campusCATALYST Academic Seminar
The Evolving Social Sector and the Business of Nonprofits
Fall Quarter, 2013
Northwestern University; BUS_INST 394
UNH 121, Tuesday Evenings; 6:00pm – 9:00pm

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Office Hours:
If you need to meet with me, I am generally available on Tuesdays before class from 4:45 to 5:45 at the Starbucks at Norris. Just please let me know in advance. I can also make myself available at other times, if needed, but because of my fulltime work at Mercy Housing, scheduling a time in advance to meet is highly recommended. If you need to meet right away, a phone call is probably best.

Course Description:

You have applied to participate in this class because, presumably, you are (1) interested in nonprofit organizations and how they work and (2) you want to learn how a consultant goes about researching and presenting recommendations to a client that will produce better outcomes for their organization. This class will help you do both.

Nonprofit organizations come in all shapes, sizes and functions. There are over 2 million NPOs and about 10% of the workforce works at one and many of us have come in contact with an NPO through either volunteering, receipt of services or through giving. But because of the Great Recession of the last 5 years, NPOs have experienced great turbulence. While government at the federal, state and local levels are asking NPOs to provide more of the services government used to provide, the social sector is still in many ways stuck in the same funding mechanism of the 1960s and 1970s; that is, a heavy reliance on philanthropy, a mandate to keep its overhead low and chasing fewer funding opportunities in an attempt to bolster thin cash flow.

In this class, you learn how the nonprofit sector formed and the legal and regulatory functions that drive its governance. We will also explore leadership and Board structure, financial management and fundraising, strategies for leading the people that work at NPOS, and how to evaluate nonprofit programs and organizations. Finally, we will look at how the social sector is evolving by exploring social enterprise and other partnerships with for profit organizations and governments, and why the social sector will have to change to lead and finance new innovations that deal with large and challenging social issues.

You will also learn about and get first-hand experiences being a consultant by working with local nonprofit organization and developing and presenting a package of deliverables to your client. Through your team and with the help of your MBA mentor, you will learn techniques that will show you how to best understand the challenge your NPO is presenting and develop a scope of work, conduct research and evaluation of internal and external information, develop recommendations for your client, and utilize methods for presenting and communicating your set of deliverables to your client. As a team, you will make three presentations during class.
Goals for the course:
1. Students will successfully develop tangible solutions to specific, measurable problems faced by community-based nonprofit organizations
2. Students will gain an understanding of the basics of the consulting process and how to conduct a professional business relationship
3. Through readings, class discussion, and interaction with guest speakers, students will gain an understanding of the social sector and trends that are changing the way nonprofit organizations and other social enterprises pursue their charitable, philanthropic and broader, mission-oriented objectives.

Course Requirements:
- Participate in consulting team with full and equal team responsibilities for the project
- Attend weekly meetings with MBA mentors and nonprofit clients
- Complete all reading and homework assignments each week
- Complete in-class assignments based on the readings
- Attend each class and participate actively in class discussions
- Before an unavoidable absence, send an explanatory email to the lecturer
- Observe a no laptop rule during all panel and team presentations

Course Reading:
- “The Jossey-Bass Handbook of Nonprofit Leadership and Management”, Renz, David O., Third Edition (Hardback) – This book is available for rent at Norris and you might also get a better deal through Amazon or other online outlet – just please make sure to purchase the 3rd Edition
- Reading Packet: please purchase a hard copy at XanEdu
- There may be other readings that will be handed out in class as needed

Grading:

