currently working for a private company that does have a strategic plan (but not a specific plan for your department/division), I'm hopeful that you can build on the existing plan by incorporating a strategic plan for your department/division.
- F) If you are currently working for a private company that does not has a strategic plan, I'm hopeful that you will create a "mini" strategic plan for the entire company. If that's too much, you can write a strategic plan for your department/division.
- G) If you are currently working on your MPA career and are not working in an agency/company, I'm hopeful you will create a "mini" strategic plan for the MPA program. If several students are in this category, we will coordinate a means that will decrease duplication.

The outline for the strategic planning project provides the major components that you will include in your strategic plan. We will discuss each component of the plan and then you will complete the work necessary for each component. The final copy of your strategic plan is due on June 25th.

Course Outline

May 14th (M): Introduction

Reading:

- 1) Bryson Book - Chapters 1, 2 and 3
- 2) Poister, T. & G. Streib, "Elements of Strategic Planning and Management in Municipal Government: Status after Two Decades" (on Blackboard)

Materials on Blackboard:

- 1) "Recommended Student Guidelines: Ethics and Academic Integrity"
- 2) Assignment Point Distribution List
- 3) Assignment 1: Biography Due by 5/20
- 4) City of Hallandale Beach Strategic Plan
- 5) PBSO Long Range Plan
- 6) BSO Mental Health Initiative Strategic Plan Report
- 7) Outline for Strategic Planning Project

Decide which strategic planning project you want to complete - Due by 5/18 via email

May 16th (W): Organizational Capacity for Strategic Planning - Online Class

Reading:

- 1) Bryson Book - Chapters 11 and 12, pp. 97-102

Materials on Blackboard:

- 1) Worksheet 1 - Review of Organization's Mandates
- 2) Worksheet 2 - Values of Your Organization
- 3) Worksheet 3 - Expected Costs of Strategic Planning
- 4) Worksheet 4 - Expected Benefits of Strategic Planning
- 5) Assignment 2: Your organization's strategic plan, mandates & values -Due in class on 5/21

Project: Complete worksheets 3 & 4 - Due in class on 5/21

May 21st (M): Assessing the Environment

Reading:

- 1) Bryson Book - Chapter 5

Materials on Blackboard:

- 1) Worksheet 5 - Stakeholder Identification
- 2) Example of Stakeholder Identification for a Public Agency
- 3) Worksheet 6 - SWOC Analysis
- 4) Instructions for SWOC Analysis
- 5) CUES Internal Stakeholder Assessment
- 6) CUES External Stakeholder Assessment

May 23rd (W): Assessing the Environment - Online Class

Project: Complete worksheet 5-Stakeholder Identification & Assessment-Due in class on 6/4

May 28th (M): Memorial Day - No Class

May 30th (W): SWOC Analysis - Online Class

Project: Complete worksheet 6 - SWOC Analysis - Due in class on 6/4

June 4th (M): Mission and Vision Statements

Reading:

- 1) Bryson Book - Chapters 4 and 8

Materials on Blackboard:

- 1) Worksheet 7 - Vision Statement
- 2) Worksheet 8 - Mission Statement

June 6th (W): Mission and Vision Statements - Online Class

Project: Complete worksheets 7 (vision) and 8 (mission) - Due in class on 6/11

June 11th (M): Strategic Issues and Goal/Objective Development

Reading:

- 1) Bryson Book - Chapter 7

Materials on Blackboard:

- 1) Worksheet 9 - Identifying Strategic Issues
- 2) Operational vs. Strategic Issues Table
- 3) Worksheet 10 - Goal and Objective Development

June 13th (W): Strategic Issues and Goal/Objective Development - Online Class

Project: Complete worksheets 9 (strategic issues) and 10 (goals and objectives) - Due in class on 6/18

June 18th (M): Adoption of Plan, Implementation and Evaluation

Reading:

- 1) Bryson Book - Chapters 9 & 10

Materials on Blackboard:

- 1) Worksheet 11 - Action and Monitoring Plan

June 20th (W): Putting the Plan Into Action - Online Class

Project: Complete worksheet 11 (action and monitoring plan) - Due by 6/22 via email

June 25th (M): Conclusions

Hard copy of strategic plan is due