CM401: Organization and Program Development

Course Instructor: Angie Bauman, PhD

Course Description

This course equips those ministering within correctional and community settings to research, plan, and administrate a ministry program that provides learning experiences to help justice-involved people encounter the person of God, the truths of His Word, the power of His Holy Spirit, and to transform their thinking and behavior. Included are principles and practices in strategic planning, volunteer management, program development, and evaluation.

Course Objectives

Upon completion of the course, you should be able to do the following:
   A. Implement evidence-based practices to ministry program development.
   B. Design a ministry strategic plan.
   C. Explain the components for program development and evaluation.
   D. Communicate ministry values with stakeholders.

Course Text
The following textbook is required for the course.
   Leading Strategically: Planning for Success by Ed Stetzer and Karen Swanson

Course Requirements
This course consists of two collaboration meetings with a colleague or mentor with journaling, course readings, one stakeholder meeting with reflection, discussion forums, and written assignments. The information regarding these course components and expectations is as follows:

Collaboration Meetings with Journaling. Meet with a trusted colleague or mentor either in-person or by phone or online meeting platform **two times** to share about what you are learning and discuss progress on completing course components. This person does not have to serve in correctional ministry, but the person does need to understand and value strategic planning, critical thinking, listening, and providing constructive feedback. You will submit journal entries regarding these collaboration meetings toward the end of the course (Week 7). See collaboration meetings journaling document for more details.

Course Readings. Readings for this course should be completed during the module for which the readings are assigned to garner the most benefit from the interaction between readings, discussion forums, and assignments. Modules will include textbook reading, supportive course documents, personal research, and lecture/videos from the original course developer, and/or current course instructor.

Stakeholder Meeting with Reflection. Either Week 7 or **Week 8 preferably** conduct a meeting with at least one stakeholder (*cannot be the same person you conducted collaboration meetings*). The purpose of the stakeholder meeting is for you to present your rationale for your mission and values, including how you plan to evaluate mission accomplishment and demonstrate value alignment. After conducting the stakeholder meeting, you will complete and submit a reflection exercise on your presentation and the feedback you received from stakeholder(s).

Discussion Forums. Discussions will appear in the course modules. The Discussion Forum for each week begins on **Wednesday** at 12:01 a.m. Central Standard Time (CST), and your **initial post** is required by **Friday at midnight each week**. All posts must be submitted **prior to the following Tuesday** at 11:59 p.m. CST. You are required to post an initial response and respond to at least one other person's initial post. However, to support maximum learning more discussion engagement is recommended.

> Posts should include (1) **Substantial thoughts:** Ideas and positions explained clearly. References to course content and other external content when appropriate. Reply posts should extend discussion by providing constructive, thought-provoking questions and feedback to consider; (2) **Completeness:** Answers the question completely and aligns with the discussion forum topic; (3) **Support:** provides rationale and support for responses.

Written Assignments. All written assignments for this course are due at the assigned due date by 11:59 pm Central Standard Time (CST). Written work is expected to be college-level quality, spell checked, proof-read to demonstrate grammatical and professional proficiency. Failure to submit the highest quality written assignments will affect the grade on the assignment. **If you use any AI assistance in completion of written work, you must indicate on the assignment.** If for some reason during the course, you have a problem or difficulty completing a written assignment by the assigned due date, contact the course instruction prior to the due date.

Course Grading

All course components must be completed and submitted within five days of the end of the course. Please note that it is at the course instructor's discretion to penalize late work. Grades will be issued within two weeks of the end of the course.

Your grade for the course will be determined as follows:

Collaboration Meetings with Journaling	20% of course grade
Course Readings	5% of course grade
Stakeholder Meeting with Reflection	10% of course grade
Discussion Forums	15% of course grade
Written Assignments	50% of course grade

Grading scale will be as follows:
A = 92-100
B = 84-86
C = 72-76
D = 62-66
F = 59 and below

Course Schedule

WEEK	START	FINISH	Course Components Due
1	Tuesday 04/07/26	Monday 04/13/26	1. Review Syllabus thoroughly. Ask any questions about the course components either in the **Syllabus Discussion Forum**, or by emailing the course instructor. 2. **Read** Introduction and Chapter 1 of *Leading Strategically*. 3. Complete all Module 1 components, including **Discussion Forum**. 4. Enlist ministry colleague or mentor to schedule at least two collaboration meetings. Your first meeting should occur between Tuesday, April 14 – Monday, April 27 and your second meeting should occur between Tuesday, May 5 – Monday, May 18.
2	Tuesday 04/14/26	Monday 04/20/26	1. Begin **collaboration meetings journaling.** See journal expectations. 2. Simulate contextual analysis, ministry profile, <u>or</u> needs assessment. 3. **Read** Chapter 2 and Chapter 3 of *Leading Strategically*. 4. Complete all Module 2 components, including **Discussion Forum**.
3	Tuesday 04/21/26	Monday 04/27/26	1. Submit your **mission and vision statements** no later than 04/27/26. 2. Submit your **core values** no later than 04/27/26. 3. Complete **first collaboration meeting** no later than 04/27/26. 4. Complete all Module 3 components, including **Discussion Forum**.
4	Tuesday 04/28/26	Monday 05/04/26	1. **Read** Chapter 4 of *Leading Strategically*. 2. Submit your **strategic objectives** no later than 05/04/26. 3. Complete all Module 4 components, including **Discussion Forum**.
5	Tuesday 05/05/26	Monday 05/11/26	1. **Read** Chapter 5 of *Leading Strategically*. 2. Submit your **evaluation methods** no later than 05/11/26. 3. Complete all Module 5 components, including **Discussion Forum**.
6	Tuesday 05/12/26	Monday 05/18/26	1. **Read** Chapter 6 of *Leading Strategically*. 2. Complete **second collaboration meeting** no later than 05/18/26. 3. Complete all Module 6 components, including **Discussion Forum**. 4. If you have not already done so, enlist at least one stakeholder to schedule a presentation meeting. Your **stakeholder meeting** should occur Week 7 or **Week 8 preferably.** You present at the meeting, receive feedback, and afterwards complete reflection.
7	Tuesday 05/19/26	Monday 05/25/26	1. Submit **collaboration meetings journal** no later than 05/25/26. 2. **Read** Chapter 7 and Chapter 8 of *Leading Strategically*. 3. Design either a **professional development plan** <u>OR</u> a **volunteer management plan** and submit no later than 05/18/26. 4. Complete all Module 7 components, including **Discussion Forum**.
8	Tuesday 05/26/26	**Sunday 05/31/26**	**Course ends on Sunday May 31, 2026.** 1. Complete **stakeholder meeting** no later than 05/31/26. 2. Submit your **stakeholder meeting reflection** by 05/31/26. See reflection expectations to complete written assignment. 3. Submit your **strategic plan** by 05/31/26. 4. Complete all Module 8 components, including Discussion Forum.
			All course components must be completed and submitted within five days of the end of the course (**06/05/26**). Please note that it is at the course instructor's discretion to penalize late work. Students should contact course instructor **prior** to the end of course **(05/31/26)** regarding any outstanding course components.