

PADM-GP 2119

Marketing for Nonprofit Organizations Summer 2024

(As of 18 Apr 2024)

# Instructor Information

* Robyn L. Stein
* Email: [robynlstein@nyu.edu](mailto:robynlstein@nyu.edu)
* Office address: Remote or NYU Wagner at 105 E 17th Street
* Student hours: On Zoom prior to class if arranged or send a request via email to schedule

# Course Information: Class Meeting Time | Location

Tuesdays 5/21, 5/28, 6/11, 6/25, 7/2, & 7/9: 4:30 - 8:30PM | On Zoom No Classes on Tuesday, June 4th and June 18th

**FINAL EVALUATION LINK:**

Link that will hopefully work https://coursefeedback.nyu.edu/nyu/

# Course Description

Developing and executing an organization’s marketing strategy can be a complicated process that 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 something like an upcoming national election and political climate; the COVID pandemic; racial, sexual, and social injustice; censorship; and local, regional, national, &/or world events.

During the semester*,* students will learn elements used in a broad-based assessment approach to marketing and branding including examining organizational strategies, branding and framing, storytelling, cause-related marketing, and marketing campaigns with an equity-based lens.

We’ll cover the following concepts:

* 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. We will examine and incorporate the widespread use of AI | Chat GPT when possible.
* In order to be facile in this digital economy and time, all internal staff at many levels and functions within a not-for-profit need to be brand ambassadors. They must be extremely well focused, flexible to alter their course on a dime, and be aware of the importance of working closely together to create the desired and strategic impact. In addition, many small organizations contend with limited staff and financial resources.

Students will have the opportunity to develop a marketing SWOT, a focused SMART strategy for the organization of their choice, and creative stories for digital media and other uses. Special Guests will join the Professor to bring their stories and experiences into the class 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 the visual & performing arts; health & human services; social, economic, and racial justice; education; and the environment. All 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 1-6 |
| Understand the basics of branding, framing, and re-branding in the not- for-profit space, including the long-term effects of a re-brand | Sessions 1-3 |
| Be able to conduct a marketing and communications SWOT (strengths, weaknesses, opportunities, threats) analysis | Session 2-4 |
| 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, tactics, metrics, +) | Sessions 3-6 |
| Recognize, analyze, and draft effective stories that aptly portray an organization's core mission and vision | Session 4-5 |
| Assess and learn to utilize digital and social media tools, strategies to employ them and metrics for measurement | Sessions 3-4 |
| Grasp varied types of corporate opportunities that benefit not-for-profits including partnerships, sponsorships, and cause-related marketing | Session 5 |
| Discuss the 'Whys' of racial and other bias in non-profit marketing in not- for-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 and toolkits available including those for organizations existing on a shoestring budget; timelines and budgets that  can be employed for your organization and workflow; communications | Sessions 2 - 6 |

|  |  |
| --- | --- |
| **Course Learning Objective Covered** | **Corresponding Session** |
| and media tactics; pointers to working cross-functionally; and tools to evaluate your results. |  |

# Overview of the Semester

All details and special guests are subject to change

## Session 1: CLASS SET-UP | SURVEY RESULTS | INTRODUCTION TO BRANDING | May 21, 2024

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

In the second half of class, we’ll cover the basics of branding – including three assessments tools for not-for-profit organizations:

1. IDEA, introduced by the Stanford Social Innovation Review, which is uniquely suited to not-for-profit organizations,
2. A simple brand base and brand face assessment method specifically looking at organization websites, social media, and the underlying brand attributes of importance
3. 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, marketing efforts, and their impact/effectiveness for successful and not-so-successful organizations and corporations
* 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 2: BRANDING | REBRANDING | FRAMING | May 28, 2024

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 the basics of branding and go deeper into the brand assessment tools discussed in Session One.

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 other organizations in the same issue area 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 apply a SWOT analysis to what we can learn from Bideawee as an external observer.

### 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 usinzg 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
* Demonstrate understanding and benefits of marketing SWOTS components / analysis
* Articulate distinct differences in how issues are framed for different organizations in the same issue area and different demographic groups

## June 4, 2024: NO CLASS

**Session 3: IN-CLASS ASSESSMENT OF A NFP’s MARKETING | SWOT TO SMART PLANS Part One | June 11, 2024**

After presentations, our Special Guests will talk about The Art Therapy Project (TATP) in an open discussion and assessment of current priorities continued brand development, current challenges, plans and strategy, and an assessment of the organization’s marketing strategies and tactics. Topics up for discussion include their mission statement, website, messaging, partnerships, and social media with a focus on conversions.

