



NYU

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

PADM-GP 2119 – 001 & 002

Marketing for Nonprofit Organizations

Fall 2022: Sections 1 and 2

(As of 21 July 2022)

Instructor Information

- Robyn L. Stein
- Email: robynstein@nyu.edu • Office address: 295 Lafayette St.
- Office hours: Prior to class or please send a request via email – most meetings to take place by Zoom

Course Information: Class Meeting Time | Location

Tuesdays 9/7 – 12/14: No class Tuesday, October 4th and October 11th

- **Section One:**
 - Time: 4:55 - 6:35 pm Eastern Time
 - Location: GCASL, Room 375 Loc: Washington Square
- **Section Two** ○ Time: 6:45 – 8:25 pm Eastern Time ○ Location: GCASL, Room 369 Loc: Washington Square

Course Description

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. It is also affected by issues of the day and time, whether the COVID virus, racial and social injustice, the political climate and world events.

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

In this course, students will learn elements of a broad-based assessment approach to marketing and branding including assessing organizational strategies, branding, framing, cause-related marketing and examining marketing campaigns with an equity-based lens. Students will then have opportunities to develop a marketing SWOT, SMART strategy, and creative stories for digital media and other uses. 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	Sessions 1-5
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 1-5
Be able to conduct a marketing and communications SWOT (strengths, weaknesses, opportunities, threats) analysis	Session 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 6-12
Recognize, analyze, and draft effective stories that aptly portray an organization's core mission and vision	Session 8, 9
Assess and learn to utilize digital and social media tools, strategies to employ them and metrics for measurement	Session 11
Discuss the 'Whys' of racial and other bias in non-profit marketing in notfor-profits and for-profits, how to heighten and discuss sensitivity to it, and how to fix it going forward	Session 13 or 14
Grasp varied types of opportunities that benefit not-for-profits with corporations including partnerships, sponsorships, and cause-related marketing	Session 13 or 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 | INTRODUCTION TO BRANDING September 6, 2022

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 BrightSpace 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.

In a socially distanced or small group exercise, students may discuss, assess and evaluate organizations they looked at in their required survey against best practices.

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 and marketing efforts of successful and not-so-successful organizations and corporations

Session 2: INTRODUCTION TO BRANDING September 13, 2022

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

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 assessment tool, as well as a simple brand base and brand face assessment method specifically looking at organization websites and social media.

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
- Recognition of best-in-class examples of not-for-profit branding, marketing efforts, and their impact/effectiveness

Session 3: REBRANDING | FRAMING | September 20, 2022

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 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 in the context of issues that organizations may be grappling with locally, nationally and globally.

Session Objectives

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

Session 4: CASE STUDY: POSITIONING A NOT-FOR-PROFIT IN THE REBRANDING PROCESS | September 27, 2022 (Rosh Hashana, Sept 25-27)

After presentations, our Special Guests will talk about the next phase for the Art Therapy Project (ATP) in their second 10 years. They will have an open discussion and assessment that will include class input focused on ATP's brand development, current challenges, plans and strategy to market a board leadership transition and an assessment of the organization's marketing objectives. Included might be discussion of platforms such as their website, messaging, partnerships, newsletters, and social media.

Session Objectives

- Examine a different rebranding model for a smaller and younger organization
- Distinguish the long-term benefits of continually 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

Special Guests:

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

NO CLASS: October 4, 2022 YOM KIPPUR

NO CLASS: October 11, 2022 LEGISLATIVE DAY

Session 5: SUMMERSTAGE SWOT, October 18, 2022

Following presentations, our special guest will talk about SummerStage, their pivot to virtual performances through the pandemic shutdown, and their gradual return to live shows over the course of the 2021 and 2022 seasons with in-person bookings in Central Park and additional parks around the city. How has the audience morphed? What do and did audiences want and what resonated with them? How did the marketing team coordinate with the programming team? What were the lessons learned?

We'll discuss the class' SWOT results and how these may be reflected in elements of the organization's marketing plans. This class is a precursor to our discussion of SMART charting, which we'll begin to discuss in Session 6.

Special Guests:

Rosemary Jorda, Chief Marketing and Development Officer, [City Parks Foundation](#)

Session Objectives

- Understand the interdependency of departments when in need
- Examine how marketing programs and their metrics morph based upon evolving needs
- Grasp the value of turning crises into opportunities for your long-term branding and organizational success
- Demonstrate understanding and benefits of marketing SWOTS use and analysis
- Understand translating a SWOT into strategies

Session 6: SWOT | SMART Marketing Plans: October 25, 2022

Following presentations, we'll discuss turning a marketing/communications SWOT into a SMART chart/strategy/plan, a technique you'll work on for the rest of the semester. This will include developing an assessment and concept, and structuring an organizational goal, and will be focused on what type of marketing efforts you might employ to motivate key audiences to take actions that will assist in attaining that goal.

