

campusCatalyst Academic Seminar

BUS_INST 394: Lessons in Nonprofit Management OR Consulting in the Social Sector

Spring Quarter, 2021

Classes will be held on Thursdays from 2:00-4:50pm

Final Presentations: Thursday, March 18th, 12:00-2:00pm

Lecturers:

Paul Sznewajs, Founder & Executive Director, Ingenuity, ps@ingenuity-inc.org

Elizabeth Cole, Co-Founder and Managing Partner, Aim & Arrow Group, eli@aimandarrowgroup.com

Note: please use the emails above - emails addressed to Northwestern email addresses will not receive rapid response

Office hours: scheduled upon request

Course Objectives

1. Understand how the social impact sector has continually striven to do more, often with less, to drive innovation, solve intractable social challenges, nurture creativity, and advance important community, environmental, and family outcomes, all through strong business and management practices.
2. Instill and understand team dynamics, and build consulting capabilities through pursuit of a research question on behalf of the social impact sector; bring new insights and meaning to the field
3. Build individual leadership competencies and explore potential future career pathways

This quarter's class is taking place during a highly unusual time for the social impact sector and the world at large. The impact on our healthcare system and unemployment rates are only the beginning of the COVID-19's ripple effects. We have seen additional impact on the social sector infrastructure that supports basic human needs. In the closures of schools and businesses to stem the virus' spread, there have been associated spikes in unemployment, industries disrupted and laid bare, unmet mental health needs, victims of domestic violence and abuse who are trapped at home with abusers, and families who are already in or near poverty that cannot support the basic needs of their children, like food, shelter, health care, etc. These are just the 'basic need' sectors – the arts, for example, have seen unemployment rates five times national averages, and commentators have spoken of a looming cultural recession for the country at large.

Anticipating, predicting, and then preparing for extreme changes in the social impact eco-system actually becomes a high stakes, but high learning consulting exercise – by examining the factors currently fueling decision-making among nonprofits and government, and formulating recommendations to shape what comes next, consulting teams have an important role to play in

shaping the future of an industry and the viability of economic recovery on behalf of populations and geographies.

Class Structure

Classes will be held weekly from April 1st through June 3rd, with the final exam taking place on June 11th.

The course structure is a combination of expert speakers, lecture, and workshops to advance the consulting team project work over the course of the quarter. Timing may vary based on speaker availability and other factors. A typical class structure may proceed as follows:

- 2:00pm Welcome and check in questions
- 2:10pm Lecture
- 3:00pm Break
- 3:15pm Workshop Consulting Projects
- 4:00pm Expert Speaker
- 4:50pm Conclusion

Additionally, three classes will be dedicated to student consulting project presentations:

- Presentation 1: April 22nd (fourth class)
- Presentation 2: May 13th (seventh class)
- Final Presentation: June 11th

Lecture Topics

Lecture topics may vary depending on consulting projects and class interests, but frequently feature:

- Social Sector Primer
- Consulting Primer
- Strategic Clarity - Mission, Vision, Intended Impact, Target Population, Theory of Change
- Myers Briggs Personality Type Instrument & Personal Leadership Styles
- Management Consulting
- Leading Through Change

Expert Speakers

We will frequently host expert speakers in various sectors who will discuss how organizations, philanthropy, and government are preparing to sustain the sector's work through the current crisis, address the changing needs of constituents, and leverage innovation to solve for challenges greater than we have seen in many years. Previous expert speakers are listed below, for reference.

