



NYU

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

PADM-GP 2119 – 001

Marketing for Nonprofit Organizations Summer 2022

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 5/24 – 7/5 ○
4:30 - 8:30 pm Eastern Time ○ No class Tuesday,
June 21 ○ Location: Zoom

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	Session 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 - 3
Be able to conduct a marketing and communications SWOT (strengths, weaknesses, opportunities, threats) analysis	Session 3
Develop SMART marketing/communications plan to understand an organization's niche and how to grasp new direction for a campaign (goal, objectives, audiences, digital influencers, call to action, tactics, metrics)	Sessions 3 - 6
Recognize, analyze, and draft effective stories that aptly portray an organization's core mission and vision	Session 4
Grasp varied types of opportunities that benefit not-for-profits with corporations including partnerships, sponsorships, and cause-related marketing	Session 5
Assess and learn to utilize digital and social media tools, strategies to employ them and metrics for measurement	Session 3 and 5
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 6
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 - 6

Overview of the Semester

All details and special guests are subject to change

Session 1: CLASS SET-UP | SURVEY RESULTS | INTRODUCTION TO BRANDING | May 24, 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 discuss your observations to highlight and then talk about integrated marketing and communications in both not-for-profit and for-profit spaces.

In a small group exercise in breakout rooms, students will assess and evaluate organizations they looked at in the required survey and using the required resources.

In the second half, we'll 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, a simple brand base and brand face assessment method specifically looking at organization websites and social media and a brand personality assessment tool.

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
- Illustrate the comparative importance of branding / marketing of not-for-profits vs for-profits
- Gain introductory 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 2: BRANDING | FRAMING | POSITIONING A NON-PROFIT THROUGH A REBRANDING PROCESS | May 31, 2022

We'll begin with our first oral presentations by students, a practice that will continue throughout the semester -- both at the beginning of and midway through class.

During the first half of class we'll review basics of branding and any brand assessment questions the class may have, and we'll continue discussing brand assessment tools -- the brand personality test, brand base and brand face and the IDEA concept that is uniquely suited toward not-for-profit organizations.

During the second half of class, 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

- Review and utilize branding assessment tools

- 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
- 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

Session 3: IN-CLASS ASSESSMENT OF A NFP's MARKETING | SWOT & SMART PLANS, Part One | June 7, 2022

After presentations, our Special Guests will talk about the next phase for the Art Therapy Project (ATP) now that it has finished its 10th year in existence. They will have an open discussion and assessment that will include class input focused on a few current challenges and ATP's brand development, current 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.

In the second half of class, after presentations, we'll discuss and do in-class exercises using a marketing/communications SWOT and SMART plans -- which will be used during the 2nd half of the semester We'll review the SMART Chart plans in detail – not geared to the organization as a whole, but focused on the importance of your marketing efforts -- and will include what it takes to motivate audiences to act. Categories of discussion will be: overarching goal, objectives, audiences, Calls to Action using the BJ Fogg Behavioral Model, Digital Influencers, Tactics, Metrics, and Timelines.

Special Guests:

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

Session Objectives

- 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
- Demonstrate understanding and benefits of marketing SWOTS components and analysis
- Demonstrate initial understanding of SMART marketing plan goals and objectives based upon identification of realistic and attainable audiences

Session 4: STORYTELLING | SMART PLANS Part Two | June 14, 2022

In the first half of the class, 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

remote teaching. 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.

In the second half of class, following presentations, we'll talk about your SMART Charts based on a strong consideration of audience behavior, and tactical elements that can be utilized in our ever-changing remote world, especially over the last year. We will look at how SummerStage changed their strategy to accommodate all virtual performances during summer 2020 and then how their learnings contributed to shaping 2021 and 2022. We'll also have a short discussion about crisis communications.

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
- Examine how storytelling integrates with a SMART plan
- Demonstrate ability to craft achievable SMART marketing plan components, including deeper understanding of relationship between goals and objectives -- and the other SMART components

NO CLASS: June 21, 2022

Session 5: CORPORATE GIVING & CAUSE RELATED MARKETING PROGRAMS | DIGITAL & SOCIAL MEDIA TOOLS | June 28, 2022

Our special guests will bring their experiences in both of these areas.

After 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.

During the second half of class, 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 to cover depending on time include analytics and metrics, appropriate channels, budgeting, Google Search Words, Blockchain, and SEO.

Special Guests:

- **Rebecca Fontes**, Director of Business Partnerships, City Harvest
- **Jamie Lonie**, Digital Media Specialist, Global Business Coalition for Education

Session Objectives

- Articulate how marketing and communications are an integral part of CRM and corporate partnership programs
- Identify potential benefits and givebacks including the importance of employee engagement
- Identify traditional and non-traditional marketing and communications tactics that can become part of your toolkit
- 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 6: NON-PROFIT MARKETING THROUGH AN INCLUSIVE / EQUITY BASED LENS | FINAL SMART | WRAP UP | July 5, 2022

Following presentations, our guest will be a communications professional who is originally from the mid-west and has worked at the ACLU both in Nebraska and then 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.

In the second half of class, we'll share final SMART charts and discuss any final questions about anything discussed during the short, but intense semester.

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
- 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

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

Other topics to be discussed: TACTICS | CRISIS COMMUNICATIONS

Based on other work, we'll also include discussion of tactics throughout during the semester as well as budget and timeline forms. This includes tactics used to achieve your SMART Chart objectives and goals, internal and external marketing and communications tools (both traditional and cutting edge,) basic tools for press outreach, what stories are newsworthy versus noteworthy, and events, and/or advocacy to garner attention. We'll discuss crisis communications strategies and tactics for different situations.

FINAL REFLECTIONS DUE Friday, July 8th, 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.