GEORGETOWN UNIVERSITY
School of Continuing Studies
Public Relations and Corporate Communications

MPPR-900-01: Cause Consulting | **Fall 2016:** Tuesdays, 5:20 to 7:50 p.m.
Georgetown University: MPS PR/CC **| Classroom:** C125
Course Website: Located on GU BlackBoard

PROFESSOR: John D. Trybus, APR |
OFFICE HOURS: Thursdays, 4:30 to 5:30 p.m. or by appointment | C132

CLIENT ROSTER

1. **Foundation for the NIH:** Abbey Meltzer, Director of Communications
2. **Running Start:** Melissa Richmond, Vice President,
3. **U.S. Tennis Association:** Helen Li, Diversity Manager
4. **McKinsey Social Initiative:** Jennifer Sikes, Director of Communications,
5. **Special Olympics:** Kirsten Seckler, Chief Marketing Officer
6. **Safe Shores DC Children's Advocacy Center:** Donna Lewis Johnson, Director of Communications,

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COURSE DESCRIPTION

Cause Consulting is a signature course within Georgetown University's Division of Professional Communications with a long history. It offers a cohort of students an applied learning experience to work collaboratively in small consulting teams to implement the entire lifecycle of a client engagement for an organization within the social impact sector. It also is an opportunity for students to explore their potential to create positive social impact and apply consulting skills throughout their careers, as they go through a semester-long journey to become a cause consultant.

The primary goal of the course is for students to gain the knowledge and practice the hybrid, synergistic skillset necessary to work as an integrated communications and marketing consultant for clients, while garnering a deeper understanding of the unique challenges and opportunities working in and with the rapidly evolving social impact sector. The client organizations are specially chosen for class by the professor, and are each served by an account team of three students.

Students will practice the unique combination of technical, interpersonal and consulting skills it takes to work effectively with a social impact client—known in class as "the many hats" of a cause consultant. They will explore topics and activities like strategic relationship building, gaining client trust, building scopes of work and creating business development memos. There is a special emphasis on building and reflecting on emotional intelligence skills, as the best way to serve clients and work within a team is to know one's own personality and strengths first.

By the end of the semester, students will provide clients with a suite of three sustainable communications deliverables and recommendations for using them effectively. Students who complete the course are recognized with the special designation of "Cause Consultant" by the Center for Social Impact Communication, and will join an exclusive network of 175 other Georgetown consultants living around the world.

LEARNING OBJECTIVES

By the end of the semester, students will be able to:

Technical Skills

1. **Integrated Communications Skills:** Create sustainable integrated communications and marketing deliverables related to audience insights, elastic messaging and strategic storytelling, that address the special needs of social impact organizations and represent marketable consulting services.

2. **Social Impact Knowledge:** Deepen knowledge of the trends within the rapidly evolving social impact sector and how to use that knowledge for the benefit of clients and colleagues.

Interpersonal Skills

3. **Strategic Relationship Building:** Practice how to strategically build, manage and grow a relationship with a *human* client that is built on trust.

4. **Emotional Intelligence:** Demonstrate a strategic understanding of the benefits of self-awareness (based on personality and strengths assessments), and how to incorporate a high-level of emotional intelligence into a professional project to accomplish shared team outcomes.

Consulting Skills

5. **Sustainable Problem Solving:** Synthesize consulting best practices such as working through resistance, managing expectations and defining success in order to execute a successful client engagement.

6. **Business Development:** Analyze business decisions through the lens of a communicator and cause consultant, while maintaining a commitment to ethics.

PREREQUISITE

Students must have completed Elements of Communications Planning or the equivalent within their program. It is assumed that all consultants will have a thorough understanding of Georgetown's strategic communications planning framework; little to no class time will be spent reviewing it.

