Instructor: Robyn L. Stein  
email: RobynLStein@nyu.edu

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 now 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 facile 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 will then narrow in on “getting it done” by focusing on the nitty-gritty. They will tap into knowledge about organizations with which they are familiar and expand their horizons by learning about others.

Learning objectives: Upon successful completion of this course students will:
• Be able to conduct a SWOT (strengths, weaknesses, opportunities, threats) analysis
• Understand the basics of ‘Framing’ and branding in the not-for-profit space
• Develop SMART marketing/communications plan to understand an organization’s niche and grasp direction for a campaign (goal, objectives, audiences/stakeholders, your brand, your niche and tactics)
• Recognize stories that aptly portray an organization's core mission and vision
• Indicate tools to 'getting it done" – including the breadth of marketing tools available, how to select tools that won’t stress your budget and staff, put together a timeline, get buy-in from staff, board, and others, learn pointers to working cross-functionally and evaluate your results.

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

GRADING:
Students will be graded on Assignments, Class Participation and Presentations:

All assignments will be graded based on a number of points possible. The total attainable points
for the class will be 300. 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.

At the beginning of each class one -two students must give a 1-2 minute presentation -- commentary about what they learned during the last week from class, readings, assignments or in the world based on what we're learning. Please come to class with the expectation that you may be called on for a presentation.

• Midterm, Final Toolkit - 40 points
• CRM Class prep = 20 points
• Class Participation - 15 points
• Assignments, 1-2 minute presentations = 10 points
• Questions for special guests, case for midterm, completion of Survey Monkey, Initial observations to be updated = 5 points

NOTE: Assignments are due by midnight before class unless approval is received in advance from the professor. Approved extensions will be accepted until midnight before the following class and will receive a grade reduction of 1-2 points. Assignments will not be accepted after this time and will receive 0 points. This is because each week’s assignment builds on the last session, key solutions may be disclosed in following classes, and students will fall behind if they don't keep up.

Office Hours: To be announced. Likely they will be Tuesday’s before class from 3:30-4:45 at a location 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.
• No electronic devices may be used unless we are doing an in-class assignment during which you need your phones.
• Please read the syllabus on a regular basis.
• No plagiarism. Please read the Wagner policy 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 will negatively impact your grade. 3 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 conversation. Please be respectful in class. Comments should be kept to no longer than 1 minute.
• Note taking is preferred over use of computers to facilitate discussion. Classes may not be recorded.
RESOURCES FOR USE THROUGHOUT THE SEMESTER

- [http://www.brandingstrategyinsider.com/](http://www.brandingstrategyinsider.com/)
- Seth Godin
- Beth Kanter
- Media Post blogs
- Kissmetrics
- Kivi [http://www.nonprofitmarketingguide.com/resources/](http://www.nonprofitmarketingguide.com/resources/)
- Big Duck
- Amy Cuddy TED Talk [https://www.ted.com/talks/amy_cuddy_your_body_language_shapes_who_you_are?language=en](https://www.ted.com/talks/amy_cuddy_your_body_language_shapes_who_you_are?language=en)
- Capacity Interactive Blog
MIDTERM | DUE OCT 27th

Take a deeper dive into understanding the brand of your chosen organization. (All must receive approval before you move forward. See below for details about getting approval.

Case Due October 4th: 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.

Sign up to receive their emails, newsletters, follow them on social media, etc.

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.

Draft a 1-2 paged (bulleted) paper to make a case 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. Also present two back-up issues with a less detailed case needed.

APPROVALS: Once you have submitted your case (the earlier the better) Robyn will return with questions or approval within one week. You may discuss with her during office hours. The final date to submit your case is by October 4th. All submitted at that time will be approved or returned with questions by October 10th.

The Assignment
Using all of the tools learned thus far, do a brand analysis, framing and box SWOT. This should include assessment of:
• Logo clarity and color choices for their digital platforms,
• Tagline,
• Website including clarity of mission/program/impact/messaging and images on their homepage,
• Stories from those impacted by the organization, whether these stories are gaining value for the org to talk about who they are and their impact,
• Any advertising or cause marketing you can identify and how it extends their brand, who is their competition (if any,) how is their competition doing and how is their framing/messaging similar or different.

