



NYU

**ROBERT F. WAGNER GRADUATE
SCHOOL OF PUBLIC SERVICE**

PADM-GP 2119 – 001

Marketing for Nonprofit Organizations Summer 2021

Instructor Information

- Robyn L. Stein
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- Office hours: Please send a request for Zoom meetings via email – Link on BrightSpace

Course Information

- Class Meeting Times: Tuesdays, 5/25 – 6/29, 4:30 pm – 8:30 pm
- Class Location: On Zoom

Course Description

NOTE: *Given the effects of the Coronavirus and the Black Lives Matter Movement on our lives over the last year, we will spend time during the semester discussing the effects the pandemic and the Movement have had on the way the not-for-profit sector and the world have been forced to adjust their marketing and fundraising. This will include noticing the impact on all types of organizations. We will also discuss the political climate using the same perspective.*

Developing and executing an organization's marketing strategy can be a complicated process, but is integral to raising money, increasing visibility, recruiting brand ambassadors / influencers / advocates / supporters – and building momentum to achieve its mission. This is particularly true as digital tools and social media have become critical elements of an organization's success. Not-for-profits are in constant competition with businesses and social entrepreneurs for attention, likes, hits, donations, and votes.

In order to be facile in this economy and time, all internal levels and functions within a not-for-profit must be extremely well focused, must be flexible to alter their course on a dime, and must be aware of the importance of working closely together to have an impact. In many cases, with small organizations, they are also contending with limited staff and financial resources.

In this course, students will learn elements of a broad-based approach to marketing and

branding and will then narrow in on “getting it done” by focusing on the nitty-gritty through developing marketing SWOTS, strategy, story-telling, cause-related marketing. Special Guests and Drop-in Experts will join the Professor to bring their expertise as students tap into knowledge about organizations with which they are familiar and expand their horizons by learning about others. The types of mission-driven organizations and entities explored may be in such areas as government; the visual and performing arts; health and human services; social, economic and racial justice; education; and the environment. All special guest visits are subject to final availability.

Course and Learning Objectives

Learning Assessment Table

Course Learning Objective Covered	Corresponding Session
Develop critiquing skills to assess corporate and not-for-profit branding elements	Session 1
Understand the basics of branding, framing and re-branding in the not-for-profit space, including the long-term effects of a re-brand on an organization	Sessions 1 - 3
Be able to conduct a marketing and communications SWOT (strengths, weaknesses, opportunities, threats) analysis	Sessions 3
Develop SMART marketing/communications plan to understand an organization's niche and how to grasp new direction for a campaign (goal, objectives, audiences, call to action, tactics, metrics)	Sessions 3 - 6
Recognize, analyze, and draft effective stories that aptly portray an organization's core mission and vision	Session 4
Utilize digital and social media tools, strategies to employ them and metrics for measurement	Session 5
Discuss the 'Whys' of racial and other bias in non-profit marketing, how to heighten and discuss sensitivity to it, and how to fix it going forward	Session 6
Grasp the varied opportunities for corporate interactions, partnerships and sponsorships as well as cause-related marketing that benefit not-for-profits	Session 6
Identify tactical methodologies and tools to 'get it done' – including the breadth of marketing tools available; cause-related marketing; tools for organizations existing on a shoestring budget; timelines that work for your organization and workflow; communications and media tactics; pointers to working cross-functionally; and tools to evaluate your results.	Sessions 2 - 6

Overview of the Semester

All details and special guests are subject to change

Session 1: CLASS SET-UP | SURVEY RESULTS | INTRODUCTION TO BRANDING May 25, 2021

We will open our first class with a discussion of the class structure, grading, expectations, key objectives, rules for the semester, and a tour of our NYU Classes site to learn how to navigate it. We'll review your survey results and together discuss your observations to highlight and then talk about integrated marketing and communications in both not-for-profit and for-profit spaces.

We will cover the basics of branding -- including an assessment tool introduced by the Stanford Social Innovation Review called IDEA that is uniquely suited to toward not-for-profit organizations. We'll also assess organizations and corporations using a brand personality test, as well as a simple brand base and brand face assessment method specifically looking at organization websites and social media.

In a small group exercise, students will assess and evaluate organizations they looked at in the required survey.

