

**COURSE:** PADM 5313-060 Spring 2026 (Hybrid Course)  
**HYBRID:** Course includes **three (3) REQUIRED Zoom Classes**

**DURATION:** Start Date: 01/12/26  
End Date: 05/02/26

**FACULTY:** Dawn Franks, MPA  
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Email: dfranks@uttyler.edu  
Office hours: by appointment

Please do not hesitate to contact me. I strive to respond to emails within 24 hours Monday through Friday. In-person appointments can usually be made within 48 hours of the request.

**TEXTBOOKS:** **Allison, Michael and Kaye, Jude (2015) *Strategic Planning for Nonprofit Organizations: A practical Guide for Dynamic Times*, Wiley.**  
Available in the bookstore or on-line: [https://www.amazon.com/Strategic-Planning-Nonprofit-Organizations-Practical/dp/1118768140/ref=sr\\_1\\_1?crid=3LX47P0CZSS5R&keywords=strategic+planning+for+nonprofit+organizations&qid=1672698443&sprefix=strategic+planning+for+nonprofit%2Caps%2C121&sr=8-1](https://www.amazon.com/Strategic-Planning-Nonprofit-Organizations-Practical/dp/1118768140/ref=sr_1_1?crid=3LX47P0CZSS5R&keywords=strategic+planning+for+nonprofit+organizations&qid=1672698443&sprefix=strategic+planning+for+nonprofit%2Caps%2C121&sr=8-1)

**LaPiana, David w/Melissa Mendes Campos (2018) *The Nonprofit Strategy Revolution, Second Edition*, Turner Publishing Co.**  
Available in the bookstore or on on-line:  
[https://www.amazon.com/Nonprofit-Strategy-Revolution-Real-Time-Rapid-Response/dp/1684421799/ref=sr\\_1\\_1?crid=3P4NI9FEH2EUR&keywords=the+nonprofit+strategy+revolution+by+david+la+piana&qid=1672698802&sprefix=David+la+pia%2Caps%2C131&sr=8-1](https://www.amazon.com/Nonprofit-Strategy-Revolution-Real-Time-Rapid-Response/dp/1684421799/ref=sr_1_1?crid=3P4NI9FEH2EUR&keywords=the+nonprofit+strategy+revolution+by+david+la+piana&qid=1672698802&sprefix=David+la+pia%2Caps%2C131&sr=8-1)

Additional readings can be accessed through the Muntz Library or via Canvas.

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## **COURSE OVERVIEW & OBJECTIVES**

The goal of the course is to introduce students to nonprofit strategic planning. At the conclusion of the course, students should have a strong understanding of the essential parts of a

strategic plan, pros and cons of traditional planning vs. real-time planning, and the importance of a healthy nonprofit culture to support the planning process. Finally, students should recognize the steps to operationalize a strategic plan. Course learning outcomes are:

1. Identify the essential parts of a nonprofit strategic plan.
2. Identify the critical stakeholders in the planning process.
3. Recognize the “Theory of Change” and distinguish between outcomes and program and operational strategies.
4. Identify critical facilitation skills required for strategic planning.
5. Able to compare and contrast the differences between traditional strategic planning and real-time strategic planning.

## **IMPORTANT DATES**

Census date: 01/26/2026

Last day to withdraw from one or more classes: 03/30/2026

## **COURSE DESIGN**

### Course Content

The course content is presented in modules, with each module identifying the content to be covered during the week in which it is posted. Content will include short video lectures, TED Talks and PowerPoint slides. These resources should be used as a supplement to, and not a substitution for the readings.

### Assignments

**Student Introductions:** Each student will post an introduction on the discussion board. The introduction should include name, at least one thing you want us to know about you, why you are taking this class and an overview of any nonprofit volunteer or paid experience. Include any nonprofit boards you are now or have served on in the past and any experience you have had as a participant, observer, or leader/facilitator of strategic planning.