(Presentation is everything!)
**FINAL PROJECT | Create A Personal Toolkit**

Each student will collect strategic resources that they have found to be useful during the semester. This piece should be something that you will want to return to in your professional life. Elements can be from those offered in class or others found in your research. It should have resources on all topics covered in class:

- Branding
- Framing
- Story development
- SWOT
- SMART plans and tactics
- Digital and Social Media
- Marketing and Communications Tactics

**The toolkit must be turned in by 5 pm on Friday, December 16th.**
**Session 1 | September 6, 2016**  
*Introduction | Understanding strategic/Integrated marketing and communications in the Not-for-Profit space*

Discussion of the structure, grading, key learnings and rules for the semester.  
Talk about student observations from the first assignment and discuss ways to assess brands.

**KEY LEARNING OBJECTIVES**  
- Demonstrate understanding of lass responsibilities and contract.  
- Recognize branding basics.  
- Identify tools to assess brand

**READINGS**  
*Short article on the difference between for profit and not-for-profit marketing:*  

*Article focused on the benefits of advertising:*  

**ASSIGNMENT**  
Complete and return the survey monkey ([https://www.surveymonkey.com/r/PWQWRHR](https://www.surveymonkey.com/r/PWQWRHR)) do the readings and the following assignment.

Out of the five NFPs and for-profits you named on the survey, sign up to receive (from 6 – 10 of these orgs) eblasts, friend them on social media (FB, Twitter and Instagram,) look at their website, Google their news stories, and look at their advertising if you can find some. Read and begin to follow them in the news.

Then, based on what you’ve found, use the following questions to assess the organizations marketing and communications tools and vehicles. **Turn in before class begins** 1-2 pages (bulleted responses) of your impressions and come to class with your bulleted notes for discussion. Additionally, craft (and **turn in before class begins**) three other questions that came to mind as you were following them. (Presentation is everything!)

- Of those you listed on Survey Monkey, which is your favorite not-for-profit and for-profit organization? Why do you think they’re great? What is your reasoning behind why you selected these organizations/ campaigns.
- Describe an idea of a great marketing campaign they’ve done and your impressions of their campaign.
- What was/is the message of the organization/campaign? Was it successful? What are ways you can judge its success? Why do you like or respect them?
- Do they communicate with you too often? Not enough? Why?
- Are they on social media every day? What kind of images do they use? Is their logo front and center? What are your impressions of their communications?
NOTE: Please also begin to follow these additional organizations (Drug Policy Alliance, Opportunity Agenda, The Ford Foundation, Just Leadership, ACLU, Innocence Project, Art Therapy Outreach Center, The Apollo, New York Live Arts) as representatives from these not-for-profits will be Special Guests during the semester.

Session 2 | September 13, 2016
Branding & Marketing Overview

Special Guest: Kelsey Overby, Co-Chair of Resolution Leadership Council and Resolution Guide (Mentor)

The basics and roles of branding in the context of today’s not-for-profit. In a small group exercise, students will assess and evaluate organizations they are following against best practices.

KEY LEARNING OBJECTIVES
• Illustrate the importance of branding and marketing for a not-for-profit
• Identify the right questions to ask in assessment
• Learn how not-for-profits can effectively brand and market themselves with limited budgets and resources (This is a session later in the semester. What are you thinking about content here?)
• Recognize best-in-class examples of not-for-profit branding and marketing efforts, and describe how to assess their effectiveness

READINGS
o Branding IDEA: OUT of SSIR article done at Harvard: brand integrity, brand democracy, brand ethics, and brand affinity - See more at: http://ssir.org/articles/entry/the_role_of_brand_in_the_nonprofit_sector

o http://www.bigducknyc.com/charitable-organizations-brand-strategy

o Elements in Marketing: Great visuals. Charts about visual content. https://www.google.com/search?q=visual+of+what+marketing+include&espv=2&biw=1167&bih=661&source=lnms&tbm=isch&sa=X&ved=0ahUKEwj8m73C_rblAhXIj4KHThUCJcQ_AUIBigB&dpr=2 - imgrc=jDPfA0y5Wj1EtM%3A

o Keys to Brand: Charity Water example: https://blog.kissmetrics.com/marketing-lessons-from-charitywater/

ASSIGNMENT
Readings and branding exercise. Draft and submit the midnight before class -- a 1-2 page bulleted analysis with 2-5 visuals of how the NFP org that you identified as your favorite (or one in your top 5) employs brand integrity, democracy, ethics, affinity and leadership and why. Be prepared to discuss your observations in class.

Session 3 | September 20, 2016
Branding and Building a Movement

Special Guests: Drug Policy Alliance Staff
Sharda Sekaran, Managing Director, Communications
Tony Newman, Director of Media Relations

How does an organization build and succeed in a movement? DPA staff will discuss their philosophy and brand elements, what they’re trying to achieve, their niche and competition, if they feel they’ve succeeded and how they keep up the momentum. There will be ample time for questions.