Individual: 45%
- 30% Preparation for and participation in class discussions – this class has a heavy reliance on your participation in class discussion and I will be ensuring that everyone plays a role in that discussion. We will have guest speakers during many classes so that you can get exposure to people working in the industry and have an opportunity to ask them pertinent questions. There is a lot of reading, and for many of you this is a 5th class, so please schedule your time accordingly.
  - ATTENDANCE: We only have class discussion of the readings 8 times during the quarter (3 of the classes will be presentations) so my expectation of you is that you will be at every class and participating in class discussion. If you are not at class, then you are not participating and therefore your participation grade will be reduced. If you must miss a class or part of a class, please let me know ahead of time by emailing by midnight the day before class.
Part of your preparation for class participation will be writing a key question, problem or concept from the readings that particularly resonated with you or your project, and posting your “keys” on Blackboard by midnight on the Sunday before each class where readings will be discussed. Each posting will be included as part of your participation grade.
15% Team member Evaluation – As part of your project, you will be evaluated by your teammates on your participation and work with your consulting team

Team: 55%
10% Presentation #1, Week Four – After this presentation, I will meet with your team to discuss your scope of work, presentation and recommendations on how you should proceed to Presentation #2

10% Presentation #2, Week Eight – This grade will be based on the progress made from Presentation #1 and the methodology and workplan as you move towards your final recommendations to the client

25% Final Presentation and Report (including project case study), Finals Week – This grade is based on your final deliverable and case study

10% Client Evaluation – your team will be evaluated by your client based and is included in your overall team grade

Weekly Topics and Readings

Week One: September 24
Introduction to the Nonprofit Sector

Class Topics:
What is a nonprofit? Why are there nonprofits? What difference does non profit status really make? Why are you interested in the nonprofit sector? What is the history/role of nonprofits in the U.S? How do nonprofits determine their mission?

Readings:
1. Jossey-Bass Handbook:
   a. “Historical Perspectives on Nonprofit Organizations”, pp. 3 – 41

Team Assignments:
- Weekly meetings with MBA mentor, team and nonprofit client
- Meet with client for the first time

MBA Mentor Discussion Topic
- Client Research: What is the organizations mission? Who do they serve? What are we as a team going to do next? What do we need from our client?
Week Two: October 1

Introduction to Consulting in the Nonprofit Sector

Class Topics:
What makes an effective consultant-client relationship? How do we effectively communicate information, results and recommendations to the client? What are the strategies for ensuring that mutual expectations and goals are communicated and realized?

Readings:

Team Assignments:
- Weekly meetings with MBA mentor, team and nonprofit client
- Begin problem definition and scope refinement

MBA Mentor Discussion Topic:
- **The Problem Definition**: What is the problem definition? Why was campusCatalyst engaged? Why is this problem a problem, what happens if this “problem” goes unsolved? What questions does the client seek answers to? What do we need from our client?

Week Three: October 8

Leading and Governing Nonprofit Organizations

Class Topics:
What are some of the unique challenges leaders of nonprofit organizations face? What are the duties and responsibilities of a board of directors? Are they different for nonprofits than for for-profit corporations? What qualities and capabilities are most important for the leader of a nonprofit organization? What are the common pitfalls of nonprofit board performance?

Guest Speaker

Video (in class)
“Everyday Leadership”

Readings:
1. Jossey-Bass Handbook:
   b. “Leadership, Governance and the Work of the Board”, pp 125 – 156
   c. “Executive Leadership”, pp. 157 – 177

Team Assignments:
- Weekly meetings with MBA mentor, team and nonprofit client
- Share written project scope and workplan with client
MBA Mentor Discussion Topic

- **Hypothesis:** What are the initial thoughts on how to solve the problem? What data do you have to prove your hypothesis/disprove it? Go over your first presentation and issue trees (problem and hypothesis) with your mentor.

Week Four: October 15

**Presentation 1**

**Team Assignment:**
- Each team gives first presentation (15 minutes)
- Weekly meetings with MBA mentor, team and nonprofit client

MBA Mentor Discussion Topic

- **Presentation Debrief:** What went right? What are areas for improvement? What feedback did you receive? What’s next?

Week Five: October 22

**Next Gen Leadership and Strategic Management in Non-Profit Organizations**

**Class Topics:**
What are some of the specific characteristics, skills and insights can young leaders bring to a nonprofit organization? What role does strategic planning play in developing the mission and goals of a nonprofit organization? What are the strategies for ensuring that mutual expectations, goals and outcomes are communicated and realized?

