

Planning Process of Social Change Organizations & Social Movement Organizations*

	Social Change Organizations	Social Movement Organizations
Organizational Permeability	Permeability threatens organizational stability and sustainability	Permeability necessary for organizational success
Focus of Environmental Scan	Seeks to understand the current environment so it can determine the best way to function within it	Analyzes the current environment to provide information about how to change it
Planning Horizon	1 – 5 years	10 – 20 years with regular review and updates

*Zemsky, B & Mann, D. *Building Organizations in a Movement Moment*, **Social Policy**, July 2008 (*in press*)
Available online at www.socialpolicy.org