MPPR-900-01: Cause Consulting | Fall 2015: Tuesdays, 5:20 to 7:50 p.m.
Georgetown University: MPS PR/CC | Classroom: C126
Course Website: Located on GU BlackBoard

INSTRUCTOR: John D. Trybus, APR
OFFICE HOURS: Thursdays, 4:30 to 5:30 p.m. | C132

CLASS COORDINATOR: Chelsie Pope
EMAIL ADDRESS FOR ASSIGNMENTS: ______________________________

CAUSE CONSULTING ALUMNI ADVISORS
- Jill Fisher: Weber Shandwick,
- Tiffany Gray: Department of Interior,
- Lauren Kinsey: Teach For America,
- Hayley Kropog: Edelman,
- Ryanne LeCesne: Inspire Brand Consulting

CLIENT ROSTER
- Farming 4 Hunger: Bernie Fowler, Founder,
- Girls Inc: Denese Lombardi, Executive Director,
- Back On My Feet: Kelly Andreea, Executive Director,
- Byte Back: Yvette Scorse, Communications Associate,
- Lupus Foundation of America: Courtney Bishop, Development Manager,

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COURSE DESCRIPTION
Cause Consulting is a signature course in the PR/CC program. It offers a cohort of students an applied learning experience working collaboratively in small consulting teams to refine and implement communications plans for social impact clients, such as nonprofits or socially responsible businesses. It also is an opportunity for students to explore their potential to create positive social impact throughout their careers, as they go through a semester-long journey to become cause consultants.

The primary goal of the course is for students to gain the knowledge and hybrid, synergistic skillset necessary to work as a 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 and have a communications plan developed by a previous PR/CC capstone student, which the consultant account teams use as a springboard to develop actionable and sustainable deliverables.

While doing so, students will practice the unique combination of technical, interpersonal and consulting skills it takes to work effectively with a social impact client. They will explore topics like strategic relationship building, gaining client trust, collaborating to reach shared goals and creating business development plans. By the end of the semester, students will provide clients with sustainable communications systems, tools and recommendations for using them effectively. Students who complete the course are recognized with the
designation of “Cause Consultant,” which allows them to participate in exclusive opportunities through the Center for Social Impact Communication (CSIC).

PREREQUISITE
Students must have completed Elements of Communications Planning. It is assumed that all consultants will have a thorough understanding of Georgetown’s strategic communications planning framework, and therefore little to no class time will be spent reviewing this.

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

Technical Skills
1. Integrated Communications Skills: Create sustainable communications deliverables related to audience insights, messaging and storytelling that address the special needs of social impact organizations.

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

Interpersonal Skills
3. Collaboration: Demonstrate a strategic understanding of the benefits of collaboration and how to apply collaboration techniques on a professional project to accomplish shared outcomes.


Consulting Skills
5. Sustainable Problem Solving: Synthesize consulting best practices such as working through resistance and managing expectations 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.

BOOK LIST
- Flawless Consulting: A Guide to Getting Your Expertise Used
  Published by: Pfeiffer (Wiley) | Price on Amazon.com: $42.65

- The Trusted Advisor
  Published by: Free Press | Price on Amazon.com: $8.58

*Additional required reading is listed in the proposed schedule.*
COURSE PHILOSOPHY
Cause Consulting is based on a real-time 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.

ATTENDANCE & PARTICIPATION EXPECTATIONS
You are expected to display a level of professionalism that is consistent with being an authentic cause consultant, and this includes each and every meeting with your client, your account team and your alumni advisor, and the weekly class sessions. It is essential that you arrive on time and thoroughly prepared.

Important: If circumstances preclude your attendance or prompt arrival to a weekly class, you are responsible for notifying BOTH the instructor and class coordinator via email (jt452@georgetown.edu and cep63@georgetown.edu) prior to the start of class.

Missing more than two classes will result in a final grade reduction of one level (for example, an A will be converted to an A-). Absences for classes, beyond the initial two, will result in further reduction of the final grade. If you are absent for more than four classes, you will be in danger of failing this course. Please promptly notify the professor and your team’s alumni adviser of any special circumstances.

During class, please turn off all cell phones or other communication devices. Class discussions should be respectful and considerate of others’ views and opinions at all times.

