

USC School of Journalism
JOUR 455: Public Relations for Not-for-Profit Organizations
Fall 2007 Syllabus
Wednesdays 6:00 - 9:20 pm
ASC 231
Elizabeth Hinckley, Adjunct Professor

Instructor: Elizabeth Hinckley

Class Schedule:

<u>Date</u>		<u>Fall 2006 Class Subject</u>
Aug-29	#1	Presentation of Syllabus; The Organization Inside and Out
Sep-5	#2	The Organization and the Strategic Plan(s)
Sep-12	#3	Strategic Planning: Conducting Effective Public Relations Research
Sep-19	#4	Strategic Planning: Communications
Sep-26	#5	Strategic Planning: Communications and Leadership
Oct-3	#6	Strategic Planning: Development of Strategies and Tactics
Oct-10	#7	Strategic Media Relations and Crisis Communications
Oct-17	#8	Putting it All Together
Oct-24	#9	Mid-Term Presentations
Oct-31	#10	Community Relations/Winning Partnerships-The View from the Corporate Side
Nov-7	#11	Development-Fundraising and the Board of Directors
Nov-14	#12	The Bells and Whistles that "Sell" Your Organization
Nov-21	#13	Office Hours
Nov-29	#14	Presentation of Term Projects
Dec- 5	#15	Presentation of Term Projects

Course Description:

This course is designed to teach students about the role of public relations as it pertains to not-for-profit organizations. After establishing the basic structure of the not-for-profit and learning about a variety of not-for-profit organizations large and small, students will learn to use advanced public relations skills, including research and analysis and strategic planning and implementation, to address issues and challenges exclusive to not-for-profits. Among the topics covered are developing a unique voice for the organization; constructive relationships with the media; effective corporate partnerships; creating and executing promotional events and initiatives; and working with an organization in crisis. Case histories will illuminate the course materials and will be used extensively throughout the course, as will guest speakers from different sectors of the not-for-profit world.

Course Outcomes:

This course is designed to provide the student with the following outcomes as they pertain to public relations for not-for-profits:

1. An understanding, at a macro level, of the not-for-profit and its role in society
2. An understanding, at a macro level, of the general structure including the varied types and sizes and the issues unique to these organizations
3. An understanding of how to apply advanced public relations skills, such as research and analysis, development and implementation of a strategic plan, and measurement of results
4. An understanding of the PR professional's role in articulation of the mission and vision
5. An understanding of how to develop an organization's unique voice and how to effectively reach different constituencies with different needs
6. An understanding of the media's relationship and role in working with the NPO and the PR professional
7. An understanding of the PR professional's role during institutional crises
8. An understanding of the corporate relationship to a not-for-profit and effective ways to leverage the partnership for PR benefit

Course Expectations:

Course Requirements:	Grade Emphasis:
Class attendance and participation	10%
Midterm project	30%
At-home research and writing assignments Required and recommended reading	30%
Term project (takes place of final)	30%

Mid-Term Project:

Teams are to create a not-for-profit and develop an integrated strategic communications plan for their new organization including its press launch. We will discuss in detail in Session #2.

Final Project:

Write a 10 page case study that explores a not-for-profit with an issue or challenge that could be helped by public relations (must have instructor approval of the company.) Include an interview with one or more members of the staff in different departments, visit the headquarters or attend an event if possible, review editorial coverage in all relevant media, information from the company's web site and industry web sites. The analysis must follow the Strategic Planning Model, include a history of the organization and cite sources within the work.

25 minute in-class presentation

Standard Procedures/Ground Rules:

1. Students must have an active Internet account and check e-mail regularly as it will be used to stay in touch and update assignments.
2. All written assignments are to be double-spaced with 1.5 inch margins and 12 point font, ideally Arial or Times New Roman.
3. Students are expected to attend all classes. Unexcused absences, tardiness, and failure to meet deadlines will have a negative impact on the student's final grade. Students who unavoidably miss a class are still responsible for getting that classes' assignment in on time, getting any new assignments from other students, and completing the work by the assigned due date. All written assignments must be typed.
4. Grammar, spelling and writing ability are of critical importance. This is not a course in English and/or writing, per se, and the instructor expects students to have learned from prior courses and experience how to produce written materials that are error-free and meet the quality standards of this school. All students' written work will be evaluated according to the same standards. Students who are not confident of their abilities in this area are urged to purchase and utilize a standard grammar reference work and an Associated Press Stylebook and/or see remedial coaching (available in this school.)
5. Cell phones and pagers are to be turned off before class. Answering them during class will result in a full grade reduction for the entire course.

Participation Mandatory

Your grade is based in part on your participation during class. You do not have to seek permission or forgiveness for missing a class or coming late, but your ability to participate is undoubtedly affected by your being present and able to participate.