BOOK LIST

- **Flawless Consulting: A Guide to Getting Your Expertise Used**
  Block, Peter | 2011 (3rd Edition) – ISBN: 9780470620748

Published by: Pfeiffer (Wiley) | Price on Amazon.com: $42.65

- **The Trusted Advisor**
  Maister, David, Green, Charles & Galford, Robert | Paperback Edition: 2004 – ISBN: 9780743212342
  Published by: Free Press | Price on Amazon.com: $8.58

- **StrengthsFinder 2.0**
  Rath, Tom | Hardcover Edition: 2007 – ISBN: 9781595620156
  Published by: Gallup Press | Price on Amazon.com: $14.86

**Additional readings are listed below and available for download on BlackBoard.*

COURSE PHILOSOPHY & TIME COMMITMENT

Cause Consulting is based on a real-time, accelerated application of the curriculum through active participation by all members of your account team. It is critical that you come to class prepared for this requirement. The curriculum supports the client projects you are working on. This means that beyond completing client work and other assignments you will be asked to apply and demonstrate what you have learned in all aspects of our work together including class discussions, client relationships and within your account team.

Outside of class time, students cite spending approximately six hours a week on client work and preparing for assignments. This course requires a substantial commitment because you will experience the entire lifecycle of a client engagement. If you encounter challenges please let the professor know.

This course requires a high-level of teamwork and collaboration, as that is the basis for successful consulting, and students should be prepared for this requirement. Every consultant is expected to contribute fairly to his or her team the entire semester. Discuss scheduling with your team early in the semester. Through a pop peer evaluation, you will evaluate your colleague's contribution to the team over the semester and be held accountable yourself.

ATTENDANCE POLICY

This course maintains a strict attendance policy. You are expected to display a level of professionalism that is consistent with being an authentic cause consultant, and that includes each and every meeting with your client, account team and class sessions. It is essential that you arrive on time and prepared.

<u>You are permitted to be absent from class two times and late for class two times (defined as ten minutes after the start of class) before your grade will be impacted.</u> Absences or lateness, beyond the initial two specified above, will result in a reduction of your final grade by 5% for each absence or late arrival. If you are absent or late for more than four classes, you will be in danger of failing this course.

Important: If circumstances preclude your attendance or prompt arrival to class, you are responsible for notifying the professor via email , **BEFORE** the start of class. Acknowledged absences and lateness still count towards the above policy.

WORK SUBMITTED & PRESENTED

This course employs a “client ready” philosophy on all graded assignments, meaning work turned in for class is expected to be ready for client consumption—free from typos or other errors and with information packaged in a way that would be easy for a client to comprehend and take action.

You are expected to submit high quality, client-ready work on time. All papers should be typed in 12-point font, single-spaced and include subheads where appropriate and use a standard academic referencing format. Include your name, the assignment title, page numbers, and the date on all assignments.

All assignments (unless specified otherwise) must be turned in by 5:20 pm the day in which they are due to the class email address or on BlackBoard. Late submissions will result in a deduction of 10% every 24 hours past the due date. Certain assignments, such as the pop peer evaluation, surveys and journey reflections, will NOT be accepted late and zero points will result if not completed by the due date.

To submit assignments, email the class email address or submit via BlackBoard (dependent on the assignment) and print a hard copy for class.

GEORGETOWN UNIVERSITY HONOR SYSTEM

All students are expected to maintain the highest standards of academic and personal integrity in pursuit of their education at Georgetown. Academic dishonesty in any form is a serious offense, and students found in violation are subject to academic penalties that include, but are not limited to, failure of the course, termination from the program, and revocation of degrees already conferred. All students are held to the Honor Code. The Honor Code pledge follows:

In the pursuit of the high ideals and rigorous standards of academic life, I commit myself to respect and uphold the Georgetown University Honor System: To be honest in any academic endeavor, and to conduct myself honorably, as a responsible member of the Georgetown community, as we live and work together.

PLAGIARISM

Stealing someone else’s work is a terminal offense in the workplace, and it will wreck your career in academia, too. Students are expected to work with integrity and honesty in all their assignments. The Georgetown University Honor System defines plagiarism as "the act of passing off as one's own the ideas or writings of another.” If you have any doubts about plagiarism and paraphrasing, visit: http://www.plagiarism.org.

