

APPLICATION FOR NEW COURSE

1. Submitted by the College of Graduate School Date: June 9, 2009

Department/Division proposing course: Martin School of Public Policy and Administration

2. Proposed designation and Bulletin description of this course:

a. Prefix and Number PA 602

b. Title* Strategic Planning and Organizational Change in the Public and Non-Profit Sectors

*If title is longer than 24 characters, offer a sensible title of 24 characters or less: Strategic Plan Pub/Nonprof

c. Courses must be described by at least one of the categories below. Include number of actual contact hours per week.

CLINICAL COLLOQUIUM DISCUSSION LABORATORY LECTURE
 INDEPEND. STUDY PRACTICUM RECITATION RESEARCH RESIDENCY
 SEMINAR STUDIO OTHER – Please explain: _____

d. Please choose a grading system: Letter (A, B, C, etc.) Pass/Fail

e. Number of credit hours: 3

f. Is this course repeatable? YES NO If YES, maximum number of credit hours: _____

g. Course description:

This course focuses on the potential for change and future directions for public and nonprofit organizations. It covers the basics of strategic planning for organizations providing public value and operating in a political context. It addresses such topics as environmental assessments, stakeholder analysis, identification of strategic issues, strategy formulation and implementation, performance measurement and evaluation, and key features of organizational change processes.

h. Prerequisite(s), if any:

PA 621 and PA 651

i. Will this course also be offered through Distance Learning? YES NO

If YES, please check one of the methods below that reflects how the majority of the course content will be delivered:

Internet/Web-based Interactive video Extended campus

3. Supplementary teaching component: N/A or Community-Based Experience Service Learning Both

4. To be cross-listed as: _____ / _____
Prefix and Number printed name Cross-listing Department Chair signature

5. Requested effective date (term/year): Fall / 2009

SEP 09 2009

APPLICATION FOR NEW COURSE

6. Course to be offered (please check all that apply): Fall Spring Summer
7. Will the course be offered every year? YES NO
If NO, please explain: _____
8. Why is this course needed?
Strategic planning is a central activity of contemporary public and nonprofit management. Managers require the capacity to plan and to manage change to build high performing organizations. This course will replace HA 602 as a required course in the MPA curriculum, allowing students to take a class focused on the public and nonprofit sectors, instead of one focused on healthcare organizations.

9. a. By whom will the course be taught? Professor Edward Jennings
b. Are facilities for teaching the course now available? YES NO
If NO, what plans have been made for providing them?

10. What yearly enrollment may be reasonably anticipated?
30
11. a. Will this course serve students primarily within the department? Yes No
b. Will it be of interest to a significant number of students outside the department? YES NO
If YES, please explain.

12. Will the course serve as a University Studies Program course[†]? YES NO
If YES, under what Area? _____
[†]AS OF SPRING 2007, THERE IS A MORATORIUM ON APPROVAL OF NEW COURSES FOR USP.
13. Check the category most applicable to this course:
 traditional – offered in corresponding departments at universities elsewhere
 relatively new – now being widely established
 not yet to be found in many (or any) other universities
14. Is this course applicable to the requirements for at least one degree or certificate at UK? Yes No
15. Is this course part of a proposed new program? YES NO
If YES, please name: _____
16. Will adding this course change the degree requirements for ANY program on campus? YES NO
If YES[‡], list below the programs that will require this course:

APPLICATION FOR NEW COURSE

The MPA degree will require this course instead of HA 602

‡In order to change the program(s), a program change form(s) must also be submitted.

17. The major teaching objectives of the proposed course, syllabus and/or reference list to be used are attached.
18. Check box if course is 400G- or 500-level. If the course is 400G- or 500-level, you must include a syllabus showing differentiation for undergraduate and graduate students by (i) requiring additional assignments by the graduate students; and/or (ii) the establishment of different grading criteria in the course for graduate students. (See SR 3.1.4)
19. Within the department, who should be contacted for further information about the proposed new course?

Name: Dwight Denison Phone: 257-5742 Email: dwight.denison@uky.edu

20. Signatures to report approvals:

08/30/09	Bill Hoyt	/	/
DATE of Approval by Department Faculty	printed name	Reported by Department Chair	signature
NA	/	/	/
DATE of Approval by College Faculty	printed name	Reported by College Dean	signature
NA	/	/	/
* DATE of Approval by Undergraduate Council	printed name	Reported by Undergraduate Council Chair	signature
/	/	/	/
* DATE of Approval by Graduate Council	printed name	Reported by Graduate Council Chair	signature
/	/	/	/
* DATE of Approval by Health Care Colleges Council (HCCC)	printed name	Reported by Health Care Colleges Council Chair	signature
/	/	/	/
* DATE of Approval by Senate Council	Reported by Office of the Senate Council		
/	/		
* DATE of Approval by University Senate	Reported by Office of the Senate Council		

*If applicable, as provided by the University Senate Rules. (<http://www.uky.edu/USC/New/RulesandRegulationsMain.htm>)

PA 602 Strategic Planning and Organizational Change

Edward T. Jennings, Jr.