Professional Conduct During Class

You will be expected to treat this class as you would a business meeting. You must arrive early, be prepared, provide value to the class discussion, conduct yourself professionally and remain courteous and sensitive to the interests of others in the meeting. All pagers and cell phones MUST be turned off or to silent mode so as to not disturb the session. (There will be one break at each session during which time you may check messages/pages, etc.) **There is an emphasis on oral presentation skills in this class - this includes your weekly presentation of thoughts, ideas and responses to discussion in each session.**

No Late Assignments:

You must turn in assignments when they are due even if you know you will miss class. Unless otherwise specified, all assignment must be submitted to Hinckley at the beginning of class or emailed to Hinckley by 6 PM on the due date of the assignment. **All late or incomplete assignments will receive a failing grade**, barring timely notice and proof of death of an immediate family member, emergency medical condition, or other catastrophic event that would render you incapable of completing the assignment by the date due. Timely notice means you must notify the instructor of the situation immediately, but not later than 48 hours after the assignment is due.

If you miss a session, it is up to you to contact someone in the class (another student) to find out what you have missed and what is due next. This is especially important on in-class writing assignments that are often taken home to polish.

Text/Reference Materials:

We will distribute required reading assignments regularly.

Current AP Stylebook is required (bring to class when in-class writing assignments are noted on the syllabus).

Recommended reading: brochures, newsletters (printed and online), organizations' Web sites (corporations, non-profit organizations, etc.).

USC Policy on Academic Integrity

Any student found guilty of plagiarism, fabrication, cheating on examinations, or purchasing papers or other assignments will be dismissed from the Annenberg School. There are no exceptions to this policy.

PLAGIARISM/ACADEMIC INTEGRITY

Plagiarism is defined as taking ideas or writings from another and passing them off as one's own; in journalism, this includes appropriating the reporting of another without clear attribution. The following is the Annenberg School of Journalism's policy on academic integrity as published in the University catalog: "Since its founding, the USC School of Journalism has maintained a commitment to the highest standards of ethical conduct and academic excellence. Any student found guilty of plagiarism, fabrication, cheating on examinations, or purchasing papers or other assignments will receive a failing grade in the course and will be dismissed as a major from the School of Journalism. There are no exceptions to the school's policy."

Academic Accommodations

Any student requesting academic accommodations based on a disability is required to register with Disability Services and Programs (DSP) each semester. A letter of verification for approved accommodations can be obtained from DSP (STU 301, 213-740-0776). Please be sure the letter is delivered to me as early in the semester as possible.

Detailed Course Outline:

Session #1 August 29

Overview of Class

- Presentation of Syllabus
- Review of student and course goals
- Review of mid-term, final projects and scheduling for final projects
- Introduction to philanthropy in the United States
- How does a not-for-profit organization differ from a for-profit

The Organization Inside and Out

Whether large or small, all not-for-profits follow certain ground rules in terms of structure and "compass." Let's delve into the nuts and bolts of some typical not-for-profits and how they run.

- An exploration of the different categories and sizes of non-profits
- Exploring the typical roles and departments within a non-profit
- Pleasures and Challenges of working with NPOs

Session #2 September 5

The Organization and the Strategic Plan(s)

Every strong organization has a strategic plan that spells out the company's vision and direction. The public relations department works from the institution's strategic plan to develop a communications strategic plan.

- The statements- Mission, vision, positioning
- The Strategic Planning Model for PR

The Organization Inside and Out - Part Two

Now that you know the basic framework of an organization, we break down a few different not-for-profits to compare and contrast.

- Discussion of Mid-term

Session #3 September 12

Strategic Planning: Conducting Effective Public Relations Research

The first step to an effective strategic plan and its implementation starts with knowing your organization and its audiences through research. Good research can help "do the work for you" and take you in the right direction.

- Preparation
- Research methods (the interview, the survey, focus groups, benchmarking, secondary research)
- Developing a SWOTS analysis (Strengths, Weaknesses, Opportunities, Threats, Strategic Implications)
- CASE STUDIES: Research Audits

Session #4 September 19

Strategic Planning: Communications

An organization must articulate the unique reason for its existence in order to retain and build audiences, raise funds and successfully serve its community. In developing an organization's communications tool box, how can smart not-for-profits differentiate themselves?

Branding and positioning an organization--the basics

Developing the Positioning Statement

Name and Identity

Message Development

How PR aids marketing in developing a brand

The importance of "emotional branding" and why is it important for a not-for-profit

Session #5 September 26

Communications Planning continued...

Communications Platforms

Awareness and Outreach

Working with Leadership

Developing point of view

Macro vs micro leadership

Internal vs external communications

Speechwriting

Session #6 October 3

Strategic Planning: Development of Strategies and Tactics etc.

The difference between strategies and tactics

Developing budgets

Developing timelines

CASE STUDIES and in-class exercises in developing strategies and tactics

Session #7 October 10

Strategic Media Relations and Crisis Communications

Whether an organization wants to get into the paper or stay out of the paper, good media relations is more than pitching stories and getting ink. Building relationships and serving the press are important skills in the articulation of your organization's mission and can be crucial elements in difficult situations.

How to build relationships with the media

Developing a general media plan

What to do when your organization is in trouble and the media is calling

The Media Plan- Crisis

Session #8 October 17

Putting it All Together

Class will be spent discussing mid-terms and clarifying components of the strategic planning process.

