



## CJ 650 Milestone One Guidelines and Rubric

**Overview:** For this milestone, you will submit a rough draft of the organizational strategy proposal that you will submit for Part A of the final project. This draft will address the long-term strategies to improve your identified organization. Your task is to write an organizational strategy proposal draft based on the scenario you selected from the [Final Project Scenarios](#) document in Module One.

In Milestone Two, you will be using the Crisis Situation portion of your chosen scenario to identify the tactical plan to address a crisis scenario.

**Prompt:** Your organizational strategy proposal rough draft will include the same elements that are included in the final project. You will need to address the feedback you receive for this milestone in your final submission (in Module Nine). Include the following elements in your draft:

### I. Introduction

- a) Briefly summarize the **background** information needed for understanding the proposal. Describe the current state of the organization and the problems it faces. What are the major needs of the community it serves? What are the fiscal and operational realities at play?
- b) Then, articulate the **guiding principles** of your strategy. What are the mission and vision of the organization? What are the current goals and objectives? To what extent should these be modified in the longer term to secure the solvency and effectiveness of the organization?

### II. Financial Strategy

- a) In the **near term**, how should the organization allocate its financial resources? How should funds be relatively apportioned among the various departments or other line items? Justify your proposed distributions by citing specific evidence that shows how they will support the organization's current goals and objectives.
- b) Make recommendations regarding how the organization will stay financially solvent while continuing to meet the **long-term** needs of the community. Justify your recommendations by citing specific evidence that shows how they will support your proposed longer-term goals and objectives.

III. **Personnel Development Strategy:** Outline a strategy for training and developing personnel so that the organization will continually improve in meeting the community's needs. Specifically, discuss how your recommended personnel development strategy will foster ethically sound and socially responsible decision making on the part of both leadership and staff. Justify your proposal by citing specific evidence showing how it will support the current and long-term goals and objectives of the organization.

### IV. Community Relations Strategy

- a) Explain how the organization will achieve a positive and productive **relationship with the public** that it serves. For example, how can the organization anticipate and react to social issues that might arise within the community? How can the organization limit its liability while still fully addressing the needs of the public? Justify your response by citing specific evidence that shows how your strategy will support the goals and objectives of the organization.

- b) Additionally, make recommendations for how the organization will maintain appropriate and transparent **communication** with the diverse members of the community. For example, how will the organization operate on social media? Justify your response by citing specific evidence that shows how your strategy will support the goals and objectives of the organization.

- V. **Implementation:** Finally, identify ways for leadership to responsibly implement each of your proposed strategies. Consider potential ethical dilemmas or other challenges that may be faced in executing the strategy and provide specific measures to deal with each.

This list is derived from the critical elements that will be used to assess your final project submission. Your instructor will provide feedback on the current state of your rough draft, with specific aim to provide feedback on your inclusion of the critical elements. For more information, see the Final Project Guidelines and Rubric document in the Assignment Guidelines and Rubrics section of the course. Your final project will be assessed, in part, according to the extent to which you have incorporated instructor feedback on your rough draft.

### Rubric

**Guidelines for Submission:** Your submission should be about 6 to 8 pages in length and should use 12-point Times New Roman font, double spacing, and one-inch margins. Sources should be cited according to APA style.

Critical Elements	Proficient (100%)	Needs Improvement (80%)	Not Evident (0%)	Value
<b>Introduction: Background</b>	Describes the current state of the organization and the realities it faces with sufficient detail to support the proposal	Discusses the current state of the organization, but there are gaps in necessary detail	Does not discuss the current state of the organization	12
<b>Introduction: Guiding Principles</b>	Articulates the guiding principles of the organization, including current and future goals and objectives, that clarify and support the proposal	Discusses the guiding principles, but does not include current and future goals and objectives, or proposed principles do not clarify and support the proposal	Does not discuss the guiding principles of the organization	12
<b>Financial Strategy: Near Term</b>	Proposes a sound financial strategy for the near term and justifies the resource allocations with evidence that they support the goals and objectives	Proposes a financial strategy for the near term, but proposal is not fully sound or not fully defended with evidence of supporting the goals and objectives	Does not propose a financial strategy for the near term	12
<b>Financial Strategy: Long Term</b>	Proposes a sound financial strategy for the long term and justifies the resource allocations with evidence that they support the goals and objectives	Proposes a financial strategy for the long term, but proposal is not fully sound or not fully defended with evidence of supporting the goals and objectives	Does not propose a financial strategy for the long term	12
<b>Personnel Development Strategy</b>	Proposes an appropriate personnel development strategy and demonstrates how it will foster ethical decision making and continual improvement in meeting the community's needs	Proposes a personnel development strategy, but proposal is not appropriate or does not fully demonstrate how it will foster ethical decision making and continual improvement	Does not propose a personnel development strategy	12

<b>Community Relations Strategy: Relationship With the Public</b>	Proposes a community relations strategy for creating positive and productive relations while limiting liability, and defends it with evidence that it supports the goals and objectives	Proposes a community relations strategy, but proposal would not create positive relations while limiting liability or it is not fully defended with evidence of supporting the goals and objectives	Does not propose a community relations strategy	12
<b>Community Relations Strategy: Communication</b>	Proposes a communication strategy that would create appropriate levels of transparency, and defends it with evidence that it supports the goals and objectives	Proposes a communication strategy, but proposal would not create appropriate levels of transparency or it is not fully defended with evidence of supporting the goals and objectives	Does not propose a communication strategy	12
<b>Implementation</b>	Proposes socially responsible and effective implementation measures that acknowledge potential ethical dilemmas and conflicts of interest	Proposes implementation measures, but they are not socially responsible or effective or they do not fully acknowledge potential ethical dilemmas and conflicts of interest	Does not propose implementation measures	12
<b>Articulation of Response</b>	Submission has no major errors related to citations, grammar, spelling, syntax, or organization	Submission has major errors related to citations, grammar, spelling, syntax, or organization that negatively impact readability and articulation of main ideas	Submission has critical errors related to citations, grammar, spelling, syntax, or organization that prevent understanding of ideas	4
<b>Total</b>				<b>100%</b>