



# CASE

## CENTER FOR THE ADVANCEMENT OF SOCIAL ENTREPRENEURSHIP

# FUQUA ON BOARD PROGRAM

### Program Description

The Fuqua On Board program matches Duke MBA students with Durham area nonprofits to serve as non-voting board members during the course of the academic year. Over a seven-month apprenticeship, pairs of students work closely with a board mentor, participate regularly in board meetings, and serve on a board committee, task force, or project team. Students serve as “board associates,” gaining valuable insight into the governance and inner workings of nonprofit organizations while providing the nonprofits with fresh perspectives and critical business skills.

Students should expect a time commitment of 12-14 hours per month. *This is an extracurricular volunteer commitment; students do not receive academic credit.* Throughout the Fuqua On Board program, students are provided support through workshop training, peer networking sessions, and ongoing coaching from CASE staff as needed. Participating nonprofits must identify a staff liaison and board mentor to work with the students. Nonprofit counterparts are invited to several workshops and CASE special events throughout the academic year.

### **Benefits to Participating Nonprofits**

- Gain access to talented business leaders with fresh and innovative ideas
- Strengthen relationships with Duke’s Fuqua School of Business
- Help develop future community leaders

### **Benefits to the Students**

- Gain an in-depth understanding of the role of business leaders on nonprofit boards
- Learn from experienced mentors
- Develop the skills for effective and thoughtful community leadership throughout their careers
- Provide real world environments to further develop business and communication skills

The following pages provide an overview of the program. Additional information and a link to the **online application form** can be found at:

[www.FuquaOnBoard.org](http://www.FuquaOnBoard.org)

## How Can Nonprofits Get Involved?

### ***Nonprofit Eligibility***

To be considered for involvement in the Fuqua On Board program, an organization should:

- Be a registered 501(c)3 nonprofit organization based in or near Durham, North Carolina.
- Have a reasonably stable board of directors that meets at least quarterly. Monthly board or committee meetings are preferable in order to maximize opportunities for student participation and learning.
- Be willing to invite two students to participate in a non-voting role in board and committee meetings on a regular basis.
- Be able to identify one or more board committees, task forces, or project teams on which the students can serve.
- Have the capacity to provide mentoring and supervision to students assigned to the board. This guidance is most effective when provided by both the executive director or other staff member and a designated mentor from among existing board members.

### ***The Application Process***

The Fuqua On Board program is selective for both students and nonprofits. An application and interview process identifies the best matches for the program. **The student application is available online at <http://www.surveymonkey.com/s/FOBmbaApp11> (or see link at [www.FuquaOnBoard.org](http://www.FuquaOnBoard.org)).** Once student applicants are interviewed and accepted, they are then matched with nonprofits based on the needs and requirements of the organizations as well as the sector preferences, skills, and individual learning objectives of the students. *NOTE: a \$20 application fee is due from the student at the time of the interview.*

**Nonprofits interested in participating during the 2011-2012 academic year should complete the internet-based application form as soon as possible at <http://www.surveymonkey.com/s/FOBApp11> (or see link at [www.FuquaOnBoard.org](http://www.FuquaOnBoard.org)).** Depending on the number of applications received, organizations that apply after August 15th, 2011 may not be considered until the next academic year. You may contact CASE for details.

### ***Timeline***

Generally speaking, CASE identifies nonprofit organizations for participation during the summer between academic years. Organizations participating for the first time may be asked to meet with CASE staff so that we can better understand the mission and needs of your organization.

Students apply to the program in mid September and are placed with nonprofits by early October. Students serve with their organizations until the end of the Fuqua academic year in late April. In some cases, and upon request of both the student and the organization, a first year MBA student may be able to serve as a Board Associate for a second academic year.

### ***For More Information***

The Fuqua On Board program is managed by CASE Executive Director Matt Nash. For more information, please contact Matt at [FOB@fuqua.duke.edu](mailto:FOB@fuqua.duke.edu) or (919) 660-7791.

## Frequently Asked Questions

### ***How many students will be assigned to each nonprofit organization?***

Our experience has shown that it is best to assign two students to each organization. By working in pairs, student board associates can learn about the organization more quickly and provide a diversity of skills and expertise to the board.

### ***How much time do the student board associates commit to the nonprofit organization?***

As a general guideline, student board associates should expect to commit 2-3 hours per week to their organizations, or an average of about 12-14 hours per month. This includes time spent at and preparing for board meetings, relevant committee meetings, and required FOB training workshops, coaching meetings, peer networking sessions, and status reports. Please note that Duke MBA students study in an intense, six-week term system from September through April. During examinations and vacation periods, students may not be available to participate in board activities.

### ***Do board associates get academic credit for their service?***

No. Fuqua On Board is an extracurricular service learning program. Fuqua has other for-credit practicum opportunities for students. Please contact CASE for more information.

### ***Do board associates get paid a stipend for their work?***

No. Board associates volunteer their time and talent to these organizations free of charge.

