



## Midwest Regional Children's Advocacy Center (MRCAC) Chapter Journal Club Annotated Bibliography

### Organizational Structure and Capacity

Allison, Mika. (2011). In Defense of Strategic Planning. Blue Avocado.

<http://www.blueavocado.org/>.

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Mike Allison is one of the leaders who defined strategic planning for the nonprofit sector, and he continues to expand and develop his thinking and practice in the area. This article is a rebuttal to *Strategic Planning: Failures and Alternatives*.

Fritz, Joanne. (2010). Is your Board Helping You or Hurting You?. New Your Times Company, [www.about.com](http://www.about.com).

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The legal responsibilities of your nonprofit board of directors are pretty clear. The board: 1) Ensures that your organization is fulfilling its mission, 2) Guarantees that your organization complies with its bylaws and other rules, 3) Reviews your financial performance, 4) Hires and evaluates the CEO. But, beyond those basics, a smoothly functioning board with a broad array of skills can be a godsend; while a quarrelsome, nit-picking board with thin experience can distract you at best, and bring down your organization at worst.

Masaoka, Jan. (2011). Alternatives to Strategic Planning. Blue Avocado.

<http://www.blueavocado.org/>.

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Strategic planning -- when done appropriately for your organization -- can be exactly the right tool for the job. But, too often, strategic planning is undertaken for reasons that would be better served by other methods: engaging the board, getting everyone on the same page, getting buy-in from stakeholders, and so forth. And sometimes when boards are unhappy with their executive director, a strategic planning effort is the one thing they both can agree on. Different processes are better for different types of decisions and challenges.

Masaoka, Jan. (2011). Strategic Planning: Failure and Alternatives. Blue Avocado.

<http://www.blueavocado.org/>.

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Strategic planning swept into the nonprofit sector in the mid 1980s. Nonprofits were becoming seriously interested in management techniques, and strategic planning -- along with meeting facilitation and fundraising training -- was a focal point for that interest. Twenty years later, today no organization would dare say it doesn't have a strategic plan.