CLIENT TIME COMMITMENT
The MPS program specifies that classes are two and a half hours in length. Outside of class time, students are expected to spend approximately six hours a week working on client deliverables and preparing for in-class assignments. If you encounter any challenges working with your client or on other assignments please let your professor and/or alumni advisor know. We are here to help you succeed.

GROUP WORK: ACCOUNT TEAMS
Throughout the semester you will be working closely with your account team. Every team member is expected to contribute equally over the course of the semester. It is important that you share schedules with your fellow consultants early on. It is up to you to determine the best times to work together on client work outside of class. If there are any problems that arise within your account team please see your professor and/or alumni advisor immediately. Account teams will assess each team member’s participation and effort at the end of the semester. Your teammates’ assessment of you can impact your final grade.

WORK SUBMITTED & PRESENTED
Cause Consulting employs a “client ready” philosophy to graded assignments. All work turned in for class is expected to be ready for client consumption – meaning 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 a 12-point font, single-spaced, 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 are due by the beginning of class on the due date specified in the schedule**, unless otherwise noted.

To submit your assignments, email them to CSICCauseConsulting@gmail.com. Late assignments will receive a half letter grade reduction for each day (defined as up to 24 hours past the date/time it was due) they are late. (For example, an A would be reduced to an A-.)

**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](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/](http://writingcenter.georgetown.edu/)

- **Academic Resource Center**
  202-687-8354 | arc@georgetown.edu | [http://academicsupport.georgetown.edu](http://academicsupport.georgetown.edu)

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

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

<table>
<thead>
<tr>
<th>Individual Grades</th>
<th>Points</th>
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<tbody>
<tr>
<td>Pre and Post-Class Survey</td>
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<tr>
<td>Weekly Journey Reports (4 per account team member)</td>
<td>20</td>
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<tr>
<td>Megatrend Email + Facilitation</td>
<td>20</td>
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<td>Final Presentation (individual component)</td>
<td>10</td>
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<tr>
<td>Account Team + Alumni Advisor Evaluations</td>
<td>10</td>
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<td>Class Participation</td>
<td>15</td>
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**Account Team Grades**

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<tr>
<th>Component</th>
<th>Points</th>
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<tbody>
<tr>
<td>Creds Deck + Scoping Strategy</td>
<td>20</td>
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<tr>
<td>Scope of Work Proposal</td>
<td>35</td>
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<tr>
<td>Client Love Plan</td>
<td>20</td>
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<tr>
<td>Case Study of Client Engagement</td>
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<tr>
<td>- Written Case Study</td>
<td>50</td>
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<tr>
<td>- Final Presentation / PowerPoint</td>
<td>20</td>
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<tr>
<td>Final Client Deliverables</td>
<td>60</td>
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<tr>
<td>Client Evaluation</td>
<td>10</td>
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**Total Points:** 300

**ASSIGNMENTS**

Further instruction and details about each assignment will be shared in-class.

1. **Pre and Post-Class Survey | 10 points total (5 points each)**
   Student’s 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 by September 3 and the second by December 17. Full points are awarded for completion.

2. **Class Participation | 15 points**
   Frequent class participation is essential and required for an effective learning environment. Active participation should reflect the cause consultant’s ability to listen to class discussion and to proactively contribute, whether it’s through a discussion point tied to readings or assignments, a response to a fellow consultant’s or guest advisor’s presentation, or a reflection on the client engagement process. Students will have ample opportunity to contribute throughout the semester.

3. **Weekly Account Team Journey Reports | 20 points total (5 points each)**
   Each week (twelve weeks total from September 22 to December 8), a rotating member of the account team will be responsible for submitting a Journey Report to his or her alumni advisor. Each team member is responsible for four total reports during the semester, and it’s up to the account team to
determine the schedule. The Journey Report serves as a key-reflecting 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. A template for the report will be provided, with an emphasis on reflections that track back to the “hat” competencies of a cause consultant. These reports will help you track and contemplate your thinking and growth throughout the semester, as well as inform the final case study assignment at the semester’s conclusion.