Session Objectives

- Acknowledge comprehension of class responsibilities and contract
- Understand class structure and use of NYU Classes
- Recognize best-in-class examples of not-for-profit branding and marketing efforts of successful and not-so-successful organizations and corporations
- Illustrate the comparative importance of branding / marketing of not-for-profits vs for-profits
- Display understanding of and identify the right questions to assess brands using criteria such as Brand Equity / IDEA concepts / Brand base and face / Brand personality measures
- Recognition of best-in-class examples of not-for-profit branding, marketing efforts, and their impact/effectiveness

Session 2: BRANDING | FRAMING | REBRANDING June 1, 2021

We'll begin with our first oral presentations by students, a practice that will continue throughout the semester -- both at the beginning of and midway through class.

During the first half of class we'll have a drop-in guest who will share an assessment of her organization based upon the tools used in class. We will review any brand assessment questions and then discuss how organizations describe, shape and/or frame their brand and messaging; the basics of framing; how it works and why is it important. We'll discuss how frames may differ for different organizations working in the same issue area to attract different demographics -- how they may each attract distinctive demographics, and the context of issues we may be grappling with locally, nationally and globally.

In the second half of the class, following presentations, we will discuss the rebranding of Bideawee -- an animal rescue organization -- that they undertook beginning in 2018. We'll talk about how they and others may distinguish, differentiate and frame their messaging to clarify

and align their organizational messaging to present a unified brand. To what end? To reach their target audiences and to increase attention, engagement, and revenues. We'll also see if there is a marked change in their messaging due to COVID.

Drop-in Guest:

- Kyleigh Russ, COO & Co-founder, Govern for America

Session Objectives

- Review and utilize branding assessment tools
- Understand the concept of framing
- Distinguish between organizational frames, messages, their purpose, and potential benefit
- Articulate distinct differences in how issues are framed for different organizations in the same issue area and different demographic groups
- Understand reasons why an organization may choose to rebrand
- Identify key issues involved in re-branding including budgeting, timing, priorities and challenges, strategies, audiences
- Articulate the process and the importance of research in rebranding including recognizing 'differentiation' amongst competing organizations
- Examine how organizations maintain ongoing marketing and communications activities simultaneously during a branding exercise and the long-term effects/results of branding exercises

Session 3: POSITIONING AND ASSESSMENT OF RELATED NFP & FP | SWOTS | SMART PLANS June 8, 2021

After presentations, our Special Guests will talk about how the Art Therapy Project built its brand from scratch, rebranded and continually refreshes their brand and marketing as they evolve and grow. They also started a for-profit art therapy arm of the organization called the Art Therapy Practice for which they also created a brand and ever-developing marketing program. Our Guests will discuss all of this and the impact the virus and BLM movements have had on their website, messaging, strategic partnerships, newsletter, and social media.

In the second half of the class, after presentations, we'll discuss the tools we'll use during the semester using an audience-based approach: for example, marketing/communications SWOTs and SMART plans not geared to the organization as a whole, but focused on the importance of your marketing efforts. We'll do an in-class SWOT exercise and discuss the beginning of your SMART plans, including what it takes to motivate audiences to act using the BJ Fogg Behavioral Model including Calls to Action, Digital Influencers, Tactics, Metrics, and Timelines.

Special Guests:

- Martha Dorn, Executive Director, The Art Therapy Project
- Joanie Choremi, Development Manager, The Art Therapy Project

Session Objectives

- Distinguish the long-term benefits of continually refreshing your brand to stay relevant
- Grasp qualities of and ability to understand marketing SWOTS and achievable SMART marketing plan goals and objectives
- Understand and identify realistic audience groups to target in your plan
- Demonstrate understanding and benefits of marketing SWOTS components and analysis
- Demonstrate initial understanding of SMART marketing plan goals and objectives based upon identification of realistic and attainable audiences

Session 4: SMART PLANS | STORYTELLING, June 15, 2021

Following presentations, we'll talk about the learnings of the last two sessions with a focus on your SMART plans based on a strong consideration of audience behavior, and tactical elements that can be utilized in our ever-changing remote world, especially over the last year. We will work in small groups to discuss your progress and share ideas and learnings.

In the second half of the class, we'll unpack stories, an extremely essential aspect of marketing that can illustrate your organization's impact. We'll talk about how developing effective stories has changed during the time of COVID-19 and social distancing, the BLM Movement, WFH and remote teaching. Also given that stories are essential to an organization, we'll discuss how to assess, identify, write, and tell stories with sensitivity and honor and how to attempt to cut through the noise to attract specific audiences such as donors, users, politicians, and others.