**Post by 11:59 01/23/2026**

**Discussion Board and Reply Posts:** Each student will post a minimum of **THREE** critical analyses of weekly readings throughout the semester. Dates of required postings are listed in the course calendar. The discussion posting should not be a summary, but instead an analytical review of the content (e.g., compare/contrast, strengths/weaknesses, etc.). Additionally, each student should post responses to their classmates’ posts in the following week. Three reply posts per discussion is the recommended minimum. Your discussion post will receive up to 10 points. Reply posts made in the following week will receive up to 10 points. A discussion post rubric will be available on Canvas.

**Each Discussion post counts 10 points toward your grade. Responses to each discussion post count up to 10 points (minimum three (3) responses recommended per discussion post)**

The discussion analyses should be 275 to 350 words, with responses 175 to 250 words. While this is a guideline, the important thing to remember is to include a complete argument, analysis, or response. If that can be done in fewer words, great! If an analysis takes 400 words, that’s fine, too. Just be sure to be as concise and powerful as possible with language and arguments.

These are formal assignments. Students are expected to submit well-written and well-structured posts and responses. Grammatical errors, punctuation errors, spelling errors, wrong word errors, and other writing errors will be considered in the overall posts.

**Required Zoom classes:** There will be **THREE (3) required Zoom classes**. Each Zoom class will be approximately one hour on the date outlined in the course calendar. Each class will be 7:00-8:00 p.m. The Zoom classes will contribute up to 90 points to your total grade. In the event of an emergency, the Zoom class must be made up by scheduling a one-on-one discussion with me promptly.

**Zoom Class Dates:** February 4, March 4, April 1 – First Wednesday of the month. (Each class **counts 30 points** toward your grade)

**Mid-term Exam:** There will be no mid-term exam.

**Research Paper:** There will be no formal research paper required for this course.

**Final Exam:** Students will be required to submit a final exam. The final exam will consist of a critical analysis of a multi-year strategic plan. Students will have one week to complete the exam. **40 Points** toward your grade. **DUE 04/29/2026, by 11:59 p.m.**

**Writing Style:** All assignments should be completed using APA style.

**Grading Timeline:** Assignments will be graded within two (2) weeks of the due date. Feedback will be provided with the grade. If students need to turn in an assignment late, they may do so without penalty if they provide notice of an acceptable reason, as determined by the instructor, at least 48 hours before the due date. If notice is not provided, the assignment will be penalized 10% per day every day it is late. Assignments will not be accepted if submitted more than 3 days after the original due date.

## **COURSE GRADING**

<b>Course Activity</b>	<b>Points</b>
Introduction video	5
Reading Analysis – 10 pts/Discussion Board	30
Reading Responses – 10 pts/Response Board	30
Exercise	10
Zoom Classes 30 pts/Class	90
Final	40
<b>TOTAL:</b>	<b>205</b>

**Scale for final letter grade: A (180-200); B (160-179); C (140-159); D (120-139); and F (Below 139)**

## COURSE CALENDAR

Week	Dates	Topic	Readings
1	1/12/26	Course Introduction	<ul style="list-style-type: none"> <li>• View Instructor Introduction</li> <li>• Post Your Introduction and Learn about classmates. Due by 1/23/26</li> <li>• Read Introduction: Allison &amp; Kaye</li> <li>• Read <i>Good to Great Lessons for Social Sector</i> by Bridgespan</li> <li>• Read <i>Today's Charitable Challenges</i> by Stanford Social Innovation</li> </ul>
2	1/19/26	Planning and Stakeholders	<ul style="list-style-type: none"> <li>• Read Chapters 1 &amp; 2: Allison &amp; Kaye</li> <li>• View TED Talk – Steven Johnson – Decisions that Matter the Most</li> <li>• View TED Talk – Joel Baraka – Creating Board Games for Refugee Children</li> <li>• Introduction Due 1/23/26</li> </ul>
3	1/26/26	Mission, Vision, Values, Environmental Scan	<ul style="list-style-type: none"> <li>• Read Chapters 3 &amp; 4: Allison &amp; Kaye</li> <li>• View TED Talk – Simon Sinek - Start With Why</li> <li>• View Professor's Lecture</li> </ul>
4	2/2/26	Theory of Change and Outcomes	<ul style="list-style-type: none"> <li>• Read Chapter 5: Allison &amp; Kaye</li> <li>• Read Strategic Plan: Save the Children</li> <li>• View Ted Talk – G.T. Bynum - A Republican Mayor's Plan to Replace Partisanship with Policy</li> <li>• <b>Required Zoom – 7:00-8:00 p.m. Wednesday, February 4, 2026</b></li> </ul>
5	2/09/26	Business Model Organization Capacity	<ul style="list-style-type: none"> <li>• Read Chapters 6 &amp; 7 Allison &amp; Kaye</li> <li>• Read Planning Meets Strategy: Stanford Social Innovation Review, Summer 2014</li> <li>• Post Discussion</li> </ul>

