PDAM-GP 2119 - 001  Marketing for Nonprofit Organizations  
(Integrated Marketing for Not-For-Profits)  
NYU ROBERT F. WAGNER GRADUATE SCHOOL OF PUBLIC SERVICE  
FALL 2017 | SYLLABUS  

Course Description: Developing and executing an organization’s marketing strategy can be a complicated process, but is integral to raising money, increasing visibility, recruiting ambassadors/advocates/supporters and building a movement to achieve its mission. This is particularly true in the 2000’s as organizations have faced the growth of the Internet and e-commerce. Not-for-profits are competing with businesses and social entrepreneurs for attention, likes, hits, donations and votes. These mission-driven organizations may be in such areas as government, the arts, health and human services, education, and the environment. In order to be facile in this economy and time, all aspects of a not-for-profit must be extremely adept and aware of the need to work together internally to have an impact. In most cases this needs to be accomplished with limited staff and financial resources.

In this course, students will start by learning 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. They will tap into knowledge about organizations and for-profits with which they are familiar and will expand their horizons by learning about others.

Learning objectives: Upon successful completion of this course students will:
• Develop critiquing skills to assess corporate and not-for-profit brands and branding elements and communications tools
• Understand the basics of ‘Branding,’ ‘Re-branding,’ and ‘Framing’ in the not-for-profit space
• Be able to conduct a marketing-focused SWOT (strengths, weaknesses, opportunities, threats) analysis
• Develop SMART marketing/communications plan to understand an organization’s marketing niche and grasp new direction for a campaign (goal, objectives, decision-makers, audiences/stakeholders, your brand, your niche and tactics)
• Recognize and draft stories that aptly portray an organization's core mission and vision
• Integrate and understand current digital media and metrics
• Identify general insights into and tactics/tools to 'get it done" -- including the breadth of marketing tools available; tools for organizations existing on a shoestring budget; timelines that work for your organization; pointers to gain buy-in from staff, board, and others to work cross-functionally; and tools and metrics to evaluate your results.

The class will include interactive discussion, presentations, case studies, small group work, interaction with special guests, reflections, and will draw upon the experience of the students.

ASSIGNMENTS & GRADING: Students will be graded on Assignments, Mid-term and Final Projects, Presentations and Class Participation/Reflections/Questions.

All assignments will be graded based on a number of points possible. Students will be graded on
a curve. My philosophy is that the average grade should be a B+. "Purple cows" will stand out and receive higher grades.

Please find the grading rubric on a separate attachment.

**Presentations:** At the beginning of each class several students must give a 1-minute presentation -- commentary about what they learned during the last week from class, readings, assignments or the world based upon what we're learning. Please come to class with the expectation that you may be called on for a presentation.

**NOTE:** Assignments are due by **11:55pm the Sunday night before class** unless otherwise outlined in the syllabus or if approval is received in advance from the professor. Approved extensions will be accepted until midnight before the following class and may receive a grade reduction of 1-2 points. Assignments may not be accepted after this time and may receive 0 points. This is because each week’s assignment builds on the last session, key solutions may be disclosed in following classes, students will fall behind if they don't keep up. Grades may be lowered one step (A- to B+) for each assignment not turned in without advance permission.

**OFFICE HOURS:** Tuesdays before class (from 3:30-4:30) at TBD or by appointment.

**STUDENT EXPECTATIONS:** The following are outlined for student understand and clarity. They are designed to facilitate a successful class with robust discussion and learning.