4. **Social Impact Megatrend Client Smart Mail + Class Facilitation | 20 points total**  
   **(Smart Mail: 15 points; Facilitation: 5 points)**
   Being a social impact thought leader and sharing knowledge of megatrends within the sector to benefit both clients and colleagues is trait of a successful cause consultant. This assignment has two parts. First, each cause consultant will be assigned a particular week during the semester and be responsible for tracking, identifying and writing a client “smart mail” on a social impact megatrend (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 their client. Alumni Advisor’s must approve the topic. Second, the cause consultant will summarize his or her findings, recommendations and lead a discussion on the topic featured in the smart mail during a brief in-class facilitation of approximately 10-15 minutes. The smart mail must be shared with the class via email a minimum of 24 hours prior to the facilitation.

5. **Making a Good First Impression: Creds Deck + Scoping Strategy | 20 points total (10 points each)**
   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 scoping strategy document that will outline the account team’s approach to the first client meeting to ensure a strong first impression is made with the client. Samples of each will be provided in class.

6. **Scope of Work Proposal | 35 points**
   Each account team will prepare a scope of work (SOW) proposal to be shared with the client, based on their analysis of the organization’s unique situation, current needs and aligning with the required deliverables explained in class. A template of the agreement will be shared, but creativity is encouraged! The SOW should include topics like 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 your client’s agreement of your proposed process, so persuasion, insight-driven solutions and clarity of writing count.

7. **Client Love Plan | 20 points**
   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. This assignment will help your account team exercise business development expertise through the creation of a strategic plan that will analyze your current client
relationship and build a plan of action for how to grow and activate it for business benefit. Examples of what to include in such a plan will be discussed in class.

8. **Cause Consulting Journey Case Study + Presentation | 80 points total**
The semester will culminate with the development and presentation of a case study of your cause consulting journey. There are two components: The written case study (50 points) and the presentation to your fellow consultants, alumni advisors and invited guests (30 points). The case study should demonstrate your ability to apply the principles learned in class to your client engagement (with specific examples of how these were applied throughout the semester and with what results), as well as how your personal knowledge and philosophy as a cause consultant has evolved. You may draw heavily from the weekly journey reports for this assignment. Think creatively about all components of the assignment to effectively share the successes and bumps in your cause consulting journey.

9. **Final Client Deliverables | 60 points (20 points each)**
Each account team is required to submit copies of all deliverables created for your client, that fall under the following three buckets taught in class: audience prioritization, elastic messaging and strategic storytelling. One deliverable under each bucket is required and it is up to your team to decide the most useful deliverable to your client. You may create additional deliverables 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 and know that you may need to make adjustments based on your client’s available resources.

10. **Client, Team and Alumni Advisor Evaluations | 20 points total (10, 5 and 5 points respectively)**
In line with what is known as a 360-degree evaluation, your client, fellow account team members and your alumni advisor will all conduct an evaluation of your performance at the end of the semester. Evaluations will cover qualities such as professionalism, ability to provide sound counsel, think strategically, provide high quality deliverables, meet deadlines and respond to feedback.

11. **Extra Credit | 5 points each (maximum of 10 points total)**
There will be opportunities to earn extra credit this semester, through events hosted by the Center for Social Impact Communication (CSIC). Students may earn five points by attending a CSIC event and submitting an approximately two paragraph written reflection afterwards. More details about the events and assignment will be discussed in class. Other extra credit options may be offered.
PROPOSED SCHEDULE FOR THE SEMESTER
Due to the nature of this course the schedule is subject to change. Students are responsible for any schedule changes that will be shared in-class or through email.