UNIVERSITY RESOURCES

Georgetown offers a variety of support systems for students that can be accessed on both campuses:

- **MPS Writing Resource Program**
  202-687-4246 | http://writingcenter.georgetown.edu/

- **Academic Resource Center**
  202-687-8354 | arc@georgetown.edu | http://ldss.georgetown.edu/

- **Counseling and Psychiatric Services**
  202-687-6985 | http://caps.georgetown.edu/

- **Institutional Diversity, Equity & Affirmative Action (IDEAA)**
  (202) 687-4798 | https://ideaa.georgetown.edu/

POLICY FOR STUDENTS WITH DISABILITIES

Students with documented disabilities have the right to specific accommodations that do not fundamentally alter the nature of the course. Students with disabilities should contact the Academic Resource Center (contact information above) before the start of classes to allow time to review the documentation and make recommendations for appropriate accommodations. If accommodations are recommended, you will be given a letter from ARC to share with your professors. You are personally responsible for completing this process officially and in a timely manner. Neither accommodations nor exceptions to policies can be permitted to students who have not completed this process in advance.

GRADING

Individual Grades

Pre and Post-Class Surveys (together)	**15**
Class Participation + Pop Peer Evaluation (together)	**15**
Journey Reflections (5 per team member)	**15**
Social Impact Trend Client Smart Mail	**15**
Case Study Final Presentation (individual component)	**15**

Account Team Grades

Credentials Deck + 1st Meeting Strategy	**20**
Scope of Work	**20**
Business Development Memo	**20**
Client Deliverables	**20**
Case Study Presentation of Cause Consulting Journey	**30**
Client Evaluation	**15**

A:	**186—200**
A-:	**180—185**
B+:	**176—179**
B:	**166—175**
B-:	**160—165**
C:	**140—164**
F:	**139 & below**

Total Points…………………………………………………………………200

***Note:** It is your responsibility to check your grade progress via Blackboard and to proactively reaching out to the professor with any questions. Grades are posted promptly.

ASSIGNMENTS

Further details about each assignment will be shared in-class; grading rubrics are on Blackboard.

1. **Pre and Post-Class Survey | 15 points total – *7.5% of total grade***
   Your expectations, experiences and understanding of the key competencies taught in Cause Consulting will be tracked through two mandatory online surveys: the first must be completed prior to the start of class and the second completed during the final week of class. An email will be sent to the class with further instructions. Points are awarded on an all or nothing basis: full points are awarded for completion by the due dates. *Surveys are not accepted past the due date*.

2. **Class Participation (5 points) + Pop Account Team Evaluation (10 points) | 15 points total – *7.5% of total grade***

Frequent class participation is essential and required for an effective learning environment, and active participation within your account team inside and outside of class is too. In-class participation will be evaluated based on three categories: frequency of participation in class, quality of comments and listening skills. There will be ample opportunities to contribute. Additionally, your fellow account team members will evaluate you via a "pop" peer evaluation. *The pop peer evaluation is not accepted past the due date.*

3. **Five Journey Reflections & Responses | 15 points total –** ***7.5% of total grade***
   Each week, a reflection question aligning to that week's curriculum will be posted on Blackboard. You are responsible for responding to a minimum of five prompts, with each response being a minimum of approximately 250 words in length. You are also responsible for at least five responses of a minimum of 100 words each to other consultant's posts the same week of your full reflection. You have one week to respond to each prompt–the posts are automatically timed and will be available only for one week's time. It's up to you to decide which weeks you respond, however you must divide the weeks among your account team so as to cover the entire semester (there will overlap). The Journey Reflections serve as a key tool for each member of the account team to reflect—both from a professional and personal perspective—upon the successes and challenges of the cause consulting journey broadly, and the engagement with their client and teammates specifically. These reflections will help you track and contemplate your thinking and growth throughout the semester, as well as inform the final case study assignment. You should keep current with the reflections shared whether it is your week to write or not. *Reflections are graded on an all or nothing basis of three points per post (full points awarded for quality work that meets the assignment) and not accepted past the due date. The professor reserves the right to start grading these by merit if the assignment is not taken seriously and quality reflections are not produced.*