Office: 431 Patterson Tower

257-5596 e-mail pub714@pop.uky.edu

Fall, 2009

CB 306

Office hours:

T, R 3:00-4:15

or by appointment or
drop in.

Overview

Governments, public and non-profit organizations, and health care entities face a variety of challenges as they try to produce public value. Public expectations are high, technology is changing rapidly, populations are in flux. In this environment, public officials and others need tools to develop effective policies and implement them through high performing organizations. Strategic planning is a tool box incorporating a variety of approaches that can help decision makers identify strategic issues, set strategic priorities, and move organizations toward higher levels of performance.

Strategic management is about planning and action. It has a long record in the private, public, and non-profit sectors. It has been used to help organizations chart future directions, to enable communities to vision a different future, to assist non-profit organizations to develop strategic priorities, to position health care entities for success in the competitive environment they face today. Successful strategic planning requires careful analysis of the organizational environment, agreement on purposes, engagement of relevant stakeholders, creative thinking, willingness to set priorities and make choices, and the ability to follow through.

Upon completing this course, students will be able to:

- Recognize the potential and limits of planning
- Describe and analyze the component activities of strategic planning
- Identify and classify stakeholders
- Assess organizational strengths and weaknesses
- Analyze opportunities and challenges in the organization's environment
- Identify strategic issues
- Formulate strategies
- Set strategic priorities
- Formulate an implementation strategy
- Identify barriers to and the potential for organizational change

To accomplish this, we will rely on a variety of assigned readings, classroom activities, written assignments, and projects. Two books are available for purchase at the bookstore:

John M. Bryson, *Strategic Planning for Public and Nonprofit Organizations*, 3rd Edition, San Francisco: John Wiley and Sons, 2004

Paul R. Niven, *Balanced Scorecard Step-by-Step for Government and Nonprofit Agencies*, Second Edition. Hoboken, NJ: John Wiley and Sons, 2008

Other materials will generally be made available electronically

Conduct of the Class

The success of this course and what you get from it will depend on what you invest. For lots of this, there won't be any incentives or rewards, other than your desire to learn and come away from the course with as much as you can. For example, this will be a very interactive class, but you won't get a grade for participation. I assume that as professional degree students who plan to provide leadership in public, non-profit, and health care settings that you are self-motivated to be engaged. You'll be involved in discussions every class session. It will be very important that you read materials in advance of classes and do any preparation that is required. It's also important that you attend class, since much of what you will learn will come from the interactions in class. Despite that, I won't be taking role and tracking attendance. I do expect to be told when you will not be able to make class, and all assignments must be submitted on time.

Academic and Professional Honesty

All participants in the class are expected to adhere to the highest standards of academic and professional honesty. If you are not familiar with the University of Kentucky rules and regulations regarding cheating, plagiarism, and other forms of academic dishonesty, become so. You can find the UK Statement of Student Rights and Responsibilities at <http://www.uky.edu/StudentAffairs/Code/>. Plagiarism is sometimes misunderstood. To be sure that you understand the rules regarding plagiarism, please see the Academic Ombud's website (<http://www.uky.edu/Ombud/>), and review the very detailed pdf document that is posted on the front page of the website. This document describes the many different forms of plagiarism (<http://www.uky.edu/Ombud/Plagiarism.pdf>). You should also consult the Code of Ethics of the American Society for Public Administration.

Assignments

There will be three written assignments, one of which will be a team project. There will also be a final exam.

Case Analysis

You can choose the case. Your analysis, based on guidelines to be provided, will be turned in at the end of the class period in which we discuss the case.

Assess a Strategic Plan in Light of the External Environment

Pick an organization that interests you and develop a critique of its strategic plan in light of the external environment. The organization can be a community, a state, a local or state agency, a federal agency, a non-profit organization, or a healthcare organization. The environmental scans we review on September 4 provide a starting point, but may need supplementation to account for specific state, local, or organizational circumstances. How well does the plan reflect the external environment of the organization? Are the mission, vision, values, and strategies appropriate to the environment?

Development of a balanced scorecard for an actual organization (Team Project)

Instructions will be provided

Final Exam

Grading

<i>Assignment</i>	<i>Points</i>
Case Analysis	10
Strategic Plan Assessment	20
Balanced Scorecard	40
Final Exam	20
Total	100

Course Outline

August 26. Introductions and Course Overview

August 31 Planning: Why or Why Not?