Consultants & Corporate:

Bruce Boyd, Principal and Senior Managing Director at Arabella Advisors
Deepa Gupta, Founder and Principal, Blue Lotus Advisors
Andrew Means, Senior Director Global Impact Data Strategy at Salesforce
Chris Steadley, Managing Vice President of Diversity, Equity, and Inclusion at Gartner
Xavier Ramey, Founder and CEO, Justice Informed
Katie Cangemi, Senior Program Officer, Community Investment, Blue Cross Blue Shield

Government:

Samantha Aigner Treworgy, Commissioner, Department of Early Education and Care, Massachusetts
Erin Harkey, Deputy Commissioner of the Department of Cultural Arts and Special Events
Sybil Madison, Deputy Mayor for Education and Human Services at City of Chicago, Office of the Mayor
Karin Norington-Reaves, CEO, Chicago Cook Workforce Partnership

Foundations:

Geoffrey Banks, MacArthur Foundation
Sydney Sidwell, Fry Foundation
Frank Baiocchi, Johnson Family Foundation
Deborah Bennett, Sr. Program Officer Workforce Development, Polk Bros. Foundation
Nina Vinik, Program Director, Gun Violence Prevention & Justice Reform, The Joyce Foundation

Nonprofits:

Aryiole Frost, SHIFT Englewood Youth Orchestra
Greg Cameron, Joffrey
Maria Kim, Executive Director, CARA
Lindsay Avner, Founder, Bright Pink
Eddie Bocanegra, Senior Director of READI Chicago at Heartland Alliance
Roseanna Ander, Executive Director, University of Chicago Crime Lab

Grading

20% Presentation #1 - Following this presentation, you will receive comments regarding your scope of work, presentation, and recommendations – these should inform Presentation #2.

20% Presentation #2 - This grade will be based on the progress made between Presentation #1 and #2.

30% Final Presentation - This grade is based on your final presentation and represents the extent to which you have incorporated feedback and adjusted your approach, as well as the value of the recommendations you have made to your client.

30% Participation – In and/or out of class participation, dependent on technology access - this is a measure of engagement in the course content and group discussion.

Please see *Assignments* for more information regarding the content for each of these components.

Course grading scale:

93-100 = A

90-93 = A-

87-90 = B+

83-87 = B

80-83 =B-

77-80 = C+

73-77 = C

70-73 =C-

63-70 = D

60-63 = F

Grading will not be on a curve.

Course Readings

There are no regular readings for this course other than periodic case studies that form the basis for class workshop and discussion.

Consulting Projects conducted with your social impact organizations are the primary homework for this course. These should require ongoing, weekly inputs from each individual team member over the course of the class.

If you have a ‘down’ week, without much on your plate, then you’re likely not doing your part. Reach out to your TA, consulting team liaison, or one of the lecturers to find out how to increase your contributions and bring value to your projects.

Consulting Projects

Each team will work to conduct a 9 week project.

We expect the projects to follow roughly the following timeline and format:

Week One: Introduction to the client

1.5 hour interview with leadership representative (student led)

Document review (may incl. org budget(s), audit, annual report(s), recent grant proposals, strategic plan, program impact data) – depending on project

Week Two: Scoping Analysis

1 hour meeting with client contact: based on document review, determine what analysis will be feasible and what additional data sources may be needed, if available; seek direction on supporting research sources to pursue

Week Three: Begin Analysis

This week begins the analysis in earnest – analysis should be iterative and include frequent check ins with team members and client to ensure alignment and ‘on track’

1-2 30 minute client calls: early thoughts and themes, ‘on track off track’ temperature check

Week Four: Complete Research/ Presentation 1

First project presentation to client and to class

Week Five: Continue Scoping

Based on early analysis as well as feedback from presentation #1, work with your client to request interviews, surveying, or other methods of gathering additional data for your project

Week Six: Execute expanded scope

Ongoing analysis

1-2 30 minute client calls: brainstorming and specific questions from consulting team

Week Seven: Presentation 2

Second project presentation to client and to class

Weeks Eight - Ten: Recommendations

Continue to collect and integrate data

Team conduct analysis adjustments based on client and class feedback

Outline emerging recommendations and share with client for consideration

Receive feedback – revise and finalize recommendations

1 hour client call to share final recommendations

Final Presentations for Class

Present final presentations to class