6	2/16/26	Leadership and Completing & Using Your Plan	<ul style="list-style-type: none"> <li>• Read Chapters 8, 9 &amp; 10</li> <li>• View Professor's Lecture</li> </ul> <p><u>Respond to Discussion</u></p>
7	2/23/26	Why a Strategy Revolution and Strategy Pyramid	<ul style="list-style-type: none"> <li>• Read Chapters 1 &amp; 2: LaPiana</li> <li>• <b>Required Zoom – 7:00-8:00 p.m. Wednesday, March 4, 2026</b></li> </ul>
8	03/02/25	Strategic Plan Reviews	<ul style="list-style-type: none"> <li>• Review Strategic Plans: <ul style="list-style-type: none"> <li>Goodwill (2 different organizations) SPCA</li> <li>American Red Cross</li> </ul> </li> <li>• Read 4 Tips for Strategic Planning for Your Nonprofit from The Nonprofit Pro (online)</li> <li>• Post Discussion</li> </ul>
9	03/09/26	Spring Break	
10	03/16/26	Facilitation: Liberating Structures	<ul style="list-style-type: none"> <li>• Review website for Liberating Structures</li> <li>• Liberating Structures <b>Exercise/Assignments</b></li> <li>• View Professor's Lecture</li> </ul> <p><u>Respond to Discussion</u></p>

11	3/23/26	Organizational Strategy Identity & Strategy Formation	<ul style="list-style-type: none"> <li>• Read Chapters 3, 4 &amp; 5: LaPiana</li> <li>• Post Discussion</li> </ul>
			<ul style="list-style-type: none"> <li>•</li> </ul>
12	3/30/26	Strategies and Implementation	<ul style="list-style-type: none"> <li>• Read Chapters 6, 7, 8 &amp; 9: LaPiana</li> <li>• <u>Respond to Discussion</u></li> <li>• <b>Required Zoom – 7:00-8:00 p.m. Wednesday, April 1, 2026</b></li> </ul>
13	4/06/26	Strategic Planning Over Multiple Years	<ul style="list-style-type: none"> <li>• Read United Way Austin – Success by Six Plans</li> </ul>
14	4/13/26	Prep for Strategic Plan Analysis	<ul style="list-style-type: none"> <li>• Review Plans</li> <li>• Final opens on 4/22/26</li> </ul>
15	4/20/26	<p style="text-align: center;"><b>FINAL</b></p> <p style="text-align: center;">Due 4/29/26 by 11:59</p>	

## **DUE DATES**

Video Introduction: 11:59 on 1/23/26

Final: 11:59 p.m. on 4/29/26

\*\* Each student must submit at least three (3) discussion board reading analyses and a minimum of three (3) discussion board responses per reading analysis. Additional responses will increase points. The course includes one additional exercise and is listed in the calendar. \*\*

## **TECHNICAL SUPPORT**

If you experience technical problems with this course or Canvas, contact 24/7 Canvas Support by phone or chat by clicking the Help button in Canvas, located at the bottom of the Canvas Global Menu on the left side of the window.

When you contact Canvas Support, be sure to include a complete description of your problem or question, including:

- The title and number of the course
- The page in question
- If you get an error message, a description and message number
- What you were doing at the time you got the error message

You can also search the Canvas Student Guide for useful information on using Canvas at <https://community.canvaslms.com/docs/DOC-10701>.

If you are experiencing login/password problems or need support for other technical issues, contact Campus Computing Services by **phone at 903-565-5555** or by email at [itsupport@uttyler.edu](mailto:itsupport@uttyler.edu).