Bryson, Ch. 1

Charles E. Lindblom, 1979. "Still Muddling, Not Yet Through," *Public Administration Review*, 39 (6): 517-526

<http://web.ebscohost.com/ehost/pdf?vid=2&hid=22&sid=8f2d5d1c-4315-4ea6-9b44-9e12defd4f92%40SRCSM2>

Strategic Planning in Municipal Government: A Tool for Expanding Cooperative Decision Making between Elected and Appointed Officials Author(s): Gerald T. Gabris Source: *Public Productivity & Management Review*, Vol. 16, No. 1, (Autumn, 1992), pp. 77-93 Published by: M.E. Sharpe, Inc. Stable URL: <http://www.jstor.org/stable/3380807>

September 2 Forces of Change:

Council of State Governments Futures Report, **Trends in America: Ten Forces of Change States Can't Ignore**
U.S. GAO, **Forces That Will Shape America's Future**
International City/County Management Association, **The Most Pressing Trends and Drivers Facing Local Government, the Profession and the Association**

The Commonwealth Fund, *Why Not the Best? Results from the National Scorecard on U.S. Health System Performance, 2008*

http://www.commonwealthfund.org/publications/publications_show.htm?doc_id=692682

September 9-14 What's It All About? Public Values and Balanced Scorecards

Moore, Mark H. , *Public Value as the Focus of Strategy, Australian Journal of Public Administration*, 53 (3): 296-303

<http://search.ebscohost.com/login.aspx?direct=true&db=buh&AN=9701050594&site=ehost-live&scope=site>

Paul Niven, Ch. 1-2

Nicholas Mathys and Kenneth Thompson, "Using the Balanced Scorecard: Lessons Learned from the U.S. Postal Service and the Defense Finance and Accounting Service", IBM Center for the Business of Government

<http://www.businessofgovernment.org/pdfs/MathysReport.pdf>

September. 16-21 An Example of Strategic Planning and an Approach to Strategic Planning

Bryson, Ch. 2-3

Bryson, The Amherst H. Wilder Foundation (A)

September 23-28 Missions, Values, Visions

Bryson, Ch. 4

Niven, Ch. 5

Case: Ellen Schall and the Department of Juvenile Justice

Sept. 30 – Oct. 5 Identifying Stakeholders

Bryson, Resource A

Case: Funding Seattle's Art Museum and Low-Income Housing

October 7-12 Identifying Organizational Strengths and Weaknesses

Bryson, Ch. 5

Case: Seattle Public Utilities

October 14-19 Identifying Threats and Challenges

Bryson, Ch. 5

Case: The Politics of Establishing an Urban Growth Area in St. Claire County

October 21-26 Strategic Issues and Strategy Formulation
Logic Models

Bryson, Ch. 6-7

Niven, Ch. 6-7

Ronald Simeon, John Carnevale, and Annie, Miller, 2005. "A Systems Approach to Performance-Based Management: The National Drug Control Strategy," *Public Administration Review*, 65 (2): 191-202

Case: The Origins of the YWCA's Anti-Racism Campaign From *Leadership and Diversity: A Case Book*. UCLA. Copyright 2004 by Barbara J. Nelson.
http://www.spa.ucla.edu/leadership/pdfs/ch5YWCA_RVSD_12-28-04.pdf

Case: Greenhill Community Center (A)

Oct. 28- Nov. 2 Implementing Strategies

Bryson, Ch. 8

Case: Creating a Youth Service Collaborative in Savannah (A)

Nov. 4 - 9 Measuring Success

Niven, Ch. 8

November 11- Nov. 18 Changing the Organization

Sergio Fernandez and Hal G. Rainey, 2006. "Managing Successful Organizational Change in the Public Sector" *Public Administration Review*, 66 (2): 168-176
PDF This and the following articles can be found at
http://www.aspanet.org/scriptcontent/index_par_t2p_archives.cfm

Commentary on "Managing Successful Organizational Change in the Public Sector"

G. Fred Thompson and Patrick E. Connor, Atkinson Graduate School of Management, Willamette University
PDF

Mary Tschirhart, Campbell Public Affairs Institute, Syracuse University
[PDF](#)

J. Christopher Mihm, United States Accountability Office
[PDF](#)

Authors' Response to the Commentary
[PDF](#)

John P. Kotter, "Leading Change: Why Transformation Efforts Fail," *Harvard Business Review*, March/April, 1995

Cases: Little Rock School District: A Community and School Board Divided

Greenhill Community Center

November 23 Reassessing and Revising Strategies and plans

Bryson, Ch. 10

Bryson, Amherst Wilder Foundation (B)

Nov. 30 – Dec. 7 Student presentations

December 9 Course wrap-up and course evaluation

Grading Scale for Graduate Students

100-90% = A

89.9-80% =B

79.9-70% = C

< 69.9% = E