



**NYU**

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

**PADM-GP 2119 – 001 and 002)**  
**Marketing for Nonprofit Organizations**  
**Fall 2023: Sections 1 and 2**

(As of 30 Jul 2023)

## **Instructor Information**

- Robyn L. Stein
- Email: [robynlstein@nyu.edu](mailto:robynlstein@nyu.edu)
- Office address: 295 Lafayette Street
- Student hours: Prior to class if pre-arranged or we find a general location to meet. Zoom Office hours if arranged beforehand via email

## **Course Information: Class Meeting Time | Location**

Tuesdays: 9/5 – 12/12: No Class October 10th

LOCATION: 194 Mercer Street, (Between Houston & Bleecker) Room 204

- Section One: 4:55 - 6:35 pm Eastern Time
- Section Two: 6:45 – 8:25 pm Eastern Time

### **FINAL EVALUATION LINK:**

New link that will hopefully work <https://coursefeedback.nyu.edu/nyu/>

## **Course Description**

Developing and executing an organization's marketing strategy can be a complicated process that is integral to raising money, increasing visibility, recruiting brand ambassadors / influencers / advocates / supporters – and building momentum to achieve its mission. It is also affected by issues of the day and time, whether the COVID virus, racial, sexual, and social injustice, censorship, the political climate and local, regional, national, &/or world events.

During the semester, students will learn elements used in a broad-based assessment approach to marketing and branding including examining organizational strategies, branding and framing, storytelling, cause-related marketing, and marketing campaigns with an equity-based lens.

Not-for-profits also compete with businesses and social entrepreneurs for attention, likes, hits, donations, and votes. This is particularly evident given the widespread use of digital tools and social media, which are critical elements of all organizations' successes.

In order to be facile in this digital economy and time, all internal staff at all levels and functions within a not-for-profit are brand ambassadors. They must be extremely well focused, flexible to alter their course on a dime, and aware of the importance of working closely together to create the desired and strategic impact. In addition, many small organizations contend with limited staff and financial resources.

Students will then have the opportunity to develop a marketing SWOT, a focused SMART strategy for the organization of their choice, and creative stories for digital media and other uses. Special Guests will join the Professor to bring their stories and experiences into the class 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 the visual and performing arts; health and human services; social, economic and racial justice; education; and the environment. All 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	Sessions 1-4
Understand the basics of branding, framing and re-branding in the not-for-profit space, including the long-term effects of a re-brand	Sessions 1-4
Be able to conduct a marketing and communications SWOT (strengths, weaknesses, opportunities, threats) analysis	Sessions 5 & 6
Develop SMART marketing/communications plan to understand an organization's niche and how to grasp new direction for a campaign (goal, objectives, audiences, tactics, metrics)	Sessions 5-13
Recognize, analyze, and draft effective stories that aptly portray an organization's core mission and vision	Session 7
Assess and learn to utilize digital and social media tools, strategies to employ them and metrics for measurement	Sessions 4, 9, 10
Grasp varied types of corporate opportunities that benefit not-for-profits, including partnerships, sponsorships, and cause-related marketing	Session 11
Discuss the 'Whys' of racial and other bias in non-profit marketing in not-for-profits and for-profits, how to heighten and discuss sensitivity to it, and how to fix it going forward	Session 14
Identify tactical methodologies and tools to 'get it done' – including the breadth of marketing tools available including those for organizations existing on a shoestring budget; timelines and budgets that can be employed for your organization and workflow; communications and media tactics; pointers to working cross-functionally; and tools to evaluate your results.	Sessions 2 - 14

# Overview of the Semester

All details and special guests are subject to change

## Session 1: CLASS SET-UP | SURVEY RESULTS | September 5, 2023

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

In small groups, students will discuss their observation about the organizations they selected in the required survey and the ones they observed more deeply.

### Session Objectives

- Acknowledge comprehension of class responsibilities and contract
- Understand class structure and use of NYU Brightspace
- Recognize best-in-class examples of not-for-profit branding, marketing efforts, and their impact/effectiveness for successful and not-so-successful organizations and corporations

## Session 2: INTRODUCTION TO BRANDING | September 12, 2023

We'll begin class with our first oral presentations by students, a practice that will continue throughout the semester.

We will cover the basics of branding – including three assessments tools for not-for-profit organizations looking at organization websites and social media:

1. IDEA, introduced by the Stanford Social Innovation Review, which is uniquely suited to not-for-profit organizations,
2. A simple brand base and brand face assessment method and the underlying brand attributes of importance
3. A brand personality assessment tool.

