

**Practical Strategic Planning
Spring, 2014
Tuesdays 6:00pm-10:00pm
Location: Sem 2-A2107**

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TESC MPA Mission Statement: Our students, faculty and staff create learning communities to explore and implement socially just, democratic public service. We *think* critically and creatively; *communicate* effectively; *work* collaboratively; *embrace* diversity; we *value* fairness and equity; *advocate* powerfully on behalf of the public; and *imagine* new possibilities to accomplish positive change in our workplaces and in our communities. “You must be the change you wish to see in the world.”-- Mohandas K. Gandhi

A. Course Goals:

1. The purpose of this course is to understand the nature of strategic planning, its component parts, and how to construct a strategic plan.
2. A secondary goal is to understand the difference between strategic planning, project planning, proposal writing, and a business plan.

In pursuit of these goals, we will study literature that describes these processes and will work collaboratively to focus on the practical exercise of what it means to actually write a strategic plan with its multiple components.

B. Learning Objectives:

1. Learn what a strategic plan is and is not – and what an effective planning process looks like.
2. Learn what the component parts of a strategic plan are and learn how to write integrate them with each other.
3. Improve critical reading, thinking, writing, and speaking skills.

C. Required Book

Anthony, William P. (1985). *Practical Strategic Planning*. Quorum Books. ISBN: 0-89930-102-9

Articles (any articles will be posted on Moodle – expect one or two) :

D. Winter 2014 Schedule (subject to change)

DATE	TOPIC/ACTIVITIES	READINGS	DUE
Week 1 4/1/14	<i>The Nature of Strategic Planning - Empirical research</i> <ul style="list-style-type: none"> ▪ Lecture/Workshop ▪ Seminar 	Readings: Anthony: pp 1-24	Reading Response, due 3/31 –due by 5:00 pm
Week 2 4/8/14	<i>The External Scan</i> <ul style="list-style-type: none"> ▪ Lecture/Workshop ▪ Seminar 	Readings: Anthony: pp 25-61	Reading Resp- 4/7

Week 3 4/15	<i>Internal Assessment</i> <ul style="list-style-type: none"> • Lecture/Workshop • Seminar 	<u>Reading:</u> Anthony: pp 62-78	Reading Resp -4/14 External Scan – 4/14
Week 4 4/22	<i>Strategic Thrusts/MBO</i> <ul style="list-style-type: none"> • Lecture/Workshop • Seminar 	<u>Reading:</u> Anthony: pp 79-96	Reading Resp–4/21 Internal Assessment – 4/21
Week 5 4/29	<i>Action Steps - Implementation</i> <ul style="list-style-type: none"> • Lecture/workshop • Seminar 	<u>Reading:</u> Anthony: pp 97-132	Reading Resp-4/28 Strategic Thrust w/objectives 4/28
Week 6 5/6	<i>Budgeting</i> <ul style="list-style-type: none"> • Lecture/Workshop • Seminar 	<u>Reading:</u> Anthony: pp 133-145	Reading Resp-5/5 Implementation Plan – 5/5
Week 7 5/13	<i>Example of a Strategic Plan</i> <ul style="list-style-type: none"> • Lecture/Workshop • Seminar 	<u>Reading:</u> Anthony: pp 147-169	Reading Resp 5/12 Budget for Strategic Thrust 5/12
Week 8 5/20	<i>Empirical vs. Qualitative Meth</i> <ul style="list-style-type: none"> ▪ Lecture/Workshop ▪ Seminar 	<u>Reading:</u> “Administration Initiative...”: Laubacher -Moodle	Reading Resp–5/19 Strategic Plan – Rough Draft 5/19
Week 9 3/4	<i>Misc Topics including Ethics And Resume Writing</i> <ul style="list-style-type: none"> ▪ Lecture/Workshop ▪ Strategic Plan Presents 	<u>Reading: “Maureen’s Dilemma”:</u> <u>Laubacher - Moodle</u>	Reading Resp-3/3
Week 10 3/11	<i>Strategic Plan Presentations</i>		Strategic Plans – Final due by 3/10

*Evaluation Week, June 9 – June 13, 2014: Written evaluations (self & faculty) are required. Instructor reserves the right to modify the above syllabus and its elements.

E. Winter 2014 Assignments

1. **Reading Response:** During each week that readings are assigned, we are asking that class members write down a combination of three simple questions or observations (there must be a mixture) with references to readings.
2. **Producing a model Strategic Plan:** The major assignment for this course will be the creation of a strategic plan. The plan will consist of a) an external environmental scan; b) internal organizational assessment; c) Samples of a strategic thrust with measurable objectives; d) an implementation plan (using a Gantt chart); and e) budgeting for the strategic thrust; f) final conclusions and summary. As you can see from the weekly schedule these component parts will be created 1 week **after** they are described in class and assigned readings have been examined. The component parts all will be combined and will essentially comprise the essence of the rough draft of each strategic plan.

F. Expectations: Students are required to: attend all classes (if an emergency occurs please

notify instructor); complete assigned readings; and complete all written and oral assignments.

G. Human Subjects Review (HSR) Any “research” you do in this class should be all secondary research (data and information already available to you through existing resources such as books or websites). You will *not* collect any original data (research done through interviews, surveys, focus groups, etc.). Original research/data collection activities are dependent upon the Human Subjects Review application being reviewed and approved by TESC IRB.