KEY LEARNING OBJECTIVES:
• Identify the key issues in building and maintaining a brand.
• Recognize what brand equity means and how you build on a brand over time.
• Observe the tools to assess a particular brand from the inside.

READINGS
No readings for this class

ASSIGNMENT
Review all aspects of DPA’s website and social platforms. Think about and draft 2-3 pages (Bulleted answers and assessments rather than paragraphs please) that answer the following questions about what you’ve found out about DPA in your three weeks of research. You do not need to answer each and every question, just those you feel are relevant. Develop and include 3-5 specific questions derived from your research to bring with you in class to ask.

This assignment must be turned in by midnight the night before class for credit, but will not be graded. Following the lecture, please revise before the next class for grading.

Questions to assess their branding and marketing
1. Have you ever heard of DPA? Is the organization’s vision and mission clear? What are they? Are their annual or long term objectives front and center? Articulate.
2. Is their impact clear in their communications? What are they trying to convey?
3. Do they clearly articulate their value to the community they serve? Who is the community? How?
4. Can you assess or find clues to the organization’s personality? Culture? Name some of the clues. Check out http://business.salary.com/company-personality-style/
   • Does DPA take risks?
   • Do they analyze, use market research, focus groups?
   • Do they involve or highlight staff in promoting their brand/mission?
   • Can you find any of their advertising, if they advertise? Does their annual report give a clue into their impact? Is it consistent with everything else you’ve read?
5. Can you tell who they want to reach or target with messaging? Do you know which demographic is intended for certain elements of their marketing? Consider the challenge of multiple audiences/stakeholders: low to high level donors, programs, gov’n, board, staff, similar organizations. Describe.
6. Find and read some of their media placements. Note where they’re quoted, how high up in the article if it's not a feature piece on them to assess their importance. Comment.
7. Can you tell if their stakeholders have a clear picture of their messaging and brand and the way it’s to be used effectively and consistently? How?
8. How do you perceive that the organization has changed (trending) over the past 15 years since marijuana has become decriminalized and legal in various locations?
Session 4 | September 27, 2016
Framing/Messaging for Millennials

The basics of framing, how it works and why it is important. How does framing differ for different demographics – millennials, boomers?

KEY LEARNING OBJECTIVES
• Distinguish between organizational frames, their purpose and potential benefit
• Identify distinct differences in how issues are framed
• Demonstrate ability to frame
• Compare framing for millennials and boomers

READING

o Pursuit of Happiness:
https://www.dropbox.com/sh/kxkagswbgbbp2qji/AACNsHzAucZUMMYpg-4EZJaYa/Messaging/Millennials/The Pursuit of Happiness-Creating Meaningful Brand Experiences for Millennials.pdf?dl=0

o Social enterprise;
https://www.dropbox.com/sh/e22nmzl4kq4asf4/AADZwuvu63cmKKitBdzleSqsua/Social Enterprise/Cases/Producing Results/10 of Our Favorite Social Enterprises.pdf?dl=0

o Event marketing: Taste of the Lower East Side/ Apollo Theater Gala/ Find another.

o Purple Cow by Seth Godin: Watch Ted Talk --
https://www.ted.com/talks/seth_godin_on_sliced_bread?language=en

ASSIGNMENT
Update and turn in your assessment of DPA by midnight before class.

Read the framing articles and apply the questions used for DPA to one of your self identified favorite not-for-profits and write 1-3 pages to assess their branding/marketing/framing further. Turn this in before the start of class and bring to class ready to discuss and present in small groups in class. Robyn will divide you into groups based on the organizations you've selected.

Midterm: Continue to research at least 2 new orgs in your probable mid-term area, their websites, social media, newsletters, anything you can find. Your final proposal is due by midnight before the next class October 4th. Think about and take some notes about how they show their branding and framing, their messaging and mission, how they speak to their
constituents or stakeholders. Schedule time to speak with me about the orgs you are looking at. You can speak with me during office hours or if time, during group work in class.

**Final Project:** Continue to build your toolkit

**Session 5 | October 4, 2016**

**Story Development**

Special Guests:

Ellen Braune, consultant, formerly with Opportunity Agenda and Ms. Foundation
Khalil Cumberbatch, Manager of Trainings at Just Leadership USA and Founder and President of Kinetic Solution

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.

**KEY LEARNING OBJECTIVES**

- Identify and shape a good story
- Recognize the value of good stories for your organization.
- Understand the value of developing a long-term relationship with story originators.