**Guest Speaker**

**Video (in class)**
“Being Young and Making an Impact”

**Readings:**
1. “Up Next: Generation Change and Leadership of Non Profit Organizations.” Anne E. Casey Foundation
2. Jossey-Bass Handbook:
Week Six: October 29
Evaluating Nonprofit Organizations

Class Topics:
What is evaluation and what are the different ways it can be accomplished? Is there a downside to focusing heavily on metrics and impact measurement? What is the difference between high impact and high performance organizations?

Guest Speaker

Video (in class)
“Putting a Value on Nature”

Readings:
2. Jossey-Bass Handbook:

Team Assignments:
- Weekly meetings with MBA mentor, team and nonprofit client
- Data gathering and analysis; test/refine problem definition and workplan

Week Seven: November 5
Developing and Managing Nonprofit Resources

Class Topics:
How are non profit organizations funded? What are the major sources of philanthropic support for US nonprofits? Are certain kinds of contributions more or less valuable to their recipients? How much revenue diversification is enough? Should nonprofits engage in commercial ventures to diversify revenue?

Guest Speaker

Video (in class)
“Real Talk about Real Costs”

Readings:
1. Jossey-Bass Handbook:
Team Assignments:
- Weekly meetings with MBA mentor, team and nonprofit client
- Midpoint and Team Member assessments due (submit via Survey Monkey)

MBA Mentor Discussion Topic
- **Analysis:** Continue data gathering and analysis. MBA mentor can provide ideas on what routes to take for analysis.

**Week Eight: November 12**
**Presentation 2**

Class Topics:
- Constructive feedback on presentations – content, visual representations, delivery, etc.

Team Assignment:
- Each team gives second presentation (15 minutes)
- Weekly meetings with MBA mentor, team and nonprofit client

MBA Mentor Discussion Topic
- **Presentation Debrief:** What went right? What are areas for improvement? What feedback did you receive? What’s next?

**Week Nine: November 19th**
**Leading and Managing People in Nonprofit Organizations**

Class Topics:
What are skill sets needed for the evolution of nonprofit organizations? What are some strategies for recruiting and maintaining talent in nonprofit organizations? Are the motivations different in the social sector? In what way and how does that impact recruitment and retention?

*Guest Speaker*

Video (in class)
“The Surprising Science of Motivation”

Readings:
1. Jossey-Bass Handbook:
   b. “Total Rewards Programs in Nonprofit Organizations”, pp. 709 – 751

MBA Mentor Discussion Topic
1. **Prepare final presentation and deliverables:** Begin preparation for final presentation and deliverables: Review with mentor
Week Ten: November 26
Social Entrepreneurship

Class Topics:
What is “social entrepreneurship?” Social enterprise? What are “hybrid organizations?”
How do these models differ from ordinary nonprofits? Are there ways in which public policy, private investment practice, and/or philanthropy should change in order to help new types of social enterprises and “for-benefit” businesses succeed?

Guest Speaker

Readings:
1. Jossey-Bass Handbook:
   a. “Social Entrepreneurship and Social Enterprise”, pp. 262 – 299
   b. “Social Enterprise and Nonprofit Ventures”, pp. 524 – 552
   c. “Collaboration and Strategic Alliances”, pp. 375 – 400

Video (in class)
“What Will Your Commitment Be?” - Class discussion: final reflections and feedback; suggestions for future classes

Week Eleven: December 3
Reading Week – No Class

MBA Mentor Discussion Topic
1. Prepare final presentation and deliverables: Prepare final presentation and deliverables: Review with mentor

Finals Week: December 10
Final Presentations and Deliverables - LOCATION TO BE ANNOUNCED

Class Topics and Team Assignments:
• Each team gives final presentation and submits their client report and case study