H. Format: All papers should be typed using a computer, double spaced (unless otherwise stated), 12 point font, and follow APA format and citation style. [APA Style <http://www.apastyle.org/learn/index.aspx> Purdue Writing & Grammar Guide <http://owl.english.purdue.edu/>] All written work will be of high quality, grammatically correct, clear and without spelling errors. If you require it, please request resource writing assistance from faculty and/or contact the MPA Writing Assistant.

I. Participation & Attendance: Students are required to attend each class meeting in its entirety. Participation includes focusing on class content, speaking in class and seminar, listening to others, taking notes, completing class interactive exercises, avoiding distractions, and listening to and dialoging with the guest speakers. If an absence is unavoidable, seminar faculty should be notified prior to a class and/or seminar absence. *After one absence per quarter (4 hours), make-up work may be assigned at faculty discretion, case-by-case. Makeup work must be completed by the deadline assigned to ensure full receipt of course credit. After three absences (12 hours) you may be denied full credit. After reoccurring weekly absences (missing an hour of class week to week) you may be denied full credit.* Finally, if you do miss a class, you are still expected to do the reading for that class meeting and turn in any assignments that were due that class date. **Late assignments:** Turning in assignments late is unacceptable. However, if there is an unavoidable need to turn in an assignment late, the student should contact their seminar faculty no later than the original assignment due date to discuss options. Parameters are left to the discretion of the faculty on a situation-by-situation basis. Late assignments must be completed by the revised due date to ensure full receipt of course credit.

J. Evaluation: Written self-evaluations and a faculty evaluation are required for credit at the end of each quarter in our evaluation conference along with faculty evaluations of students. (Students may submit faculty evaluations to faculty directly or to Program Secretaries.)

K. Credit: Students will receive 4 graduate credits at the completion of each quarter if all course requirements have been satisfactorily completed to meet course objectives. No partial credit will be awarded. Incompletes may rarely be offered on case by case basis.

L. Multiculturalism & Diversity: Faculty and students will actively work towards contextually weaving multiculturalism and diversity throughout our learning as related to readings, lectures, seminar and group projects. In a learning community students and faculty share the responsibility for the teaching and learning environment. We are all encouraged to add to the existing format and content by incorporating relevant professional experiences in dialogue and by presenting current events regarding public service. Multiculturalism and diversity is to be understood as: aiming to promote constructive community discourse about issues of culture, power and life-style differences including but not limited to race, ethnicity, color, nationality, sex, gender, gender identity, gender expression, class, sexual orientation, age, religion, (dis)ability, and veteran status.

M. Learning Styles: We all have different ways of acquiring new knowledge. Therefore, faculty will actively work towards providing information in multiple formats: tactile, auditory, visual, experiential, etc. However, style applications are limited to means appropriate for the classroom environment. (Activities such as surfing the internet, reading unrelated materials, playing with a IPOD, laptop, or cell phone are not appropriate.) Consult your seminar faculty to discuss learning style options or personal challenges.

N. Reasonable Accommodations will be provided for any student who qualifies for them through a working relationship with Access Services. To request academic accommodations due to a disability, please contact the office of Access Services for Students with Disabilities (867-6348 or 6364). If the student is already working with the office of Access Services the faculty should have received a letter clearly indicating the student has a disability that requires academic accommodations. If any student has a health condition or disability that may require accommodations in order to effectively participate in this class, please do the following: **Contact faculty** before class and Contact Access Services to receive a letter of accommodation. Information about a disability or health condition will be regarded as confidential. Please refer to TESC's Students with Disabilities Policy.

O. Expectations of Students and faculty: to promote a cooperative, supportive atmosphere within the community; give everyone opportunity for self-reflection and expression; use high standards in reading the text and preparing our papers, lectures, and comments in seminar; handle all disputes in a spirit of goodwill. Discuss any problems involving others in the learning community directly with the individuals involved (so long as the concerned party feels safe doing so). *Possessing respect for others is fundamental to an open, free, and educational dialogue. All students are expected to support and contribute to a well functioning MPA classroom and learning community. Behavior that disrupts the learning community may be grounds for disciplinary action, including dismissal from the MPA program. All students will be held accountable for maintaining high academic standards.*

We will abide by the social contract: WAC 174-121-010 College philosophy.

<http://apps.leg.wa.gov/WAC/default.aspx?cite=174-121-010>

We will abide by the student conduct code (including academic integrity and plagiarism): Chapter 174-123 WAC, Student Conduct Code & Grievance/Appeals Process

<http://apps.leg.wa.gov/wac/default.aspx?cite=174-123>

We will abide by the non-discrimination policies and procedures at TESC:

<http://www.evergreen.edu/mpa/studenthandbook/nondiscrimination.htm>

P. Guest Policy: Guests are welcome to visit our learning community during class time and seminar meetings with discretionary approval from course faculty in advance of the requested visit. It is the host student's responsibility to contact the faculty with details about the requested guest visit and await approval. Guests must abide by all social contract conduct code, and nondiscrimination policy guidelines as aforementioned in this syllabus.

Q. Inclement Weather: In the event of bad weather or emergencies students should check with for announcements of campus closures. Students can call the main campus line 867-6000 to get the latest news regarding a campus closure or delay. Faculty may decide to cancel program meeting even if campus is open and we will send an all-program email prior to 3:00 pm. You are responsible for checking email and ensuring viable transportation options are available to you.