**READINGS**

http://meyerfoundation.org/how-we-work/strategies/stories-worth-telling


http://www.networkforgood.com/nonprofitblog/10-tips-writing-your-story/


http://www.huffingtonpost.com/the-resolution-project/10-ways-to-inspire-action_b_10378716.html

ASSIGNMENT
Craft and turn in by midnight the night before class -- three fictitious stories for the organization you have been following. Each should be no more than 150 words. Also draft 3 questions to ask the special guests, which must be turned in by midnight the night before class as well.

MIDTERM ASSIGNMENT: Remember that your cases are due today

FINAL PROJECT: Continue building your toolkit

Session 6 | October 11, 2016
SWOT Discussion and Exercise.

Every organization, whether NFP or corporate, needs to understand their competition, the external landscape and their internal capacities. This class will introduce a SWOT exercise to understand the elements needed to craft a marketing and media strategy.

KEY LEARNING OBJECTIVES
• Demonstrate understanding and use of SWOT analysis
• Determine how to derive niche marketing from SWOT and a realistic analysis of internal capacity.

READINGS
http://www.dummies.com/how-to/content/how-to-perform-a-swot-analysis-when-planning-for-y.html


ASSIGNMENT
Assess stories. First redo your stories based on the last lecture. These must be turned in before the start of class. Then, find 3 personal stories on the website or in other vehicles for an organization you are following and write 2-3 pages on whether they are believable or genuine -- or whether they're pimping. Also include if they are illustrating the values of the org, if they are compellingly illustrating the problem and if they are successful at winning your heart or action.

Do a SWOT for your midterm org or your place of work – in boxes.
Session 7 | October 18, 2016
Intro to SMART Marketing Plan Objectives

Special Guest: Ellen Braune

Now that we’ve looked at how to assess an organization, we turn to the nuts and bolts for the rest of the semester. First how to turn your SWOT into a marketing and communications plan, then the pervasive area of social media, a look at how to do it on a shoestring budget, marketing and communications staffing structures, cause related marketing and getting to yes.

KEY LEARNING OBJECTIVES
• Demonstrate ability to identify and craft SMART goals and objectives based on the SWOT
• Identify realistic list of audiences to approach and understand their relationship to and engagement with the organization
• Draft realistic tactics based on objectives

READINGS
Research SMART objectives on the web and find 5-10 of the most useful resources that you can both to include in your toolkit and to do your assignment.

Go to the following to start you off:
http://www.bethkanter.org/25-smart/

ASSIGNMENT
Create SMART objectives for two campaigns or organizations you’re following, include at least one of your midterm organizations. This must be turned in by midnight before class.

Session 8 | October 25, 2016
Tactics & Timing

Deeper dive into SMART strategy, specifically audience engagement and marketing/communications tactics. Discuss how to integrate outreach for events, program, volunteering, other priorities as well as effective types of timelines.

KEY LEARNING OBJECTIVES
• Demonstrate understanding of SMART objectives vs mission and vision -- and the relationship between objectives, audiences, tactics/timing
• Identify how to distinguish audiences on the ladder of engagement and then create tactics to reach measurable objectives
READINGS
http://www.bigducknyc.com/5_steps_on_your_ladder_of_engagement

http://traackr.com/blog/2014/07/ladder-of-influencer-engagement/


ASSIGNMENT
Create an overarching goal and up to 5 objectives for a fictitious campaign or event that is in line with something the organization or your place of work has done. Then come up with a list of potential audiences (stakeholders,) their level of engagement and possible tactics to reach these groups. Be prepared to discuss in class. Turn in by midnight the night before class. 2 pp maximum.

Session 9 | November 1, 2016
Cause Related Marketing

The class will lead a discussion focused on cause related marketing and the way development is integrated with marketing and communications in partnerships. Also interdependence within many of today’s not-for-profits, creating successful corporate and other partnerships.

KEY LEARNING OBJECTIVES
• How marketing and communications are an integral part of CRM: Potential benefits and givebacks
• Importance of employee engagement
• Conducting research for the purpose of presentation

READINGS & ASSIGNMENT
Research Cause Related Marketing in order to contribute to teaching the class about it. Turn in by midnight the night before class (3 pps max) and come to class with three-five major ideas you have discovered about CRM, examples of programs that exist and why it's beneficial for NFPs.

Consider:
• What programs have you participated in by giving money to or seen in your travels in NYC and beyond?
• What types of orgs can and can't do CRM?
• Do all include financial donations from customers, others? Also, go back to all of the orgs that we've looked at and find three -five that have compelling CRM programs.
• Look at their branding, messaging, framing, stories, partners, givebacks and the action that supporters can take to raise awareness
• Keep track of good resources you find for CRM toolkits.