### ***How will board associates be matched with nonprofit organizations?***

Both students and nonprofit organizations must go through an application process including a written application and an interview with CASE staff. CASE will then match pairs of students with nonprofit organizations based on their skills, interests, and backgrounds. Students are assigned in late September.

### ***Will students work on a major consulting project for the organization?***

No. Full-scale, intensive consulting projects are not part of the FOB program since the primary purpose of FOB is to introduce students to governance and leadership within nonprofit organizations and to acquaint them with the roles and responsibilities of boards. Instead, each student board associate will be asked to contribute substantively to a board committee, task force, or project team. By the end the year, students will submit a formal report or presentation to include specific recommendations for action. If students wish to undertake a more formal consulting project, they may discuss this with the staff and board of the nonprofit.

### ***What if a board associate and the organization are not a good match?***

If a student or organization feels that the match is not working, they should contact CASE immediately. CASE staff will seek the best solution on a case-by-case basis; we cannot guarantee the availability of alternates.

### ***What type of training and support do FOB participants receive?***

All students will attend an initial training on the basics of board governance and responsibilities. Each participating nonprofit organization is required to provide their Fuqua student with an agency orientation as well. During the year, there will be 4-5 additional training workshops that will be mandatory for all student board associates. *These sessions are open to participation from nonprofit representatives as well.* In addition, students will be asked to attend regular peer networking sessions throughout the year.

### ***What background and skills do Duke MBA students possess?***

The 850+ students enrolled in Duke's Daytime MBA program hail from around the world and possess skills and experiences from across a variety of sectors, industries, and professions. Students typically have 4-6 years of experience beyond their undergraduate degrees, and many are seasoned professionals with other advanced degrees. Our students include nonprofit executives, management consultants, entrepreneurs, investment bankers, marketing specialists, engineers, teachers, military personnel, Peace Corps volunteers, etc. Visit the Fuqua School of Business website for a

[class profile of current students](#). For your nonprofit, we aim to select a pair of students possessing the right background, skills, and interests for your board.

### **Can Fuqua alumni participate in Fuqua On Board?**

Yes, Triangle area Duke MBA alumni may participate in a similar capacity as students on a space available basis, but FOB is primarily a student-focused program. Whenever possible, we will attempt to pair an alumna or alumna with a current student. For more information and to announce your interest as an alumna or alumna, please contact Matt Nash at [mnash@duke.edu](mailto:mnash@duke.edu).

### **What nonprofit organizations have participated in Fuqua On Board in the past?**

Some past participants in the Fuqua On Board program include, but are not limited to:

- Achievement Academy of Durham
- Children's Flight of Hope
- Communities in Schools
- Conservation Trust for NC
- Durham Central Park
- Durham Community Land Trustees, Inc.
- Durham Companions
- Durham Crisis Response Center
- Durham Literacy Center
- El Centro Hispano
- First in Families, NC
- Habitat for Humanity of Durham
- John Avery Boys and Girls Club
- Keep Durham Beautiful
- Meals on Wheels
- Montessori Community School
- NC Real
- Public Allies
- Rebuild Durham
- Ronald McDonald House
- The Scrap Exchange
- SeeSaw Studio
- Special Olympics of NC
- Threshold
- TROSA
- Urban Ministries of Durham
- Volunteer Center of Durham
- West End Community Center

### **What is CASE?**

The Center for the Advancement of Social Entrepreneurship (CASE) is a research and education center dedicated to promoting the entrepreneurial pursuit of social impact through the thoughtful adaptation of business expertise. A recognized leader in the field of social entrepreneurship, CASE provides individuals and organizations with the knowledge and skills they need to address social needs effectively. Founded in 2002 and anchored at one of the nation's leading business schools, CASE is particularly interested in how knowledge developed for use in business can be adapted to address the distinctive challenges of the social sector. To this end, CASE pursues a mutual, cross-sector learning process that engages business school faculty, MBA students, and leaders from both the social and business sectors.

CASE currently offers curricular, extracurricular, and career programs designed to increase and enhance MBA engagement in the social sector. Some of these programs include a course and mentored internships in social entrepreneurship; Fuqua On Board, which places students on local nonprofit boards during the academic year; a summer internship program; a scholarship program for students with a nonprofit background; and a loan assistance program that offers financial assistance to recent alumni working full time in nonprofit or government agencies. CASE also works very closely with the student-led Net Impact Club to support a range of student activities and ensure that we are responsive to the needs and interests of Fuqua students.

Many CASE [speakers and events](#) are free and open to the public; we encourage Triangle area nonprofit staff and board members to join us. In addition, our website contains a wide variety of [articles, research](#), and [links to other resources](#) that may be of use to practitioners. Finally, we offer other [opportunities for local nonprofits to access our MBA students](#) through academic practicum courses, internships, and volunteer activities.

For more information about CASE, please browse the CASE website at [www.CASEatDuke.org](http://www.CASEatDuke.org).