### Session Objectives

- Illustrate the comparative importance of branding / marketing of not-for-profits vs for-profits
- Gain 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
- Continue to recognize best-in-class examples of not-for-profit branding, marketing efforts, and their impact/effectiveness

## Session 3: BRANDING | REBRANDING | FRAMING | September 19, 2023

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 discuss how frames differ for organizations (local, national, and global) working in the same issue area, including how particular frames may have the ability to attract those with specific demographics to their organization.

### **Session Objectives**

- Examine re-branding issues for an organization (budgeting, timing, priorities, challenges, and strategies, messaging, tagline, mission refinement, website, and social media)
- Review and deepen understanding of brand assessment tools examining a not-for-profit pre and post rebranding
- Understand the concept of message framing and recognizing 'differentiation' between organizational frames in the same issue area, their messages, purpose, and potential benefit

## **Session 4: CASE STUDY: THE ART THERAPY PROJECT | September 26, 2023**

After presentations, our Special Guests will talk about The Art Therapy Project (TATP) in an open discussion and assessment of current priorities continued brand development, current challenges, plans and strategy following a board leadership transition, and an assessment of the organizations marketing objectives. Platforms up for discussion include their website, messaging, partnerships, newsletter, and social media with a focus on conversions.

### **Special Guests:**

- Martha Dorn, Executive Director, [The Art Therapy Project](#)
- Rebecka Dionne, Marketing Manager, [The Art Therapy Project](#)
- Dan Enrico, VP of Strategy, [The DSM Group](#)

### **Session Objectives**

- Examine a different rebranding model for a smaller and younger organization
- Distinguish the long-term benefits of continually reviewing and refreshing your brand to stay relevant
- Gain knowledge about strategies to market changes in board/founder leadership
- Participate actively in live organizational assessment of marketing tools and tactics to meet strategic objectives and specifically develop strategies to acquire new donors

## **Session 5: SWOT | SMART PLANS Part One | October 3, 2023**

After presentations, we'll begin with a discussion about marketing/communications SWOTs and SMART Marketing plans -- which will be a focus of the 2<sup>nd</sup> half of the semester. Each student will select a not-for-profit organization of their choice for which they will create a plan. It can be

one they have been assessing in the first four (4) sessions of the semester or another. The project will be an additive process that will go from Session 5 through Session 13.

This first session will focus on creating a general marketing assessment of an organization including a SWOT specifically looking at how their marketing impacts the overall success of the organization. We'll talk about how a SWOT can lead to the development of a methodically planned SMART Marketing Plan, which can motivate audiences to take key and strategic actions for an organization. Again, each student will select one organization for which they will create a plan.

### **Session Objectives**

- Demonstrate understanding and benefits of marketing assessments and SWOTS as well as initial understanding of SMART marketing plan components

## **NO CLASS: October 10, 2023 LEGISLATIVE DAY**

### **Session 6: SWOT | SMART PLANS Part Two | October 17, 2023**

Following presentations, we'll look at the class assessments and SWOTS, and then discuss the next sections – the concept, goal, and objectives based upon the identification of realistic and aspirational audiences. Also to be touched upon during this session and the rest of the SMART Chart classes will be Objectives, Calls to Action (BJ Fogg Behavioral Model,) Digital Influencers, Tactics, and Metrics.

### **Session Objectives**

- Demonstrate understanding and benefits of a marketing assessment & SWOTS
- Demonstrate initial understanding of marketing concept and SMART plan goals and objectives based upon identification of key audiences

### **Session 7: STORYTELLING | CRISIS COMMUNICATIONS | October 24, 2023**

Following presentations, we'll unpack stories, an extremely essential aspect of marketing that can effectively illustrate your organization's impact. We'll talk about how developing effective stories are essential to an organization. We'll also discuss how to assess, identify, write, and tell stories with sensitivity and honor, and how to attempt to cut through the digital noise to attract specific audiences such as donors, users, politicians, and others.

If there's time, we'll discuss crisis communications planning and strategies to mitigate bad repercussions for organizations.

### **Session 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
- Grasp the elements of and necessity of creating a well-developed crisis communications plan for your organization
- Grasp the value of turning crises into opportunities for your long-term branding and organizational success
- Understand the interdependency of departments when in need

## **Session 8: SMART PLANS Part Three | October 31, 2023**

Following presentations, we'll discuss your progress and understanding of your SMART Charts and depending on the class's progress we may cover some of the many tactics noted throughout the semester Including internal / external marketing and communications tools (both traditional and cutting edge,) basic tools for press outreach, stories that may be newsworthy versus noteworthy, what types of media are called upon for different situations, events, and/or advocacy to build a case and garner attention, timelines, time management, and budgeting.