- Electronic devices (phones, tablets or computers) may be needed for class discussion and in-class assignments/group work. Written note taking, however, is preferred over use of computers to facilitate discussion.
- Classes may not be recorded.
- Please read the syllabus on a regular basis.
- No plagiarism. Please read the Wagner policy [http://wagner.nyu.edu/students/policies/academic-code](http://wagner.nyu.edu/students/policies/academic-code)
- Attendance is mandatory and will be taken at each class. This is due to the number of special guests and key in-class discussions. Please arrive on time so as not to miss what is being discussed and so as not to disturb those in attendance. Missed classes may negatively impact your grade. 2 missed classes = 1 step reduction. Example is from A- to B+.
- Extenuating circumstances must be discussed with professor in advance.
- Class participation is mandatory. As this is a communications class, all students are expected to ask pertinent questions, make comments and engage in the class discussion whether aloud or using technology. Please be respectful in class. **Comments should be kept to no longer than 1 minute.**

**RESOURCES FOR USE THROUGHOUT THE SEMESTER**

- [http://www.brandingstrategyinsider.com/](http://www.brandingstrategyinsider.com/)
- Seth Godin: Permission Marketing concepts (Permission Marketing and others are really great books by Seth) [http://sethgodin.typepad.com/seths_blog/2008/01/permission-mark.html](http://sethgodin.typepad.com/seths_blog/2008/01/permission-mark.html)
- Beth Kanter
- Media Post blogs
• Social good guides [http://www.socialgoodguides.com/]
• Kissmetrics
• Kivi [http://www.nonprofitmarketingguide.com/resources/]
• Big Duck
• George Lakoff Blog: [https://georgelakoff.com/blog/]
• Amy Cuddy TED Talk [https://www.ted.com/talks/amy_cuddy_your_body_language_shapes_who_you_are?language=en]
• Nonprofit Marketing Guide: [http://www.nonprofitmarketingguide.com/resources/]
• Capacity Interactive Blog
• Power of Communications by Helio Fred Garcia
• Andrew Liveris on Leadership: [http://fortune.com/video/2016/08/02/dow-chemical-leadership/]
• HBR: Harvard Business Review
• The Opportunity Agenda Communications Toolkit: [http://toolkit.opportunityagenda.org/documents/oa_toolkit.pdf]
• Getting to Yes
• A Guide to Resisting the Trump Agenda [https://www.indivisibleguide.com/web#header-chapter-four]
MID-TERM

Take a deeper dive into understanding the brands of two organizations. (All must receive approval before you move forward. See details below about getting approval.

Issues to consider may include modern or traditional dance, museums, hunger, homelessness, women's health care (Global or US,) poverty, economic or social justice, gun rights. Sign up to receive their emails, newsletters, follow them on social media, etc.

Two parts:
• Mid-term case due on or before Friday, September 29 at 11:55pm (10 points)
• Mid-term due Sunday, October 15, 2017 at 11:55pm (30 points)

MAKING A CASE AND GETTING APPROVALS
Submit your case on or before Friday, September 29 at 11:55pm (10 points)
Select one issue area that you would like to focus on for your mid-term. This issue must have at least 2 - 3 organizations working in the area, with organizations that have no smaller than $250K in annual revenues and preferred organizations will have a budget of more than $5M so that they have resources to assess.

Draft no more than 1/2 page with bulleted points as to why you think this issue and these particular orgs would be good to follow and assess for the midterm. Those presented must include what the orgs do if they are relatively unknown. You can also provide a link to their website or other information for graders to review.

Once you have submitted your case (the earlier the better) they will be returned with questions or approval within a few days. You may discuss with Professor Stein during office hours or during class, if possible. All cases submitted by that time will be approved or returned with questions by Wednesday, October 4th.

Should your orgs not be approved, Professor Stein will ask you to provide other potential issues and orgs to research and assess or will find time to discuss with you.

THE ASSIGNMENT:
DUE Sunday, October 15, 2017 at 11:55pm (30 points)
Using all of the tools learned thus far, do a brand analysis.
This should include an assessment of:
• Logo clarity and color choices for their digital platforms (Include a small screenshot of the logos)
• Website including images on their homepage, navigation, functionality, clarity of vision, mission, tagline, programming, impact
• Brand assessment including IDEA and other methods/questions discussed
• Their framing, positioning, organizational messaging
• Any advertising or cause marketing you can identify and how it extends their brand
Then include your opinion based on your research about which of the organizations you're assessing, if either, has an advantage or is doing it better than their competition in each of these areas. How is their framing/messaging more advantageous or effective, if it is? How about the other assets you assessed?

