Strategic Planning for Social Impact  
ESM 230, Spring 2022  

Class: MW 12:30-1:45 pm (BH 1414)  

Instructor: Emily Cotter  
Office Hours: F 1:00-2:00 pm and by appointment  
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Email: ecotter@bren.ucsb.edu  

Course Description  
ESM 230 is an introductory course on developing a strategic direction for a nonprofit, government agency or philanthropic organization. Topics include the strategy development process, stakeholder analysis, vision and mission, strategic positioning, plan implementation and measuring success. Working on team projects, students will identify and explore a social challenge, conduct research to inform their strategic choices, and develop a strategic direction. Through a weekly speaker series, students will learn through “live case studies” presented by leaders from nonprofits, municipal and state governments, universities and colleges, and philanthropic organizations. Each week, one speaker will visit the classroom and talk about their organization, discuss the role they play in developing strategy and executing plans, and provide real-world examples.  

Course Software  
Box – File Sharing Service  
GauchoSpace – Learning Management System  
Google Drive – File Storage and Synchronization Service  
Slack – Messaging Application – Students should register for an account with Slack and join the esm230s22 workspace. See GauchoSpace for the invitation link.  
Zoom – Online Conference System  

Required Reading  
Harvard Cases  
Cases are listed in the schedule below. See course entitled “Strategic Planning for Social Impact” (ESM 230, Spring 2022)” on Harvard Business Publishing site at:  

https://hbsp.harvard.edu/import/927005  
All the cases are listed under the Harvard course entitled “Strategic Planning for Social Impact” (ESM 230, Spring 2022).” Each Harvard Case costs $4.25. The total cost for the coursepack is $12.75 (paid directly to Harvard Business Publishing).
All other required reading will be made available via download on GauchoSpace.

**Attendance and Participation**

Students are expected to attend every class. Attendance and participation represent 20% of your grade (200 points). Participation is evaluated in a number of ways. Obviously, participation is correlated with attendance. It is impossible to earn participation points if a student is not in class. Students remain responsible for submitting work due even if absent. Students should e-mail the instructor prior to any missed class. Students remain responsible for the material covered and assignments given during an absence and are to discern this information from their peers.

Attendance at all class sessions is critical to the learning process and the participation component of the course. Innovation and entrepreneurship require collaboration and interaction. Innovators and entrepreneurs find opportunities, adapt, and improve themselves by listening and learning from others. Please come to class prepared to participate in the day’s activities.

**Guest Speakers**

We will have weekly guest speakers visiting the classroom who are leaders from nonprofits, municipal and state governments, universities and colleges, and philanthropic organizations. The guest speaker series is one of the most valuable aspects of this course and should not be missed. To prepare for guest speakers, be sure to visit the websites of their organizations. Students are encouraged to download and review each nonprofit organization’s latest Form 990, which should be available online through GuideStar.

Students will be evaluated on their interaction with the guest speakers through the participation portion of the class grade.

**Assignments and Grading**

All assignments must be turned in on time. Assignments will be submitted in soft copy format on GauchoSpace or Slack, unless otherwise instructed. All assignments submitted on GauchoSpace should use the following file format:

**Team Assignment**

(Assignment Name)_(Team Name)

Example: Progress Update Presentation_Green Gauchos

**Individual Assignment**

(Assignment Name)_(Last Name)

Example: Reflection Paper_Cotter

The deadline is at the beginning of class (i.e., 12:30 pm) on the due date listed for each assignment, unless otherwise noted. If class is not held on the date an assignment is due, the deadline is still at 12:30 pm, unless otherwise noted. Assignments submitted after the deadline but within 24 hours will lose 5% of the total points; after that, an additional 5% for each day that the assignment is late.

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<thead>
<tr>
<th>Participation</th>
<th>Individual Contribution</th>
<th>Team Contribution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attendance</td>
<td>200 points (20%)</td>
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Description of Course Assignments

Strategic Roadmap Project – Student Profile
The purpose of a Student Profile is to provide the instructor and your classmates with some insights into your background/interests and to help in the formation of compatible project teams. Note: Your responses will be shared with the entire class. You will create a post in #student-profiles within the esm230s22 workspace on Slack. See “Instructions for Student Profile Post” in #student-profiles. Your Student Profile must be completed by 5:00 PM on Fri 4/1/22. The Student Profile will account for 10% of your grade (max. 100 points).

Strategic Roadmap Project – Team Formation Post
By the Team Formation Deadline, teams will create a “Team Formation Post” in Slack. The post should provide the team’s working name and the name of each team member, describe the objective of the team and what brought the team together, and state whether the project will be conducted through the lens of a new or existing organization (if existing, provide the name of the agency or organization). This Post should include a timeline and methodology for how the team plans to research its proposed environmental/social challenge and to develop the required components of the proposed Strategic Roadmap Project. Over the course of the six-week research project, each team should conduct primary research by interviewing at least 10-15 industry experts and/or potential stakeholders.

The Team Formation Post must be submitted in #project-teams within the esm230s22 workspace on Slack by 5:00 PM on 4/8/22. See “Instructions for Team Formation Post” in #project-teams. This Team Formation Post will account for 10% of your grade (max. 100 points). These points will be the same for each team member.

Strategic Roadmap Project – Progress Update Presentation
Each team will prepare a PowerPoint presentation that provides an update on their progress (5 slides recommended). This presentation should include the status of primary research (1-2 slides), analysis of data and any strategic choices made (2-3 slides), and next steps/research plans (1 slide). Be sure to cite any data or evidence gathered through primary or secondary research that supports your strategic direction.
A soft copy of the presentation must be uploaded onto GauchoSpace by 12:00 PM on the day of the team’s Progress Update Presentation (either 4/25/22 or 5/2/22).

**Strategic Roadmap Project – Board Presentation**
This is the main deliverable for the project and will demonstrate the team’s ability to validate an environmental/social need and to develop a strategic roadmap for an organization to address that need. The project will be conducted ideally in teams of four to six students. A separate document regarding the details of this project will be posted on GauchoSpace. The Strategic Roadmap Board Presentation will account for 20% of your grade (max. 200 points). These points will be the same for each team member.

A soft copy of the presentation must be uploaded onto GauchoSpace by 12:00 PM on the day of the team’s Strategic Roadmap Board Presentation (either 5/23/22, 5/25/22 or 5/27/22).

In addition, 10% of your grade (max. 100 points) will depend on your individual participation as a Board Member, during the Q&A session of another team’s presentation.

**Speaker Series: Reflection Paper**
According to one of the fathers of management/organization theory, Henry Mintzberg, the primary purpose of the university is to encourage reflection on what you have learned and how that learning might apply to your life and career. In this spirit, one of the assignments in this course is a reflection paper, to be completed at the end of the course. In writing the paper, think back to the guest speakers and discuss what you learned from each speaker and/or about each type of organization (NGO, municipal or state government agencies, universities and colleges, philanthropic). Highlight the guest speakers and the specific insights that impressed or influenced you most. You are encouraged to include quotes from the speakers or references to specific ideas presented by the speakers.

In this paper, you should also provide self-reflection on questions such as: How have these speakers influenced your personal or career goals? How has your thinking, attitude, or motivation changed? What has surprised you? What have been the most important takeaways for you? Feel free to address any other self-reflective questions as well.

As a rough guideline, the paper should be roughly 3 pages, single-spaced. Papers will be graded as: “Exceptional; clearly above average; includes deep reflection” – 200 points; “Thoughtfully completed; average” – 170 points; “Not thoughtfully completed” – 140 points.

A soft copy must be uploaded onto GauchoSpace by 5:00 PM on 6/8/22.