

## campusCatalyst Academic Seminar

### BUS\_INST 394: Lessons in Nonprofit Management OR Consulting in the Social Sector

Winter Quarter, 2021

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

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

Lecturers:

Elizabeth Cole, Co-Founder and Managing Partner, [Aim & Arrow Group](#), eli@aimandarrowgroup.com

Paul Sznewajs, Founder & Executive Director, [Ingenuity](#), ps@ingenuity-inc.org

*Note: emails addressed to Eli's Northwestern email address 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.

Waves of economic impact will likely negatively impact the social service infrastructure in the coming months and years as resources are diverted from thousands of nonprofits over to the crisis and the needs far outweigh the available funding to support people and communities.

We will tailor much of our class this quarter to predicting and examining what the social impact sector can expect, and thinking about how it should respond, as organizations, government, and private companies alike prepare.

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

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: January 28<sup>th</sup>
- Presentation 2: February 18<sup>th</sup>
- Final Presentation: March 18<sup>th</sup>

## Lecture Topics

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

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

### Arts and Culture:

- Direct Service Leader: Aryiole Frost, SHIFT Englewood Youth Orchestra
- Backbone/Systems Leader: (TBD) Greg Cameron, Joffrey
- Funder: Geoffrey Banks, MacArthur Foundation
- Alternates: David Feiner, APTP, Claire Rice, Arts Alliance Illinois, and Sydney Sidwell, Fry Foundation, Erin Harkey, Deputy Commissioner, DCASE

### Youth Development:

- Direct Service Leader: Imran Khan, Executive Director, Embarc
- Backbone/Systems Leader: Sybil Madison, Deputy Mayor for Education and Human Services at City of Chicago, Office of the Mayor
- Funder: Frank Baiocchi, Johnson Family Foundation

### Workforce Development:

- Direct Service Leader: Maria Kim, Executive Director, CARA
- Backbone Systems Leader: Karin Norington-Reaves, CEO, Chicago Cook Workforce Partnership
- Funder: Deborah Bennett, Sr. Program Officer Workforce Development, Polk Bros. Foundation
- Alternates: Women Employed, N. Lawndale Employment Network, Matt Bruce, Chicago Workforce Funders Alliance

### Anti-Violence:

- Direct Service Leader: Eddie Bocanegra, Senior Director of READI Chicago at Heartland Alliance
- Backbone Systems Leader: Roseanna Ander, Executive Director, University of Chicago Crime Lab
- Funder: Nina Vinik, Program Director, Gun Violence Prevention & Justice Reform, The Joyce Foundation
- Alternates: Partnership for Safe and Peaceful Communities, Inner City Muslim Action Network, Brady Campaign (DC), BUILD, Chicago CRED, Purpose Over Pain, Tim Daly, Joyce

## 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. We do this knowing that the coming months will continue to be stressful for many families and people, and it will be difficult to maintain heavy weekly reading loads as we have in the past. Reading is stored in the 'files' section of the course in Canvas for those who wish to use readings as a reference for their consulting projects.

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 to analyze the impact of the COVID-19 crisis on an organization's capacity to sustain its programming for the future. In keeping with University guidelines, all work is to be conducted virtually using video and conference tools.

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: Complete Research/ Presentation 1

First project presentation to client and to class

### Week Four: 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 Five: Continue Analysis

Ongoing analysis

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

### Week Six: Analysis Report-Outs/ Presentation 2

Second project presentation to client and to class

### Weeks Seven-Eight: Recommendations

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

Week Nine: Final Presentations for Class

Present final presentations to class