4. **Social Impact Trend Client Smart Mail | 15 points –** ***7.5% of total grade***
   Being a social impact thought leader and sharing knowledge of trends within the sector to benefit both clients and colleagues is a trait of a successful cause consultant. This assignment has two parts. First, you will select a particular week during the semester and be responsible for tracking, identifying and writing a client "smart mail" on a social impact trend (which must be based on a news story, industry publication, blog, research study, case study etc.) that is duly important to the sector and has relevance to your client. Second, you will summarize your findings and recommendations, and lead a discussion on the topic featured in the smart mail during a brief in-class facilitation of no more than 10 minutes and three slides.

5. **Making a Good First Impression: Credentials Deck + 1st Meeting Strategy | 20 points –** ***10% of total grade***
   Making a good first impression in life—and consulting—is key. This team assignment has two parts to help you achieve just that with your client. First, you will build a credentials overview that will be shared with clients (which can take the form of a PowerPoint deck or other creative deliverable you develop) that showcases the backgrounds, expertise and personal passion of each member of the account team. Second, you will create a brief first meeting strategy document that will outline the account team's approach to the initial client meeting to ensure a strong first impression is made.

6. **Scope of Work Proposal | 20 points –** ***10% of total grade***
   Each account team will prepare a scope of work (SOW) proposal to be shared with the client, based on the team's analysis of the organization's unique situation, current needs and aligning with the required

deliverables explained in class. The SOW should include topics like a summary of your understanding of the client's situation, deliverables, timeline, client and account team responsibilities. Additionally, you will (hypothetically) price your services based on a variety of possible pricing models to be discussed in class. Keep in mind that the goal of a SOW is to secure the client's agreement of your proposed process, so persuasion, insight-driven solutions and clarity of writing count. Also be careful to not over promise what you can deliver within 15 weeks!

7. **Business Development Memo | 20 points** ***– 10% of total grade***
   Growing a relationship based on trust with a current (or prospective) client to secure more or new work is a vital skill in cause consulting. By writing a internal memo to the head of your consulting agency (aka John), your account team will exercise business development muscles through the creation of a brief strategic organic growth plan that will analyze your current client relationship and build a plan of action for how to hypothetically grow and activate it for business benefit. You will also include a section seeking the agency head's permission to pursue a new client that your account team wishes to win business from, and an explanation for how you would approach the business development process to acquire that client. Examples of what to include will be discussed in class. This assignment should physically look like a memo.

8. **Cause Consulting Journey Case Study Presentation| 30 points + 15 for individual** ***–22.5% of total grade***
   The semester will culminate with the presentation of a case study of your account team's cause consulting journey. The case study will take the form of a robust PowerPoint (you are also welcome to get creative with other ways to bring your presentation to life!) that is presented to your fellow consultants and invited guests. The case study should demonstrate your ability to apply principles learned in class to your client engagement (with specific examples of how these were applied and with what results), as well as share reflections from the personal, account team and client journey levels. You should draw heavily from the weekly Journey Reflections for this assignment. Think of what story you want to tell about the successes and bumps in your cause consulting journey. Your team presentation should be 30 minutes in length plus an additional 10 minutes for Q&A.

9. **Final Client Deliverables | 20 points for the suite of deliverables** ***– 10% of total grade***
   Each account team is required to create a minimum of four deliverables that fall under the following three buckets taught in class: audience insights, elastic messaging (two deliverables) and strategic storytelling. It is up to your team to decide the most useful deliverable to your client, e.g., storytelling training, audience analysis document etc. However, under the messaging bucket you are required to create the elastic messaging structure taught in class plus an additional deliverable that brings it to life. You may create additional deliverables not described above (e.g., as part of your business development memo) but they will not be graded. An emphasis will be placed on sustainability, e.g., your client's ability to continue to implement your solutions after the conclusion of the engagement. Keep in mind budget, time and other resources necessary to sustain your recommendations after your semester client engagement concludes.