<table>
<thead>
<tr>
<th>DATE</th>
<th>AGENDA</th>
<th>READINGS DUE</th>
<th>ASSIGNMENTS DUE</th>
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<tbody>
<tr>
<td><strong>WEEK 1</strong></td>
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| Tuesday, Sept 8 | - Cause Consulting History + Expectations  
- Introductions  
- What it Means to be a Cause Consultant: The Many Hats  
- Syllabus Walk-Through  
- Initial Assignments  
- Guest Panel: The Secrets of Cause Consulting  
- Account Team Meeting  
- Pre-Class Survey (due by 9/3)  
- Take the 16 Personalities Assessment (Results due via survey by 9/3. View personality descriptions [here](#) and bring them to class).                                                                                                                                     |                                                                                 |
|               | **TODAY’S FOCUS**  
The Big Picture: Your Cause Consulting Journey Starts NOW!                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                              |                                                                                 |
|               | **Guest Advisor**  
Alumni Advisors                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                              |                                                                                 |
| **WEEK 2**    |                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                              |                                                                                 |
| Tuesday, Sept 15 | - SI Megatrend Facilitation  
- Account Roundtable (Team 1 Leads)  
- Goals + Phases of Consulting  
- Deep Dive: Discovery Phase  
- Strategy for the 1st Client Meeting  
- How to Build a “Creds” Deck                                                                                                                                                                                                                                                                                                           | - SI Smart Mail 1  
- Your Client's Capstone Plan  
- The Trusted Advisor: Chapters 1, 2, 3, 4 and 5 (Pages 3 to 49)  
- Flawless Consulting: Chapters 1, 2, 3, 11 and 15 (Pages 1 to 50; 229 to 247)                                                                                                                                                                                                                                                   |                                                                                 |
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<tr>
<td><strong>WEEK 3</strong> &lt;br&gt;Tuesday, September 22</td>
<td><strong>SI Megatrend Facilitation x 2</strong> &lt;br&gt;<strong>Account Roundtable (Team 2 Leads)</strong> &lt;br&gt;<strong>Deep Reflection of 1st Client Meeting</strong> &lt;br&gt;<strong>How to Build an Effective SOW</strong> &lt;br&gt;<strong>Overview of Deliverables</strong> &lt;br&gt;<strong>Pricing Your Services</strong> &lt;br&gt;<strong>Guest Advisor Discussion: Getting the Client to Say Yes! SOW + Pricing Tricks and Tips</strong></td>
<td><strong>Smart Mail 2 &amp; 3</strong> &lt;br&gt;<strong>Flawless Consulting: Chapters 4, 5 and 10 (Pages 51 to 105; 159 to 173)</strong> &lt;br&gt;<strong>The Trusted Advisor: Chapters 10, 11, 14, 17 and 18 (Pages 91 to 105; 123 to 131; 161 to 163)</strong> &lt;br&gt;<strong>Browse SOW examples on Blackboard + in-class</strong></td>
<td><strong>✓ Account Team Journey Report 1</strong> &lt;br&gt;<strong>✓ Conduct First Client Meeting Before this Class</strong> &lt;br&gt;<strong>✓ Making a Good First Impression Assignment</strong></td>
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<tr>
<td><strong>TODAY’S FOCUS</strong> &lt;br&gt;<em>Moving from Discovery to Diagnosis: Scoping and Pricing Effectively</em></td>
<td><strong>✓ Account Team Journey Report 1</strong></td>
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<tr>
<td><strong>Guest Advisor</strong> &lt;br&gt;Arisbe Gardner, U.S. Bank</td>
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<tr>
<td><strong>WEEK 4</strong> &lt;br&gt;Tuesday, September 29</td>
<td><strong>SI Megatrend Facilitation x 2</strong> &lt;br&gt;<strong>Account Roundtable (Team 3 Leads)</strong> &lt;br&gt;<strong>Uncovering Audience Insights</strong> &lt;br&gt;<strong>Creating Elastic Messaging for Social Impact Organizations</strong> &lt;br&gt;<strong>Guest Advisor Discussion: It’s Messy!</strong></td>
<td><strong>Smart Mail 4 &amp; 5</strong> &lt;br&gt;<strong>The Hauser Center: “Embracing DNA, Expanding Horizons: The Panda Turns 50” and skim WWF website and social media</strong> &lt;br&gt;<strong>Stanford Social Innovation Review: “Lose”</strong></td>
<td><strong>✓ Account Team Journey Report 2</strong></td>
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<td><strong>TODAY’S FOCUS</strong> &lt;br&gt;<em>Skills Building Workshop: Building Audience Insights + Elastic Messaging</em></td>
<td><strong>✓ Account Team Journey Report 2</strong></td>
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<td>WEEK 5</td>
<td>Tuesday, October 6</td>