Session Objectives

- Demonstrate ability to craft achievable SMART marketing plan
- Understand and identify realistic audience, tactics, metrics, and timelines based on goal and objectives
- Recognize a successful story arc
- Identify the components of and value of a good story for your organization and practice shaping them
- Practice assessing and shaping stories
- Understand the value of developing a long-term relationship with story originators

Special Guest:

- **Rosemary Jorda**, Director, Marketing and Partnerships, City Parks Foundation

Session 5: DIGITAL & SOCIAL MEDIA TOOLS | TACTICS, June 22, 2021

After presentations, our special guest will take us through a look at digital engagement tools used by NFPs, focusing on organizations taking a listening approach to planning your strategy both when it's 'business as usual' and in a time like we have faced during the events of the last year. He'll focus on how organizations manage and digitally re-tool on a regular basis. He will also discuss social media and metrics. Topics to cover depending on time include analytics and metrics, appropriate channels, budgeting, Google Search Words, Blockchain, and SEO.

In the second half of class, we'll discuss your social media posts as well as tactics, budgets, internal and external marketing and communications tools, both traditional and cutting edge as well as what types of media are called upon for different situations to build a case and garner attention. We'll conclude with our SMART chart work.

Special Guest:

- **Jamie Lonie**, Digital Media Specialist, The Education Commission

Session Objectives

- Demonstrate knowledge of essential digital tools and analytics for different circumstances
- Evaluate the tools and resources available
- Examine and understand key elements of a digital strategy (including final development of SMART charts, if needed)
- Draft realistic time-bound tactics based on objectives and audiences
- Distinguish between newsworthy and noteworthy stories
- Distinguish between media outlets' positions editorially and in news coverage

Session 6: NON-PROFIT MARKETING THROUGH AN INCLUSIVE / EQUITY BASED LENS | CAUSE RELATED MARKETING | June 29, 2021

Our special guests will bring their experiences in both of these areas. First a communications professional who is originally from the mid-west and has worked at the ACLU both there and then from NYC. He will share his story and how organizations consider or don't consider race and other 'isms' when presenting themselves to attract donors, users, followers in protecting the freedoms provided by the Constitution. We will look at examples of "What were they thinking" in both the for-profit and non-profit world to assess and consider appropriate questions to consider.

We will discuss cause related marketing – with another professional who will demonstrate ways that many non-profits have the opportunity to increase their visibility and diversify their fundraising through corporate programs. We'll look at various mutually beneficial marketing arrangements between not-for-profits and corporations that exist, what it takes to develop a

CRM program, some of the best practices, what conditions are needed for particular programs to succeed, and what types of not-for-profits and corporations can engage in these programs.

Special Guest:

- **Tyler Richard**, Communications Strategist, American Civil Liberties Union (ACLU)
- **Rebecca Fontes**, Director of Business Partnerships, City Harvest

Session Objectives

- Review historical and current examples of bias in marketing campaigns and branding
- Examine how elements of "isms" and bias may unintentionally enter the non-profit sector through organizational leadership
- Discuss the 'Whys' of bias in non-profit marketing, how to heighten and discuss sensitivity to it and how to fix it going forward
- Articulate how marketing and communications are an integral part of CRM and corporate programs
- Identify potential benefits and givebacks including the importance of employee engagement
- Identify traditional and non-traditional marketing and communications tactics that can become part of your toolkit

FINAL REFLECTIONS & SMART CHART DUE Friday, July 1st, 11pm

Academic Integrity

Academic integrity is a vital component of Wagner and NYU. All students enrolled in this class are required to read and abide by [Wagner's Academic Code](#). All Wagner students have already read and signed the [Wagner Academic Oath](#). Plagiarism of any form will not be tolerated and students in this class are expected to report violations to me. If any student in this class is unsure about what is expected of you and how to abide by the academic code, you should consult with me.

Henry and Lucy Moses Center for Students with Disabilities at NYU

Academic accommodations are available for students with disabilities. Please visit the [Moses Center for Students with Disabilities \(CSD\) website](#) and click on the Reasonable Accommodations and How to Register tab or call or email CSD at (212-998-4980 or mosescsd@nyu.edu) for information. Students who are requesting academic accommodations are strongly advised to reach out to the Moses Center as early as possible in the semester for assistance.

NYU's Calendar Policy on Religious Holidays

[NYU's Calendar Policy on Religious Holidays](#) states that members of any religious group may, without penalty, absent themselves from classes when required in compliance with their religious obligations. Please notify me in advance of religious holidays that might coincide with exams to schedule mutually acceptable alternatives.