Session #9 October 24

Mid-Term Presentations

Session #10 October 31

Winning Partnerships-The View from the Corporate Side

In today's climate, corporate dollars for not-for-profits are scarcer and companies are choosing to align with not-for-profits that not only build community awareness and goodwill but also enhance their brand. Smart not-for-profits can leverage their own unique strengths to create opportunities which enhance both organizations' profiles and bottom lines.

- What does a company look for in a not-for-profit?
- PR's integral role in corporate/not-for-profit relationships
- Creative partnerships- the basics
- CASE STUDY: Corporate/not-for-profit partnerships
- Discussion of term projects

Guest Speaker: Stefan Pollack, VP and CFO of Pollack PR and Marketing Group

Session #11 November 7

Development- Fundraising and the Board of Directors

An organization can not survive without a strong fundraising arm. Smart organizations develop and nurture relationships with supportive entities, whether they are individuals, corporations or foundations, through civic pride, prestige and win/win partnerships. Good PR/Development relationships are crucial to an organization's goals.

- Types of funders and the fund-raisers approach
- The role of a Board of Directors in an organization
- How 9/11 changed fundraising
- The importance of PR to fundraising and board development
- The role of PR in launching an endowment
- The changing partnership of corporations and not-for-profits

Guest Speaker: Dan Rothblatt, Senior VP Philanthropic Services at Jewish Community Foundation of LA

Session #12 November 14

The Bells and Whistles that "Sell" Your Organization

Find out how special events, volunteers and promotions can be used as tools to advance a organization's messaging, build emotional branding and develop extended media relationships.

- The importance of special events and how they can and should forward your organization's strategic plan

Special promotions and how they help to advance special PR initiatives
Working with celebrities who believe in your cause (or want to come to your event)
The volunteer force and how they can be PR's greatest ally or challenge

Guest Speaker: Holly Taylor, Senior VP at Rogers & Cowan

Session #13 November 21 - Office Hours

Note: Instructor office hours are extended between now and your final presentation.

Session #14 November 29- Presentation of Term Projects

Session #15 December 5- Presentation of Term Projects

HOMWORK AND READING OUTLINE
 (SUBJECT TO CHANGE)

#/Date	Title	Homework	Reading
#1-8/29	Presentation of Syllabus; The Organization Inside and Out	<i>Select a NPO from the list of 100 top companies and be prepared to discuss its mission, general structure, leadership, "audience" and budget. Provide one-page synopsis to Hinckley.</i>	<i>Go over Saint Joseph Ballet Strategic Plan and Pacific Symphony Mission, Vision, Values for class discussion next week (EH to email)</i> <i>Go over strategic planning model for PR from Annenberg</i> Handouts
#2- 9/5	The Organization and the Strategic Plan(s)	<i>Go over one audience from Saint Joseph Ballet Research and be prepared to discuss for next week (EH will email)</i>	<i>PR Guide to NPO Chapter 6- Strategic Planning and Partnership</i> <i>Complete Guide to NPO Mgt by Smith Bucklin- Chapter 1- Establishing the Organization's Direction</i>
#3- 9/12	SP: Conducting Effective Public Relations Research	<i>Analyze a key question in provided research audits (EH to provide). Provide one-page synopsis to Hinckley.</i> <i>Meet with groups to select an NPO for your mid-term</i>	<i>Emotional Branding by Mark Gobe-Introduction</i>
#4- 9/19	SP: Communications Planning		
#5- 9/26	SP: Communications Planning and Leadership	<i>Select a NPO from the Idealist.com website and develop a 2 ½ minute speech for the Executive Director/CEO to an external audience</i>	

#/Date	Title	Homework	Reading
#6- 10/3	Development of Strategies and Tactics	<i>Bring in an example/case study of an organization that has weathered a PR crisis for discussion.</i> <i>Prepare to discuss term project</i>	<i>PR Guide to NPO Chapter 6- Crisis Management</i> <i>Read PR Crisis Bible handout</i>
#7- 10/10	Media Relations and Crisis Communications	<i>Choose a local NPO from Idealist.com and develop a simple media list from Bacon's for discussion (Provide list to Hinckley)</i>	
#8- 10/17	Putting it All Together	<i>Work on Mid-Term</i>	
#9- 10/24	Mid-Terms		
#10- 10/31	Community Relations- Winning Partnerships- The View from the Corporate Side	<i>Develop a co-branded campaign with a corporation and NPO using at least one special event and include a simple media plan for execution</i> <i>Work on your Term Project</i>	<i>PR Guide to NPOs by Yvonne Lo- Chapter 9 and 10 (Fundraising, Strategic Philanthropy)</i> <i>Complete Guide to NPO Mgt by Smith Bucklin- Chapter 2 and 5 (Working Together: Maximizing Board and Staff Effectiveness, Raising Money to Serve your Cause)</i>
#11- 11/7	Development- Fundraising and the Board of Directors		
#12- 11/14	Bells and Whistles to Sell Org		
#13- 11/21	OFFICE HOURS	<i>Work on your Term Project</i>	
#14- 11/29	Presentation of Term Projects		
#15- 11/29	Presentation of Term Projects		