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<td><strong>TODAY’S FOCUS</strong></td>
<td><strong>The Nuts &amp; Bolts of Cause Consulting: Earning Your Client’s Trust, Giving Recommendations and Working Through Resistance</strong></td>
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<tr>
<td>Building an Organizational Culture that Brings Mission + Message to Life</td>
<td><em>Final Reflections</em></td>
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<tr>
<td><em>SI Megatrend Facilitation x 2</em></td>
<td><em>Smart Mail 6 &amp; 7</em></td>
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<tr>
<td><em>Account Team Roundtable (Team 4 Leads)</em></td>
<td><em>Trusted Advisor: Chapters 8, 9, 10, 16 and 22 (Pages 69 to 96; 149 to 159; 197 to 202)</em></td>
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<tr>
<td><em>The Importance of Trust and How to Earn It with Your Client</em></td>
<td><em>Flawless Consulting: Chapters 8, 9 and 14 (Pages 129 to 158; 217 to 227)</em></td>
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<td><em>Exercise: Determining Client Personalities</em></td>
<td>✓ Account Team Journey Report 3</td>
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<td><em>How to Give Smart Recommendations</em></td>
<td>✓ Scope of Work Assignment</td>
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<td><em>Working through Resistance</em></td>
<td>✓ Account Team Journey Report 4</td>
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<td><em>Final Reflections</em></td>
<td>✓ Account Team Journey Report 5</td>
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<tr>
<th>WEEK 6</th>
<th>Tuesday, October 13</th>
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<tbody>
<tr>
<td><strong>TODAY’S FOCUS</strong></td>
<td><strong>Account Team Meetings</strong></td>
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<tr>
<td>No Class – Meet with Your Account Team</td>
<td>✓ Account Team Journey Report 3</td>
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<tr>
<th>WEEK 7</th>
<th>Tuesday, October 20</th>
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<tr>
<td><strong>TODAY’S FOCUS</strong></td>
<td><strong>Skills Building Workshop: Strategic Storytelling</strong></td>
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<tr>
<td>SI Megatrend Facilitation</td>
<td><em>Smart Mail 8</em></td>
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<tr>
<td>Account Team Roundtable (Team 5 Leads)</td>
<td><em>New York Times: “Save the Darfur Puppy”</em></td>
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<tr>
<td>What is CSIC?</td>
<td><em>CSIC: Stories Worth Telling Report</em> and skim accompanying</td>
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<tr>
<td>The Importance of</td>
<td>✓ Account Team Journey Report 5</td>
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<tr>
<td>Guest Advisor</td>
<td>Storytelling</td>
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<tr>
<td>Bridget Pooley, Program Manager, The Center for Social Impact Communication (CSIC)</td>
<td>- The Five Essential Story Building Blocks</td>
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<td>- Strategic Story Cycle</td>
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<td>- Building an Organizational Culture of Storytelling</td>
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<td>- Final Reflections</td>
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<td><strong>WEEK 8</strong></td>
<td><strong>SI Megatrend Facilitation</strong></td>
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<tr>
<td><strong>Tuesday, October 27</strong></td>
<td><strong>What is Collaboration and Why Does it Matter?</strong></td>
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<tr>
<td><strong>TODAY’S FOCUS</strong></td>
<td><strong>When to Collaborate</strong></td>
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<tr>
<td><strong>Skills Building Workshop: Strategic Collaboration</strong></td>
<td><strong>Smart Mail 9</strong></td>
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<td><strong>WEEK 9</strong></td>
<td><strong>SI Megatrend Facilitation x 2</strong></td>
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<tr>
<td><strong>Tuesday, November 3</strong></td>
<td><strong>Account Team Roundtable (Team 2 Leads)</strong></td>
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<tr>
<td><strong>TODAY’S FOCUS</strong></td>
<td><strong>Applying Key Collaboration Principles</strong></td>
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<tr>
<td><strong>Strategic Collaboration Part Two + Client Reflections</strong></td>
<td><strong>Refresh of Process and Components of the Three Buckets of Deliverables</strong></td>
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<tr>
<td><strong>Guest Advisors</strong></td>
<td><strong>Mid-Point Deep</strong></td>
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<tr>
<td>Alumni Advisors</td>
<td>Reflection of Cause Consulting Journey with Alumni Advisors</td>
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<td>Final Reflections</td>
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**WEEK 10**  
**Tuesday, November 10**  
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**TODAY’S FOCUS**  
Account Team Meetings  