Also include a discussion of your reflections of the organization before and after your research.

**LENGTH: NO MORE THAN 3 pages bulleted.**
(Presentation is everything!)

**FINAL PROJECT**

**IN CLASSES: FINAL PROJECT (DUE Thursday, December 14th: 11pm -- 30 points)**
The final project is an opportunity to look more closely at the two organizations that you assessed for your midterm by examining and COMPARING the following aspects of their marketing and communications operations.

Please bullet your assessment points and keep them short. You can use a PowerPoint, if desired, or please create it in Word.

- Do a **SWOT** for both of the organizations (Please limit the bulleted SWOT points to no more than 3/4-page for each organization) Following the SWOT, write no more than 1/2 page of bulleted points describing some of the key similarities and differences between the two.

- Assess one story you have uncovered for each of the organizations through your research. It can be internally posted or in the media. Discuss whether stories add value to the organizations and if one is more or less successful than the other. Stories may either be from those impacted by the organization or about or by stakeholders such as staff or board. (Please limit the stories assessment (bulleted) to no more than 1/2-page, including a copy of or link to the story)

- Select one of the organizations. Draft a **SMART Strategy** (no more than one page) to include:
  - One overarching goal
  - Up to 3 objectives
  - Potential decision-makers for each objective
  - Up to three audiences for each objective
  - Marketing & communications tactics to reach them. Tactical components should be appropriate for the objective and may include digital and social media, advertising, press or media outreach, events or forums and other outreach ideas.

- Draft a comparative analysis of both organizations’ overall marketing and communications operations, capacity and effectiveness now that you’ve looked at them in depth over the course of the semester. (No more than a few paragraphs)

- Finally, provide a reflection about how your feelings changed (if they did) about the organizations from before you began your research to now. (Please limit this section to a few short paragraphs and it doesn't need to be bulleted.)
**Session Introductions**
All details and special guests are subject to change

**Session 1: Class Set-up | Introduction to Branding**
**Sept 5, 2017**
We will open our first class with a discussion of the class structure, grading, key learnings, rules for the semester, and a tour of how to navigate NYU Classes for this class. We’ll review your survey results and observations to highlight and then discuss integrated marketing and communications in not-for-profit and for-profit spaces.

**Session 2: Delving Into Branding**
**Sept 12, 2017**
We’ll begin with our first presentations of the semester. Then we'll discuss IDEA and brand base/brand face as a way to assess NFPs best practices to build brand equity. We'll specifically looking in depth at websites and social media.
**Special Guest: Kelsey Overby, Nationswell, Senior Manager, Partnerships; Resolution, Board of Directors**

**Session 3: Branding and Re-branding**
**Sept 19, 2017**
We’ll begin with several individual presentations.

Then we’ll review IDEA as a way to assess NFPs and how organizations build brand equity. Our Special Guests will describe the process their organizations went through to re-brand their organizations. They’ll discuss their preparations, their challenges, what can be done in-house, their budgets and how ongoing marketing activities were maintained during the process.

**Special Guests:**
Martha Dorn, Executive Director, Art Therapy Project
Liliana Dirks-Goodman, Director of Marketing, New York Live Arts

**Session 4: Framing**
**Sept 26, 2017**
How do organizations describe or shape their brands? What are the basics of framing, how does it works and why is it important? In this class, we’ll discuss how frames differ for different demographics – millennials, boomers and how are issues framed in the context of today’s political discord.