10. **Client Evaluation | 15 points** ***–7.5% of total grade***
    Your client will conduct an evaluation of your account team's performance around week 11. Evaluations will cover qualities such as professionalism, ability to provide sound counsel, strategic thinking, creation of high quality deliverables, meet deadlines and respond to feedback. The results of the evaluation will be shared with you.

11. Extra Credit | 2 points per opportunity, maximum of 6 points total

There may be opportunities to earn extra credit, such as by attending events hosted by the Center for Social Impact Communication (CSIC) and writing a reflection. You may earn a maximum of six points worth of extra credit over the course of the semester. *Extra credit is not accepted past the due date*.

PROPOSED SCHEDULE FOR THE SEMESTER

The schedule is subject to change; students are responsible for any changes shared in-class or through email. If absent, it is your responsibility to find out what you missed from your account teammates.

DATE	AGENDA	READINGS DUE	ASSIGNMENTS DUE
WEEK 1 **Tuesday, September 6** ——— **TODAY'S FOCUS** ***The Big Picture: Your Cause Consulting Journey Starts NOW!*** ——— **Guest Advisors** Alumni Advisors + Cause Consulting Alums: ▪ Tiffany Gray ▪ Rina Zelaya ▪ Emily Baseman ▪ Shelby Giles ▪ Lauren Ackerman ▪ Chelsie Pope	▪ Cause Consulting History + Expectations ▪ Introductions ▪ What it Means to be a Cause Consultant: The Many Hats ▪ Syllabus Walk-Through ▪ Alumni Advisor Panel: The Secrets of Cause Consulting ▪ Account Team Meeting	**Required** ▪ None ——— **Optional** ▪ **Harvard Business Review:** "Personality Tests Can Help Balance a Team"	✓ **Take the 16 Personalities Assessment** *Results due via survey by 8/10. View your personality description here and bring it to class.* ✓ **Pre-Class Survey** *(due by 8/10)*
WEEK 2 **Tuesday, September 13** ——— **TODAY'S FOCUS** ***The Essentials of Cause Consulting: Making a Good First Impression With Clients*** ——— **Guest Advisor** Michelle Whittaker, Director of Communications, FairVote	▪ Social Impact Trend Facilitation x 2 ▪ Goals + Phases of Consulting ▪ Deep Dive: Discovery Phase ▪ Strategy for the 1st Client Meeting ▪ How to Build a "Creds" Deck ▪ Guest Advisor Session: The Client's Perspective	**Required** ▪ **Bloomberg Businessweek:** "Naked Consulting: What Clients Really Want" ▪ **The Trusted Advisor:** Chapters 1, 2, 5 ▪ **Flawless Consulting:** Chapters 1, 2, 3, 15 ——— **Optional** ▪ **Guest Advisor Video with UN Foundation's**	✓ **Client + Team Introductions** *Be prepared to share an overview of your client and one challenge + one opportunity insight about the organization in-class tonight (not graded-, no slides permitted).*