### **Session Objectives**

- Demonstrate continued and deepening understanding of SMART Chart components and element integration
- Recognize the plethora of tactics to keep in your toolbox as you plan marketing and communications for your organization
- Gain knowledge about potential digital and analog time management, budgeting, and organizing tools

## **Session 9: DIGITAL | SOCIAL MEDIA CONTENT & STORIES | TOOLS | November 7, 2023**

Following presentations, our special guests will take us through a look at digital engagement tools used by Welcome to Chinatown, a nonprofit amplifying and addressing the critical needs of Chinatown and its entrepreneurs, especially focusing on taking a listening approach to planning their strategy both when it's 'business as usual' and in times of organizational challenges and difficulties. They'll focus on digitally re-tooling on a regular basis, social media and metrics. Also discussed will be the use of stories in creating and presenting effective digital content.

Other topics that may be covered during this or a later session, depending on time, include appropriate channels, Google Search Words, Blockchain, AI, and SEO.

### **Special Guests:**

- **Jamie Lonie**, Digital Media Specialist, Founder, Amplifi Digital
- **Jackie Wang**, Chief Operating Officer, [Welcome to Chinatown](#)

### **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
- Observe the digital learnings and growth of a NFP start-up formed during COVID
- Grasp tools used for digital storytelling and elsewhere, such as A/B testing / SEO

## **Session 10: SMART CHARTS SIDEBAR | TOOLKITS & TACTICS, November 14, 2023**

Following presentations, our special guest will discuss the creation of two toolkits that she and the professor created to combat censorship in libraries for the American Library Association, plus one toolkit and materials the professor created for the Ezra Jack Keats Foundation. We'll talk about how tactics such as a toolkit might be considered as part of a communications strategy or SMART Chart based on a strong approach to attracting or enlisting your desired audience.

### **Special Guests:**

- **Cara Taback**, President, Cantata Communications. Former communications leadership positions at Madison Square Garden & City Harvest

### **Session Objectives**

- Examine case studies of toolkits developed for particular issues and uses to see how advocacy and education can be put into action

## **Session 11: CORPORATE PARTNERSHIPS, SPONSORSHIPS & CAUSE RELATED MARKETING (CRM) PROGRAMS | November 21, 2023**

After presentations, we will discuss corporate giving and cause related marketing – each session will feature a different professional in the field who are former colleagues and who excel in understanding the sector. They will discuss ways that many non-profits have the opportunity to increase their visibility and diversify their fundraising through corporate involvement. 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 Guests:**

- **Section 1: Gabriella Mizrahi**, Former Associate Director of Business Partnerships, City Harvest | Senior Manager Corporate Relations, Welcome.US
- **Section 2: Chelsea Etlinger**, Senior Manager Business Partnerships, City Harvest

## **Session Objectives**

- Articulate how marketing and communications are an integral part of CRM and other corporate partnership & sponsorship programs
- Identify potential benefits and givebacks including the importance of employee engagement
- Consider the give and take of potential corporate and other beneficial partnerships and collaborations for not-for-profits

## **THANKSGIVING: Thursday, November 23, 2023**

### **Session 12: SMART CHARTS Part 4 | November 28, 2022**

Following presentations, we'll delve back into your SMART Charts to see your progress, development, and understanding as well as new potential tactics you've picked up throughout the semester. Finally, we'll talk about metrics and how you'll know when you've reached your objectives and goals. This class is in preparation for your final SMART Chart submission due on December 2nd.

## **Session Objectives**

- Demonstrate deepened understanding of SMART Chart element integration
- Examine case studies to see how plans have been put into action

### **Session 13: SMART CHARTS Final | December 5, 2023**

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## **Session Objectives**

- Solidify learnings about SMART charts including adding concepts of inclusivity and equity
- Examine how marketing programs and their metrics morph based upon evolving needs
- Recognize the benefits and potential drawbacks of new and existing technologies

### **Session 14: NON-PROFIT MARKETING THROUGH AN INCLUSIVE / EQUITY BASED LENS | WRAP UP | December 12, 2023**

Following any final presentations, our guest will be a communications professional, originally from the mid-west, who has worked at the ACLU both in Nebraska and NYC. He will share his story and then 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, organizations' responses and their responsibility to their stakeholders, followers, donors, etc. He'll talk about



some of the challenges and opportunities around coordinating communications between the national ACLU office and local chapters.

### **Special Guest:**

- **Tyler Richard**, Associate Director of Nationwide Strategic Communications, American Civil Liberties Union (ACLU)

### **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, an organization's authenticity, and how to fix responses and marketing going forward.

**FINAL REFLECTIONS DUE Saturday, December 16, 5pm**

## **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 & how to abide by the academic code, please contact 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](mailto: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.