Welcome to Lessons in Non-Profit Management! In this course, we will dive into the exciting world of non-profits and immerse ourselves in everything from how non-profits finance their efforts to how they measure their performance. We will also look at what makes a great consultant, as you serve as a consultant to a non-profit client.

I want to thank Tony Mastracci and Melissa Davis, who have taught this class before, for sharing their syllabi and course plans with me. I have borrowed heavily from their syllabi in developing our plan for the upcoming quarter.

Office hours: I will be available immediately following class; if another time is preferred, please e-mail me to set up a time.

Course Requirements:
• Participate actively and equally in your consulting team, including attending a weekly in-person meeting with your client’s primary contact(s), visiting your nonprofit site at least once, and attending a weekly in-person meeting with your mentor and whole team.
• Attend each class and participate actively in class discussions. (Excuse any unavoidable absences by sending an explanatory e-mail at least 48 hours in advance and writing a response paper.)
• Complete all reading and homework assignments each week.
• Observe a no laptop rule during all guest speakers and team presentations.

Course Reading:
• “The Jossey-Bass Handbook of Nonprofit Leadership and Management,” Renz, David O., Third Edition (Hardback). Note: This book is available for rent at Norris; you may also purchase online, but 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 posted on Blackboard or handed out in class as needed.

Grading:
Individual: 50%
- 30% Participation in and evidence of preparation for class discussions – I am seeking active participation in our class discussions, clearly informed by your knowledge of our weekly readings. As we only have 8 class discussions during the quarter (3 of the classes will be presentations), my expectation is that you will be at every class and participating in each class discussion. If you have an unexcused absence, your grade will be reduced. If you have an
excused absence, then you must submit a one-page response to a weekly reading of your choice as a substitute for your class discussion grade for that week.

- **10% Concept Paper** – You will write a two-page conceptual paper (to e-mail to seth.green@northwestern.edu prior to the final exam) outlining how you envision being involved in social change after you graduate from Northwestern and the skills you seek to gain to be the change you wish to see in the world.

- **10% 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: 50%**

**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, Finals Week** – This grade is based on your final presentation.

**5% Client Evaluation** – your team will be evaluated by your client.

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**Week One: Introduction to campusCATALYST**

January 6

**Class topics:**
What is a nonprofit? Why are you interested in the nonprofit sector? Who are all the different stakeholders in this course? What is your role as a Community Analyst? How will your team work together to support client success?

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

**Assignments:**
- Weekly meetings with MBA mentor, team and nonprofit client.
- Determine your communications liaison and content analyst.

**MBA Mentor Discussion Topic:**
What is our client organization’s mission? Who do they serve? What are the expectations for our team? What do we need from our client? How do we get started?
Week Two: Introduction to the Consulting Process

January 13

Class topics:
What is the role of a consultant? How do consultants add value? What makes an effective consultant-client relationship?

Readings:
Community Analyst Handbook – Available on Blackboard

Assignments:
- Weekly meetings with MBA mentor, team and nonprofit client.
- Finalize your team contract.
- Assemble your organization’s mission statement, executive director profile, and board demographics (number of members, key characteristics) for class activity.
- Begin working on your problem definition and scope refinement.
- Begin preparing for presentation 1 on April 21.

MBA Mentor Discussion Topic:
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: Non-Profit Leadership and Governance

January 20

Class Topics:
What is the role of the executive director? What qualities and capabilities are most important for the leader of a nonprofit organization? What is the role of the board? What qualities and capabilities are most important for board members? What are the common pitfalls of nonprofit executive directors and boards? What do we expect for your first presentation?

Class Activity:
Each team puts the mission, executive director profile, and board overview of its non-profit client on the board during break.

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

Assignments:
- Weekly meetings with MBA mentor, team and nonprofit client.
- Prepare for presentation 1.
MBA Mentor Discussion Topic:
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: Presentation Number One

January 27

Class Topics:
After hearing one another's presentations, we will collaboratively discuss the strengths and the opportunities for improvement and begin setting goals for the Week 8 presentations.

Assignments:
- Weekly meetings with MBA mentor, team and nonprofit client.

MBA Mentor Discussion Topic:
What went right in our team's presentation? What are areas for improvement? What are next steps as we look forward to our next presentation in four weeks?

Week Five: Understanding Philanthropy

February 3

Class Topics:
Who are the key funders of social sector organizations providing charitable services? What are their priorities? How does a non-profit attract their investment?

Readings:

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

MBA Mentor Discussion Topic:
Continue data gathering and analysis. MBA mentor can provide ideas on what routes to take for analysis as you prepare for Week Eight presentation.
Week Six: The Business of Non-Profits

February 10

Class Topics:
How are non-profit organizations funded? Why is diversification of resources important? What are the major trends in philanthropy? How can a non-profit motivate donors to give?

Readings:
Jossey-Bass Handbook:
- “Nonprofit Finance: Developing Nonprofit Resources,” pp. 482 – 504
- “Designing and Managing the Fundraising Program,” pp. 505 – 523

Assignments:
- Weekly meetings with MBA mentor, team and nonprofit client.

MBA Mentor Discussion Topic:
Continue data gathering and analysis. MBA mentor can provide ideas on what routes to take for analysis as you prepare for Week Eight presentation.

Week Seven: New Models for Social Change

February 17

Class Topics
What is social entrepreneurship? What does the rise of social entrepreneurship mean for the social sector?
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?

Readings:
Jossey-Bass Handbook:
- “Social Entrepreneurship and Social Enterprise,” pp. 262 – 299
- “Collaboration and Strategic Alliances,” pp. 375 – 400

Assignments:
- Weekly meetings with MBA mentor, team and nonprofit client.
- Continue preparing presentation for Week Eight.
- Begin working on concept paper.

MBA Mentor Discussion Topic:
Continue data gathering and analysis. MBA mentor can provide ideas on what routes to take for analysis as you prepare for Week Eight presentation.
Week Eight: Presentation Number Two

February 24

Class Topics:
After hearing one another's presentations, we will collaboratively discuss the strengths and the opportunities for improvement and begin setting goals for the final presentations.

Assignments:
- Weekly meetings with MBA mentor, team and nonprofit client.

MBA Mentor Discussion Topic:
What went right in our team's presentation? What are areas for improvement? What are next steps as we look forward to our final presentation?

Week Nine: Evaluating Performance

March 3

Class Topics:
Why measure performance? What are the different approaches to measurement? What are the pros and cons to the growing emphasis on metrics and impact measurement? What does it take to develop cross-organizational measurement and impact strategies?

Readings:
Jossey-Bass Handbook:
  • “Outcome Assessment and Program Evaluation,” pp. 401 – 430
  • “Evaluating the Effectiveness of Nonprofit Organization,” pp. 431 – 456

Assignments:
- Weekly meetings with MBA mentor, team and nonprofit client.
- Continue working on concept paper.

Week Ten: My Role in Social Change

March 10

Class Topics:
What social issue is most important to you? What is your role in social change? How will you gain the skills you need to be change you wish to see in the world?

Assignments:
- Weekly meetings with MBA mentor, team and nonprofit client.
- Finish concept paper and e-mail to professor prior to class. Also, bring a copy with you to class.
**Readings:**
Video: Bryan Stevenson, “We Need to Talk About an Injustice,” at [http://www.ted.com/talks/bryan_stevenson_we_need_to_talk_about_an_injustice.html](http://www.ted.com/talks/bryan_stevenson_we_need_to_talk_about_an_injustice.html).

**MBA Mentor Discussion Topic:**
Prepare for your final class presentation.

**Week Eleven: Final Presentation**

Final presentations and celebration of client success.