



**NYU**

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

**PADM-GP 2119 – 001**

# **Marketing for Nonprofit Organizations Fall 2021**

## **Instructor Information**

- Robyn L. Stein
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- Office hours: Prior to class or please send a request via email – meetings to take place by Zoom

## **Course Information**

- Class Meeting Time and Location: Tuesdays 9/7 – 12/14 ○ 4:55 - 6:35 pm Eastern Time ○ No class Tuesday, October 12 ○ Location: BOBST Library: Room Lower Level 138. Loc: Washington Square

## **Course Description**

**NOTE:** *Given the disruptions to all of our lives due to the Coronavirus and the murder of George Floyd and many others, we may spend time during each session discussing the continuing effects these issues have had on the way the not-for-profit sector and the world has been forced to adjust and rethink its marketing and fundraising. This will include noticing the impact on all types of organizations, from service orgs that may be essential to those that may not seem as 'important' in this time. We may 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 now compete 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-forprofit 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

<b>Course Learning Objective Covered</b>	<b>Corresponding Session</b>
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-forprofit 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
Discuss 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, how to heighten and discuss sensitivity to it, and how to address it going forward	Session 13 or 14
Grasp the varied opportunities for corporate interactions, partnerships and sponsorships as well as cause-related marketing that benefit not-forprofits	Session 13 or 14
Identify tactical methodologies and 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 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 7, 2021 (Rosh Hashana, Sept 6-8)**

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 breakout room 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 14, 2021**

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 test, 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
- 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 3: BRANDING | FRAMING | September 21, 2021 (Sukkot Sept 20-22)**

After presentations, our drop-in guest who will share an assessment of her organization based upon the tools used in class, then we'll review any brand assessment questions and 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.

### **Session Objectives**

- Review and deepen understanding of brand 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

### **Drop-in Guest:**

- Kimberly Worsham, Founder and Principal, [FLUSH](#)

## **Session 4: CASE STUDY: POSITIONING A NOT-FOR-PROFIT IN THE REBRANDING PROCESS | September 28, 2021**

After presentations, we will discuss the rebranding of Bideawee -- an animal rescue organization -- that they undertook beginning in 2018 and concluded in 2020. 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 current events.

### **Session Objectives**

- Understand why an organization may choose to rebrand
- Articulate the process and the importance of focused research of stakeholders and key audiences
- Recognize 'differentiation' amongst organizations in the same field
- Identify key issues involved in developing and disseminating new messaging through an organization's website, advertising, tagline and other vehicles.
- Examine re-branding issues for larger organization's budgeting, timing, priorities, challenges, and strategies
- Examine how organizations continually refine their brand while conducting ongoing marketing and communications activities to up their game

## **Session 5: BRAND POSITIONING OF A RELATED NFP & FP, October 5, 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 recently started a for-profit arm of the organization called the Art Therapy Practice, for which they have also created a brand and marketing program. Our Guests will discuss all of this and the impact the virus and BLM movements have had on their websites, messaging, strategic partnerships, newsletter, and social media.

## Special Guests:

- Martha Dorn, Executive Director, [The Art Therapy Project](#)
- Joanie Choremi, Development Manager, The Art Therapy Project

## Session Objectives

- Understand the key issues involved in building a brand from scratch including budgeting, timing, priorities and challenges, strategies, audiences
- Examine key distinctions between a related FP and NFP that have similar missions, but different audiences and separate revenue streams
- Articulate the upkeep needed in branding for a small organization when there aren't strong competing organizations with which to differentiate
- Examine organizations ongoing marketing and communications challenges through and following a rebranding exercise

## NO CLASS: October 12, 2021

## Session 6: SUMMERSTAGE PIVOT IN THE TIME OF COVID & BLM | SWOT | SMART: October 19, 2021

Following presentations, we'll hear from our guest speaker who has a story to tell about how SummerStage quickly went fully digital in the summer of 2020 and then pivoted to a reduced audience in 2021 season with in-person performance bookings in Central Park and many other 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? It was quite a season!