Session 10 | November 8, 2016
ELECTION DAY: Nuts and Bolts: Communications, Media and PR

This class will be geared to a topic that students want to focus on. It will be determined earlier in the semester based on areas of interest. One topic that may be discussed is media coverage of the Presidential campaign, the candidates, how they did, predictions. With that we will talk about internal and external communications tools, both traditional and cutting edge. What needs to be employed? What types of media are called upon for different situations/events/advocacy/to build a case?

KEY LEARNING OBJECTIVES
• Identify types of media, traditional and non-traditional
• Distinguish between outlets positions on editorial pages and news coverage
• Analyze media's influencers and whether media covers or creates news
• Articulate different ladders of engagement and why they are essential to understand

READING & ASSIGNMENT: To be determined.

Session 11 | November 15, 2016
Getting Attention: Today's Digital and Social Tools

Special Guests
Jane Whitty, Analyst, Capacity Interactive
Marc Climaco, Social Media Strategist, Ford Foundation

Digital and Social are pervasive, but what do you need to know? Analytics? Metadata? How many channels? Budget? Google Search Words? SEO?

LEARNING OBJECTIVES
• Develop broad strategy and effective tactics to reach intended objectives
• Demonstrate knowledge of essential digital tools and analytics for different circumstances
• Evaluate the tools and resources available

READINGS
Permission Marketing concepts (Permission Marketing this is also a really great book by Seth Godin) - http://sethgodin.typepad.com/sets_blog/2008/01/permission-mark.html
Why Nonprofits are lagging behind on digital (this is mostly from a museum/cultural org perspective but might be valuable given the make up of the class)

How decision-making is different on mobile (focused on sales more then engagement)


Digital trends shaping advertising (from Mary Meeter's annual Internet Trends report)


What social can do for an org: https://mail.google.com/mail/u/0/#inbox/1543995eb3500de8

Which age groups use which types of sources:

Digital Strategy:
https://hbr.org/2016/03/dont-draft-a-digital-strategy-just-because-everyone-else-is?referral=00563&cm_mmc=email--newsletter--daily_alert--alert_date&utm_source=newsletter_daily_alert&utm_medium=email&utm_campaign=alert_date

Search Engine Optimization: Frequency of hits for which words/phrases
https://mail.google.com/mail/u/0/-inbox/1552b98677b032ed

Email content
https://mail.google.com/mail/u/0/-inbox/153d2a3682e577e1
Is social media a waste:
https://nonprofitquarterly.org/2016/03/17/is-social-media-a-time-waster-for-nonprofits/

http://www.ignitesocialmedia.com/social-media-examples/15-viral-marketing-examples-campaigns-past-5-years/

ASSIGNMENT
Draft 3 questions about digital and social that you would like to ask our special guests. They must be turned in by midnight the night before class.

...AND TBD

Session 12 | November 22, 2016
Getting it Done: Timelines, Shoestring Budgets and New Branding Campaigns

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

What can an organization afford to spend on marketing and communications? What can be done in-house? These question and two organizations discuss to incorporate a branding while still marketing your programs.

KEY LEARNING OBJECTIVES:
• Evaluate internal challenges to justifying paying for communications tools without funds
• Identify what it takes to keep doing communications while branding

READING
Communications Budgeting Article: http://gettingattention.org/articles/195/planning-budgets/nonprofit-marketing-budget.html


ASSIGNMENT
To Be Determined

Session 13 | December 6, 2016
Leadership: Getting to Yes, Building Consensus and Gaining Buy-in

A panel of experts in marketing/communications discusses hurdles in their national and local organizations to bring their ideas to fruition. They talk about SWOT, internal politics that must be overcome and how to get buy-in from internal and external stakeholders to carry out and achieve their objectives.
Special Guests:
Marsha Zeesman, Deputy Director of Communications, ACLU
Paul Cates, Communications Director, Innocence Project
Khalilah Elliott, Marketing Director, Apollo Theater

KEY LEARNING OBJECTIVES
• Identifying benefits, tools and roads to cross functional buy-in
• Demonstrating knowledge of best practices to build an integrated strategy

READING
Being right is Irrelevant: https://www.youtube.com/watch?v=sG0N8Ozd8yo
RESOURCE (Not required) Getting to Yes

ASSIGNMENT
Draft 3 questions about gaining buy-in that you would like to ask our special guests. They must be turned in before the start of class.

Session 14 | December 20, 2016
FINAL CLASS: Wrap up & possible in-class assignment