In the second half of class, after presentations, we'll talk about marketing/communications SWOT and SMART plan -- which will be a focus of the 2nd half of the semester. Each student will select a not-for-profit organization of their choice for which they will create a plan. It can be one they have been assessing thus far in the semester or another. We’ll talk about the importance of marketing efforts and what it takes to motivate audiences to act for the whole organization. Points: Assessment/SWOT, Concept, Overarching goal, Objectives, Audiences, Calls to Action (BJ Fogg Behavioral Model,) Digital Influencers, Tactics, The project will be an additive process that will go from Session 3 through Session 6.

### Special Guests:

* Martha Dorn, Executive Director, The Art Therapy Project
* Rebecka Dionne, Marketing Manager, The Art Therapy Project
* Dan Enrico, VP of Strategy, The DSM Group

### Session Objectives

* Distinguish the long-term benefits of continually reviewing and 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 / analysis
* Demonstrate initial understanding of SMART marketing plan components, including goals and objectives based upon identification of realistic and attainable audiences

## June 18, 2024: NO CLASS

**Session 4: SMART PLANS Part Two: TACTICS & TOOLKITS | DIGITAL, SOCIAL MEDIA CONTENT, & TOOLS | June 25, 2024**

In the first half of the class, following presentations, our special guest (Cara) will cover the creation of an online toolkit that she and the professor created based upon two workshops they led for library professionals and volunteers to combat censorship in libraries. We'll talk about how toolkits might be considered a strong tactical part of a communications strategy or SMART Chart based upon consideration of your audience.

In the second half of class, following presentations, our special guests (Jamie and Jackie) will take us through a look at digital engagement tools used by Welcome to Chinatown, a nonprofit amplifying and addressing the critical needs of Chinatown and its entrepreneurs, especially focusing on taking a listening approach to planning their strategy both when it’s ‘business as usual’ and in times of organizational challenges and difficulties. They’ll focus on digitally re- tooling on a regular basis, social media, and metrics. Other topics that may be covered depending on time include appropriate channels, Google Search Words, Blockchain, and SEO.

### Special Guests:

* **Cara Taback,** President, Cantata Communications. Former communications leadership positions at Madison Square Garden & City Harvest
* **Jamie Lonie,** Digital Media Specialist, Founder, Amplifi Digital
* **Jackie Wang,** Chief Operating Officer, Welcome to Chinatown

### Session Objectives

* Recognize the plethora of tactics to keep in your toolbox as you plan marketing and communications for your organization
* 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)

## Session 5: CORPORATE GIVING & CAUSE RELATED MARKETING PROGRAMS | STORYTELLING & SMART PLANS Part Three | July 2, 2024

After presentations, we will discuss corporate giving and cause related marketing – with a professional who will discuss ways that many non-profits can 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 the class, after presentations, we'll hear from a storyteller and then unpack **stories**. This extremely essential aspect of marketing is a powerful tactic used in achieving SMART Goals and Objectives and can illustrate your organization’s impact. We’ll discuss how to incorporate them into SMART Charts including how 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.

### Special Guests:

* **Gabrielle Mizrahi,** Former Associate Director of Business Partnerships, City Harvest | Senior Manager Corporate Relations, Welcome.US
* **Neil Intraub,** Storyteller | Teaching artist & Co-Director of TheatreMoves

### 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
* Consider the give and take of potential corporate and other beneficial partnerships and collaborations for not-for-profits
* 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

## Session 6: NON-PROFIT MARKETING THROUGH AN INCLUSIVE / EQUITY BASED LENS | FINAL SMART PLANS | WRAP UP | July 9, 2024

Following any final 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 NYC. He will share his story and then 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, organizations’ responses and their responsibility to their stakeholders, followers, donors, etc. He’ll talk about some of the challenges and opportunities around coordinating communications between the national ACLU office and local chapters.

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. If there’s time, we’ll discuss crisis communications planning and strategies to mitigate bad repercussions for organizations.

### 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.
* Examine how marketing programs and their metrics morph based upon evolving needs
* Solidify learnings about SMART charts including concepts of inclusivity and equity.
* Deepen understanding of SMART Chart element integration
* Grasp the value of turning crises into opportunities for your long-term branding and organizational success
* Understand the interdependency of departments when in need

### FINAL REFLECTIONS DUE Friday, July 12, 11pm

**\*\* NEW \*\* ChatGPT and Artificial Intelligence (as of 1 Apr 24)**

1. Ethical uses of ChatGPT, Bard, and other generative AI tools are permitted but require acknowledgment. The professor will provide specific guidance on how you can use these tools for assignments in which it will be included. As a reminder, please review Wagner’s Academic Integrity Policy, which is also mentioned on the syllabus.

[Examples of uses you might consider for your course: to generate ideas, to compare your original text to alternatives, to correct and proofread text but not to draft it.]

1. The policies of Wagner require that you complete and submit your own work. If you use ChatGPT, Bard, and other generative AI tools in your work, you must cite them. If you don’t this violates the school’s norms, and you will be held to Wagner’s Academic Integrity Policy.

**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 & how to abide by the academic code, please contact 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.