Categories of discussion will be: the overarching goal, objectives, audiences, Calls to Action using the BJ Fogg Behavioral Model, Digital Influencers, Tactics, Metrics, and Timelines.

Session Objectives

- Determine how to derive niche marketing from SWOT analysis
- Understand and identify realistic SMART components based on the SWOT and concept development
- Demonstrate ability to craft achievable SMART marketing plan components, including deeper understanding of relationship between goals and objectives -- and the other SMART components

Session 7: STORYTELLING | CRISIS COMMUNICATIONS: November 1, 2022

Following presentations, 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 since 2020, COVID, the BLM Movement, WFH, and the widely accepted hybrid events. 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 digital noise to attract specific audiences such as donors, users, politicians, and others.

We'll also delve into the specifics of and importance of developing a crisis communications plan for your organization.

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

Session 8: DIGITAL & SOCIAL MEDIA CONTENT, TOOLS and STORYTELLING: November 8, 2022

Following 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 times of organizational challenges and difficulties. He'll focus on how organizations manage and digitally re-tool on a regular basis. He will also discuss social media and metrics. Topics that may be covered depending on time include analytics and metrics, appropriate channels, budgeting, Google Search Words, Blockchain, and SEO.

Also discussed will be the use of stories in creating and presenting effective digital content.

Special Guests:

- **Jamie Lonie, Digital Media Specialist, Global Business Coalition for Education**

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)
- Grasp tools used for digital storytelling and elsewhere, such as A/B testing / SEO

Session 9: SMART CHARTS | BUDGETING & TIMELINES, November 15, 2022

Following presentations, we'll delve into your SMART Charts, your progress in your understanding, and their development. We'll look at several case studies -- the marketing tactics employed based upon the SMART plan of the Ezra Jack Keats Foundation and planning for book challenges for United for Libraries. We'll also discuss budgeting and timelines.

Session Objectives

- Deepening and understanding of SMART Chart element integration
- **Examining case studies to see putting plans into action**
- Gain knowledge about potential digital and analog time management, budgeting, and organizing tools

Session 10: TACTICS | TACTICS | TACTICS, November 22, 2022

Following presentations, we'll discuss some of the many tactics noted throughout the semester that are available in these digital days. We'll relate them to your SMART Charts as you finalize your plans. We'll go over internal / external marketing and communications tools (both traditional and cutting edge,) talk about basic tools for press outreach, what stories may be newsworthy versus noteworthy, and what types of media are called upon for different situations, events, and/or advocacy to build a case and garner attention.

Session Objectives

- Demonstrate continued and deepening understanding of SMART Chart components

Session 11: MARKETING THROUGH AN INCLUSIVE / EQUITY BASED LENS, November 29, 2022 (GIVING TUESDAY)

Following presentations, our special guest will share his experience as a communications professional who is originally from the mid-west and has worked at the ACLU both in Nebraska and then NYC. He will tell us his story and how organizations consider or don't consider race, gender and other 'isms' when presenting themselves to attract donors, users, and followers in protecting the freedoms provided by the Constitution. We will look at examples of "What were they thinking" from 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.

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

Session 12: CORPORATE PARTNERSHIPS, SPONSORSHIP & CAUSE RELATED MARKETING December 13, 2022

After any final presentations, we will discuss corporate giving and cause related marketing – with a professional who 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 Guest:

- **Rebecca Fontes**, Director of Business Partnerships, City Harvest
- **Gabriela Mizrahi**, Associate Director of Business Partnerships, City Harvest

Session Objectives

- Articulate how marketing and communications are an integral part of corporate relationships and agreements with not-for-profits

Identify potential benefits and givebacks including the importance of employee engagement

Session 13: FINAL SMART CHARTS December 6, 2022

After presentations, we'll review and discuss your final SMART Charts and will then break up into groups to share and discuss. During class we'll specifically how to add the component of inclusivity and equity, and we'll go over any questions as we begin to wrap up the semester.

Session Objectives

- Solidify learnings about SMART charts including adding concepts of inclusivity and equity
- Demonstrate conversion of strategy into content creation

Session 14: FINAL CLASS December 20, 2022

After any final presentations, we will reflect upon the learnings of the semester and discuss any issues or topics that we didn't get have time to go over due to time constraints.

FINAL REFLECTIONS DUE Saturday, December 17, 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.