- No Class – Meet With Your Account Team  

✓ Account Team Journey Report 8

**WEEK 11**  
**Tuesday, November 17**  
_________  
**TODAY’S FOCUS**  
Business Development + Growing Client Relationships  

- SI Megatrend Facilitation  
- Account Team Roundtable (Team 3 Leads)  
- Business Development + Organic Growth  
- Deep Dive: How (and Why) to Create a Client Love Plan  
- Guest Advisor Panel: The Joys (and Agony) of Business Development in the Social Impact Sector  
- Final Reflections  

✓ Account Team Journey Report 9

**Guest Advisors**  
Jennifer Hoyer, Director of Corporate Partnerships, The Nature Conservancy  
Kate Olsen, VP of Social Impact, Weber Shandwick  
Kathy Swayze, Founder and President, Impact Communications, Inc. (TBC)

**WEEK 12**  
**Tuesday, November 24**  
_________  
**TODAY’S FOCUS**  
Client Reflections + Ethics in Cause Consulting  

- SI Megatrend Facilitation x 2  
- Account Team Roundtable (Team 4 Leads)  
- Deep Reflection of Cause Consulting  

✓ Account Team Journey Report 10  
✓ Bring Personal Code of Ethics to Class (If you’ve taken Ethics already)

- Smart Mail 13 & 14  
- The Trusted Advisor: Chapters 18, 19, 20, 21 (Pages 165 to 196)  
- TBD: Business Development Article(s)  

- Smart Mail 13 & 14  
- The Trusted Advisor: Chapters 18, 19, 20, 21 (Pages 165 to 196)  
- TBD: Business Development Article(s)  

- Fast Company: “SeaWorld is...”  

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<table>
<thead>
<tr>
<th>Guest Advisor</th>
<th>Journey to Date</th>
<th>Spending $10 Million To Make You Forget About Blackfish”</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rhian Rotz, Director of Corporate Citizenship, Waggener Edstrom Communications</td>
<td>▪ The Application of Ethics in Cause Consulting</td>
<td>▪ The Guardian: “World’s Top PR Companies Rule Out Working With Climate Deniers”</td>
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<td></td>
<td>▪ Guest Advisor Discussion: The Ethical Bar is High: Building a Socially Responsible Agency Culture</td>
<td>▪ The Guardian: “Edelman Loses Execs and Clients Over Climate Change Stance”</td>
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<td>▪ Final Reflections</td>
<td>▪ Waggener Edstrom: Citizenship Website (skim)</td>
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### WEEK 13
**Tuesday, December 1**

**TODAY’S FOCUS**
Agency Field Trip to GMBB

Class to meet at GMBB – Washington Harbour, 3050 K Street, NW, Suite 100

**Guest Advisor**
The GMBB Team

<table>
<thead>
<tr>
<th>Journey to Date</th>
<th>Smart Mail 15</th>
<th>Forbes: “11 Presentations Tips You Can Still Learn From Steve Jobs” (recommended)</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ SI Megatrend Facilitation</td>
<td>▪ Account Team Roundtable (Team 5 Leads)</td>
<td>▪ Account Team Journey Report 11</td>
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<tr>
<td>▪ Account Team Roundtable (Team 5 Leads)</td>
<td>▪ Q&amp;A: Final Presentations + Case Studies</td>
<td>▪ Client Love Plans</td>
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<td>▪ Behind-the-Scenes of a Social Impact Agency</td>
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<tr>
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<td>▪ Final Reflections</td>
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### WEEK 14
**Tuesday, December 8**

**TODAY’S FOCUS**
Final Case Study Presentations (Groups 1-2)
<table>
<thead>
<tr>
<th><strong>The Journey Concludes: Final Presentations Round One</strong></th>
</tr>
</thead>
</table>
| Guest Advisors  
Alumni Advisors + Special Guests |

**WEEK 15**  
Tuesday, December 15

**TODAY’S FOCUS**  
The Journey Concludes: Final Presentations Round Two

**POST-CLASS**  
Thursday, December 17

| **WEEK 15**  
Tuesday, December 15 |
| --- |
| **TODAY’S FOCUS**  
The Journey Concludes: Final Presentations Round Two |
| Guest Advisors  
Alumni Advisors + Special Guests |
| - Final Case Study Presentations (Groups 3-5) |
| ✓ Final Case Study  
✓ Final Client Deliverables |

| **POST-CLASS**  
Thursday, December 17 |
| --- |
| ✓ Post-Class Survey  
✓ Account Team Evaluations |