## Special Guest:

Rosemary Jorda, Senior Director, Marketing and Development, [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 of SWOT components and analysis
- Understand and identify realistic SMART Goal and Audience

## Session 7: SWOTS | SMART PLANS: October 26, 2021

Following presentations, we'll discuss the tools we'll use the rest of the semester using an audience-based approach. This includes marketing/communications SWOTs and SMART plans geared NOT to the organization as a whole, but focused on your marketing efforts to enhance

achievement of your org's goals and impact. Aspects to be included are a SWOT or Organizational Assessment, Concept, Goals, Objectives, Audiences, BJ Fogg's Behavioral Model, Calls to Action, Digital Influencers, Tactics, Metrics, and Timelines.

We'll focus on a strong consideration of audience behavior and tactical elements that can be utilized in our ever-changing remote world, especially in the last few years.

### **Session Objectives**

- Demonstrate understanding and benefits of marketing SWOTS
- Use of SWOT components and analysis
- Determine how to derive niche marketing from SWOT
- Understand and identify realistic SMART components based on the SWOT and concept development
- Grasp qualities of and ability to understand achievable SMART marketing plan goals and objectives

### **Session 8: STORYTELLING: November 2, 2021**

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 over the last few years with social distancing, WFH, and the BLM movement. 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. Also discussed will be the use of stories in creating and presenting effective digital content.

### **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
- Understand the value of bringing the voices of those you serve into the conversation and representing their stories authentically
- Practice shaping stories for numerous uses including social media
- Grasp tools used for digital storytelling and elsewhere, such as A/B testing / SEO

### **Session 9: STRATEGIC DIGITAL & SOCIAL MEDIA TOOLS | DIGITAL STORYTELLING, November 9, 2021**

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' as well as a time like we have faced during the global pandemic. They'll focus on the COVID crisis and how organizations have managed and digitally re-tooled during this time. They will also discuss social media and metrics. We'll then discuss the digital stories developed by the class. Topics that may be covered include analytics

and metrics, appropriate channels, budgeting, Google Search Words, A/B Testing, Blockchain, and SEO.

### **Special Guest:**

- **Jamie Lonie**, Digital Media Marketing 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 continued development of SMART Charts)

## **Session 10: SMART PLANS, November 16, 2021**

After presentations, we'll review our SMART learnings thus far with a focus on your charts based on a strong consideration of audience behavior, and tactical elements that can be utilized in our ever-changing remote world. We may be able to work in small groups to discuss your progress and share ideas and learnings. Crisis communications will also be discussed.

### **Session Objectives**

- Demonstrate continued and deepening understanding of SMART Chart components
- Examine how storytelling integrates with a SMART plan

## **Session 11: TACTICS | TACTICS | TACTICS, November 23, 2021**

There are SO many tactics available in these digital days. In this session, we'll discuss tactics available today and how they relate to your SMART Charts as you finalize possible tactics for your plan. We'll go over internal and external marketing and communications tools, both traditional and cutting edge, talk about basic tools for press outreach, what might be newsworthy and noteworthy, appropriate situations in which to hold a press conference. We'll also discuss what types of media are called upon for different situations, events, and/or advocacy to build a case and garner attention.

### **Session Objectives**

- Identify traditional and non-traditional marketing and communications tactics that can become part of your toolkit
- Draft and create realistic time-bound tactics based on objectives and audiences
- Distinguish between newsworthy and noteworthy stories
- Gain insights into crisis communications planning and action
- Analyze media influencers and whether media covers or creates news

## **Session 12: MARKETING THROUGH AN INCLUSIVE / EQUITY BASED LENS, November 30, 2021 (GIVING TUESDAY)**

After presentations, our special guest will bring his experience as a communications professional originally from the mid-west who worked at the ACLU both there and then migrated to the national office in 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.

### **Special Guest:**

- **Tyler Richard**, Communications Strategist, 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 and how to fix it going forward

### **Session 13: Final SMART Charts: December 7, 2021**

After any presentations we will review and discuss the final SMART chart submissions with an added component of inclusivity and equity, and 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: CORPORATE PARTNERSHIPS, SPONSORSHIP & CAUSE RELATED MARKETING, December 14, 2021**

After any final presentations, our special guest will bring their experiences developing relationships and partnerships between not-for-profits that work with corporations. We will discuss cause related marketing -- another way that many non-profits have the opportunity to increase their visibility and diversify their fundraising. We'll look at various mutually beneficial marketing arrangements between not-for-profits and corporations that exist, what it takes to develop a successful 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



## 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

**FINAL REFLECTIONS DUE Saturday, December 18, 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](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.