MID-TERM CASE DUE: Friday, September 29th

**Session 5: Framing | SWOT**
**October 3, 2017**
Revisiting framing will be our first order of business to make sure people have a clear picture of its importance in all marketing and communications.
Then, every organization, whether NFP or corporate, needs to understand their competition, the external landscape and their internal capabilities. We’ll go over the elements of a SWOT exercise for your organization’s marketing program or campaign.
Session 6: SWOT
October 10, 2017
Now that you’ve created a SWOT for several organizations, we'll do an in-class exercise to see how others completed the exercise and we'll discuss the elements needed to craft a marketing and media strategy.

From this class going forward, we will cover the nuts and bolts of marketing/communications. First how to turn your SWOT into a SMART marketing and communications plan with a discussion of goals, objectives, decision makers and audience. We’ll dive into tactics, story creation, the pervasive area of social & digital media, marketing and communications staffing structures, communications tools, cause related marketing and getting to yes.

MID-TERM DUE Sunday, October 15th

Session 7: SMART Marketing Plans
October 17, 2017
What are the elements of a SMART marketing and communications plan and where do they come from? We’ll discuss these components including a discussion of goals, objectives, decision makers and audience with a special focus on GOALS and OBJECTIVES for the Apollo.

Session 8: SMART Plans Continued
October 24, 2017
With a beginning focus on audience and ladders of engagement, we’ll dive deeper into SMART plans and discuss internal and external marketing and communications tactics, both traditional and cutting edge. We’ll also discuss what types of media are called upon for different situations/events/advocacy/to build a case and garner attention.

Session 9: Story Creation
October 31, 2017
One extremely effective tactical element to illustrate your organization’s impact is storytelling. Stories are the lifeblood of an organization, but to identify the right ones, develop them and tell them with sensitivity and honor takes finesse. How are they best identified, framed, created and told? We’ll focus on unearthing, assessing, and creating stories as illustrations of an organization’s impact.

Session 10: Story Development Continued
November 7, 2017
Following on our introduction to stories in Session 9, we’ll continue to explore and hone our approach after presentations.

Session 11: Getting Attention: Today’s Tools
November 14, 2017
We’ll dive into digital and social tools that are pervasive in our lives, focusing on organizations taking an individualized approach to planning your strategy. Analytics? Metadata? How many channels? Budget? Google Search Words? SEO?

Special Guest:
**Matt Wallace**, Content Marketing Manager for CBRE Americas

**Session 12: Cause Related Marketing**  
**November 21, 2017**  
Cause related marketing and the different types of marketing arrangements not-for-profits have with corporations can pave the way for them to create diversified streams of revenue. We’ll look at what exists, what it takes to develop a CRM program, what are 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.

**Session 13: Catch Up | Tactics: Are Yesterday’s Tools Obsolete?**  
**November 28, 2017**  
We’ll take part of this session to answer and clear up any questions that you might have at this point in the class and/or issues that you want to discuss.

We’ll then take whatever time is left to talk about tactics. When do you schedule a press conference? When do you send a press release? A media advisory? What is Newsworthy vs. Noteworthy in these days of social media? How do you distinguish between earned vs unearned media? When do you buy ads on social media? Spend money on Google Ad words?

**Session 14: Expert Panel | Reflections | Wrap-Up**  
**December 5, 2017**  
Our final class (after any last presentations) will be punctuated with a panel of experts working in various professions, but interacting with the not-for-profit space and marketing and communications. They will discuss their stories, opportunities they have to work together and hurdles they face on a day to day basis. They will tell their stories, talk about partnerships, internal politics to overcome and how to get buy-in from internal and external stakeholders to carry out and achieve their objectives.

If we have time, we’ll wrap up by sharing reflections from the semester. Otherwise this will be done on-line.

**Special Guests:**  
**Marsha Zeesman**, Deputy Director of Communications, ACLU  
**Paul Cates**, Director of Communications, Innocence Project  
**Saundra Thomas**, VP of Community Affairs, WABC

**FINAL PROJECT DUE Thursday, December 14th**