

campusCatalyst Academic Seminar
BUS_INST 394: Consulting in the Social Sector

Spring Quarter, 2024

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

Location: Kresge Centennial Hall 2-331

Lecturer:

Katie Hytros, khytros@gmail.com

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

TA: TBD

Office hours: scheduled upon request

Course Objectives

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

In the wake of pandemic recovery, the social impact sector continues to operate under enormous strain. When populations and communities experience increased need, the sector experiences intensified demand. Yet unlike the corporate sector, increased demand does not always tie to financial gain.

An influx of public support has helped bolster the sector's ability to help people and communities, but the sudden influx of unprecedented government funding comes with new questions of how to scale and sustain the most promising solutions to complex problems.

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.

Course Structure

Week	Date	Topic
WEEK 1	March 27	Course Introductions Client Selection Introduction to the Social Impact Sector & Consulting
WEEK 2	April 3	Organizational Strategy Pt 1
WEEK 3	April 10	Organizational Strategy Pt 2
WEEK 4	April 17	Presentation #1
WEEK 5	April 24	Impact & Program Alignment
WEEK 6	May 1	Organizational Design & Structure
WEEK 7	May 8	Presentation #2
WEEK 8	May 15	Governance & Operations
WEEK 9	May 22	Fundraising & Finance
	May 29	No Class – Reading Week
WEEK 10	June 5, 3-5pm	Final Exam

Consulting Projects

Each team will work to conduct a 9-week project. The projects are expected roughly follow the below 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 conducts 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

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.

Standard Course Statements

ACADEMIC INTEGRITY

Students in this course are required to comply with the policies found in the booklet, "Academic Integrity at Northwestern University: A Basic Guide". All papers submitted for credit in this course must be submitted electronically unless otherwise instructed by the professor. Your written work may be tested for plagiarized content. For details regarding academic integrity at Northwestern or to download the guide, visit:

<https://www.northwestern.edu/provost/policies-procedures/academic-integrity/index.html>

Any form of cheating, including improper use of content generated by artificial intelligence, constitutes a violation of Northwestern's academic integrity policy.

ACCESSIBILITY

Northwestern University is committed to providing the most accessible learning environment as possible for students with disabilities. Should you anticipate or experience disability-related barriers in the academic setting, please contact AccessibleNU to move forward with the university's established accommodation process (e: accessiblenu@northwestern.edu; p: 847-467-5530). If you already have established accommodations with AccessibleNU, please let me know as soon as possible, preferably within the first two weeks of the term, so we can work together to implement your disability accommodations. Disability information, including academic accommodations, is confidential under the Family Educational Rights and Privacy Act.

DIVERSITY, EQUITY, INCLUSION, AND JUSTICE

NU's Nondiscrimination Statement

Northwestern University does not discriminate or permit discrimination by any member of its community against any individual on the basis of race, color, religion, national origin, sex, pregnancy, sexual orientation, gender identity, gender expression, parental status, marital status, age, disability, citizenship status, veteran status, genetic information, reproductive health decision making, or any other classification protected by law in matters of admissions, employment, housing, or services or in the educational programs or activities it operates. Harassment, whether verbal, physical, or visual, that is based on any of these characteristics is a form of discrimination. Further prohibited by law is discrimination against any employee and/or job applicant who chooses to inquire about, discuss, or disclose their own compensation or the compensation of another employee or applicant.

Northwestern University complies with federal and state laws that prohibit discrimination based on the protected categories listed above, including Title IX of the Education Amendments of 1972. Title IX requires educational institutions, such as Northwestern, to prohibit discrimination based on sex (including sexual harassment) in the University's educational programs and activities, including in matters of employment and admissions. In addition, Northwestern provides reasonable accommodations to qualified applicants, students, and employees with disabilities and to individuals who are pregnant.

Any alleged violations of this policy or questions with respect to nondiscrimination or reasonable accommodations should be directed to:

Northwestern's Office of Equity
1800 Sherman Avenue, Suite 4-500
Evanston, Illinois 60208
847-467-6165
equity@northwestern.edu

Questions specific to sex discrimination (including sexual misconduct and sexual harassment) should be directed to:
Northwestern's Title IX Coordinator in the Office of Equity
1800 Sherman Avenue, Suite 4-500
Evanston, Illinois 60208
847-467-6165

TitleIXCoordinator@northwestern.edu

A person may also file a complaint with the Department of Education's Office for Civil Rights regarding an alleged violation of Title IX by visiting www2.ed.gov/about/offices/list/ocr/complaintintro.html or calling 800-421-3481. Inquiries about the application of Title IX to Northwestern may be referred to Northwestern's Title IX Coordinator, the United States Department of Education's Assistant Secretary for Civil Rights, or both.

CLASS RECORDING

This class or portions of this class will be recorded by the instructor for educational purposes. Your instructor will communicate how members of the class can access the recordings. Portions of the course that contain images, questions or commentary/discussion by students will be edited out of any recordings that are saved beyond the current term.

Unauthorized student recording of classroom or other academic activities (including advising sessions or office hours) is prohibited. Unauthorized recording is unethical and may also be a violation of University policy and state law. Students requesting the use of assistive technology as an accommodation should contact [AccessibleNU](#). Unauthorized use of classroom recordings – including distributing or posting them – is also prohibited. Under the University's [Copyright Policy](#), faculty own the copyright to instructional materials – including those resources created specifically for the purposes of instruction, such as syllabi, lectures and lecture notes, and presentations. Students cannot copy, reproduce, display, or distribute these materials. Students who engage in unauthorized recording, unauthorized use of a recording, or unauthorized distribution of instructional materials will be referred to the appropriate University office for follow-up.

WELLNESS AND MENTAL HEALTH

Northwestern University is committed to supporting the wellness of our students. Student Affairs has multiple resources to support student wellness and mental health. If you are feeling distressed or overwhelmed, please reach out for help. Students can access confidential resources through the Counseling and Psychological Services (CAPS), Religious and Spiritual Life (RSL) and the Center for Awareness, Response and Education (CARE). Additional information on all of the resources mentioned above can be found here:

<https://www.northwestern.edu/counseling/>

<https://www.northwestern.edu/religious-life/>

<https://www.northwestern.edu/care/>

COURSE DETAILS SUBJECT TO CHANGE

Please note that the specifics of this course syllabus are subject to change in the case of unforeseen circumstances. Instructors will notify students of any changes as soon as possible. Students will be responsible for abiding by the changes.