		Stephanie Bowen: On BlackBoard	
WEEK 3 **Tuesday, September 20** **TODAY'S FOCUS** ***Moving from Discovery to Diagnosis: Scoping and Pricing Effectively*** **Guest Advisor** Sally Kurtz Schiff, Vice President, Social Impact, Weber Shandwick	▪ Social Impact Trend Facilitation x 2 ▪ Defining Client Problems ▪ How to Build an Effective SOW ▪ Overview of Deliverables ▪ Pricing Your Services ▪ Guest Advisor Session: Getting the Client to Say Yes! SOW + Pricing Tips and Tricks ▪ Client Meeting + SOW Exercise	**Required** ▪ Browse SOW examples on Blackboard and come to class prepared to discuss them ▪ **The Trusted Advisor:** Chapters 10, 11, 17 ▪ **Flawless Consulting:** Chapters 4, 5, 10	✓ **Conduct first client meeting this week** ✓ **Making a Good 1st Impression Assignment** – *due by 9/20 by 5:15 pm*
WEEK 4 **Tuesday, September 27** **TODAY'S FOCUS** ***Skills Building Workshop: Building Audience Insights + Elastic Messaging*** **Guest Advisor** Amber Khan, Head of Communications, Women for Women International and Consultant	▪ Social Impact Trend Facilitation x 2 ▪ Uncovering Audience Insights ▪ Creating Elastic Messaging for Social Impact Organizations ▪ Guest Advisor Session: Building an Organizational Culture that Brings Mission, Message and Stories to Life	**Required** ▪ **Message Matters:** Chapters 5, 6, 7, 8 ▪ **The Hauser Center:** "Embracing DNA, Expanding Horizons: The Panda Turns 50" **Optional** ▪ **Stanford Social Innovation Review:** "Lose the Marketing Department"	
EXTRA CREDIT			✓ **Extra Credit**

Monday, October 3 **4:30-6:30 PM** ______________ **OPTIONAL FIELD TRIP** ***Case Foundation, 1717 Rhode Island Avenue, 7th Floor, Washington, D.C. 20036***			**Reflection** – *Optional and* worth two points. *Due by 10/10 on BlackBoard*
WEEK 5 **Tuesday, October 4** ______________ **TODAY'S FOCUS** ***In-Class Working Session: Scopes of Work + Budgeting*** ______________ **Guest Advisor** Alumni Advisors	▪ Social Impact Trend Facilitation x 2 ▪ Working Session with John and Alumni Advisors	**Required** ▪ None	✓ **Bring a draft of your SOW + budget to class** – *not graded*
WEEK 6 **Tuesday, October 11** ______________ **TODAY'S FOCUS** ***Skills Building Workshop: Strategic Storytelling***	▪ Social Impact Trend Facilitation ▪ The Difference Between Stories and Content ▪ The Five Essential Building Blocks of Effective Storytelling ▪ Strategic Story Cycle ▪ Building an Organizational Culture of Storytelling ▪ The Future of Social Impact Storytelling	**Required** ▪ **New York Times:** "Save the Darfur Puppy" ▪ **CSIC:** *Stories Worth Telling* Report (skim)	✓ **Bring a "story" your client has created to class** – *not graded* ✓ **Take StrengthsFinder 2.0 assessment by 10/11 at 5:15 pm** – *not graded—upload results to BlackBoard*

WEEK 7 **Tuesday, October 18** ____________ **TODAY'S FOCUS** ***NO CLASS – MEET WITH YOUR ACCOUNT TEAM***		**Required** ▪ None	✓ **Scope of Work Proposal** – *due by 10/18 by 5:15 pm*
WEEK 8 **Tuesday, October 25** ____________ **TODAY'S FOCUS** ***The Nuts & Bolts of Cause Consulting: Earning Your Client's Trust and Overcoming Resistance***	▪ Social Impact Trend Facilitation x 2 ▪ The Importance of Trust and How to Earn It With Your Client ▪ The Trust Equation and How to Use It ▪ Exercise: Determining Client Personalities ▪ Working Through Client Resistance ▪ How to Give Smart Recommendations	**Required** ▪ **The Trusted Advisor:** Chapters 3, 8, 9, 16, 22 ▪ **Flawless Consulting:** Chapters 8, 9, 14	
EXTRA CREDIT **Monday, October 31** **4:30-6:30 PM** ____________ **OPTIONAL FIELD TRIP** ***DC Central Kitchen, 425 2nd Street, NW, Washington, D.C. 20001***			✓ **Extra Credit Reflection –** *Optional and worth two points. Due by 11/7 on BlackBoard*
WEEK 9 **Tuesday, November 1** ____________ **TODAY'S FOCUS**	▪ Social Impact Trend Facilitation ▪ Uncovering Your Personal Strengths	**Required** ▪ **StrengthsFinder 2.0:** Read the portion of the book that pertains to your unique	

Strengths-Based Leadership and Team Building ______________ **Guest Advisors** Denise Keyes, Senior Associate Dean, Division of Professional Communications, Georgetown University	▪ Putting Your Strengths to Work in the Social Impact Sector and Within Cause Consulting	strengths and bring a printed copy of your top five strengths – underlining or highlighting passages of the report you found particularly interesting.	
WEEK 10 **Tuesday, November 8** ______________ **TODAY'S FOCUS** ***NO CLASS – MEET WITH YOUR ACCOUNT TEAM***		▪ None	
WEEK 11 **Tuesday, November 15** ______________ **TODAY'S FOCUS** ***Business Development + Growing Client Relationships*** ______________ **Guest Advisors** Jennifer Clements, Associate Director of Client Engagement, Impact Communications Jennifer Hoyer, Director of Corporate Partnerships, The Nature Conservancy Mike Lock, Group Manager, Social Impact, Weber Shandwick	▪ Social Impact Trend Facilitation x 2 ▪ Business Development + Organic Growth ▪ Deep Dive: BizDev Memo Assignment ▪ Guest Advisor Panel: The Joys (and Agony) of Business Development within the Social Impact Sector	**Required** ▪ **The Trusted Advisor:** Chapters 18, 19, 20, 21 ▪ **Managing the Professionals Service Firm:** Chapters 9, 10 (on BlackBoard)	

Hayley Kropog, Senior Account Executive, LEWIS Global Communications			
WEEK 12 **Tuesday, November 22** ______________ **TODAY'S FOCUS** **In-Class Working Session: Deliverables + Business Development Memo** ______________ **Guest Advisor** Alumni Advisors	▪ Social Impact Trend Facilitation x 2 ▪ Working Session with John and Alumni Advisors	**Required** ▪ None	✓ **Bring a draft of your business development memo + deliverables to class –** *not graded*
WEEK 13 **Tuesday, November 29** **4:00 to 6:30 PM** ______________ **TODAY'S FOCUS** ***Mandatory Agency Field Trip to Burness Communications*** ***Class to meet directly at the agency – 7910 Woodmont Avenue, Suite 700, Bethesda, MD, 20814 (closest to Bethesda metro station on the red line)*** ______________ **Guest Advisors** Burness Communications Team	▪ Social Impact Trend Facilitation x 2 ▪ Behind-the-scenes of a social impact agency ▪ Agenda: Office tour, case studies of client engagements, conversation about cause consulting as a career, networking	**Required** ▪ **Burness Communications:** Agency website and social media platforms (skim) ______________ **Optional** ▪ **PRWeek:** "What is the New PR Agency?"	✓ **Business Development Memo** – *due by 11/29 at 5:20 pm*
WEEK 14 **Tuesday, December 6** ______________ **TODAY'S FOCUS**	▪ Final Case Study Presentations: Safe Shores, Running Start and U.S. Tennis Association	**Required** ▪ **None** ______________	▪ **Final Case Study Presentation Decks –** *for tonight's teams*

The Journey Concludes: Final Presentations Night One ______________ **Guest Advisors** Alumni Advisors + Special Guests		**Optional** ▪ **Forbes:** "11 Presentation Tips You Can Still Learn from Steve Jobs"	
WEEK 15 **Tuesday, December 13** ______________ **TODAY'S FOCUS** ***The Journey Concludes: Final Presentations Night Two*** ______________ **Guest Advisors** Alumni Advisors + Special Guests	▪ Final Case Study Presentations: Foundation for NIH, Special Olympics, McKinsey Social Initiative	**Required** ▪ **None**	✓ **Final Case Study Presentation Decks –** *for tonight's teams* ✓ **Final Client Deliverables –** *all teams* ✓ **Post-Class Survey/Cause Consulting Directory –** *due by 12/15 at 5:15 pm*