

## CASE PURPOSE

A research and education center based at Duke University's Fuqua School of Business, the Center for the Advancement of Social Entrepreneurship (CASE) promotes the entrepreneurial pursuit of social impact through the thoughtful adaptation of business expertise.

**so-cial en-tre-pre-neur-ship**  
*n.* 1. Recognizing and resourcefully pursuing opportunities to create social value  
2. Crafting innovative approaches to addressing critical social needs

CASE envisions an entrepreneurial, effective social sector in which capital and talent flow efficiently to the individuals and organizations achieving the greatest social impact. Where social-purpose organizations blur the boundaries between business, government, and nonprofit, adopting and adapting the tools and knowledge from all sectors to improve performance, develop new approaches, and attract more resources. Where entrepreneurial individuals of all ages, ethnicities, and backgrounds identify and create opportunities for addressing some of the world's most pressing problems. And where those social entrepreneurs have access to the skills and resources necessary to maximize, sustain, and scale social impact.

Achieving this vision will require the collective efforts of a wide range of players. It will require bold thinking, visionary leadership, and the establishment of new infrastructure and institutions. CASE does not presume to offer easy answers or a clear path to this envisioned future. However, we will continue to provide thought leadership as we work collaboratively to define and build the field of social entrepreneurship. And we will engage in more and more research and educational activities that provide individuals and organizations with the knowledge and skills they need to pursue social impact entrepreneurially. In doing so, CASE will become the number one provider of practical knowledge and training for social entrepreneurship and will position Duke's Fuqua School of Business as a top five MBA program for students interested in engaging entrepreneurially in the social sector.

## CASE KNOWLEDGE

Translating business knowledge for application in the social sector. Thoughtfully observing and reflecting upon the evolving field of social entrepreneurship. Developing new frameworks and tools for the entrepreneurial pursuit of social impact. Sharing our perspectives and lessons learned with educators, thought leaders, social entrepreneurs, and organizations seeking to enhance their impact. These are the core activities that underpin CASE's knowledge strategy.

Since 2002, CASE has produced 15 book chapters, articles, working papers, and case studies; presented more than 50 times at universities and conferences; and hosted three convenings of business school colleagues, thought leaders, or practitioners. Additionally, CASE has invested \$75,000 in research projects by Fuqua faculty members, resulting in a series of working papers and journal articles. Beyond numerous speaking engagements, CASE disseminates knowledge and resources through a comprehensive website and email communications that reach over 2000 individuals. Select representative knowledge activities are listed below.

### **SELECT BOOKS AND BOOK CHAPTERS**

- Anderson & Dees, "Rhetoric, Reality, and Research: Building a Solid Foundation for the Practice of Social Entrepreneurship," forthcoming in *Social Entrepreneurship: New Paradigms of Sustainable Social Change*, Nicholls (ed.), Oxford University Press, 2006.
- Dees, "Putting Nonprofit Business Ventures in Perspective," in *Generating and Sustaining Nonprofit Earned Income: A Guide to Successful Enterprise Strategies*, Oster, Massarsky, & Beinhacker (eds.), Yale School of Management-Goldman Sachs Foundation Partnership on Nonprofit Ventures, Jossey-Bass, 2004
- Dees & Anderson, "Sector Bending: Blurring the Lines between Nonprofit and For-Profit," Frumkin and Imber (eds.), *In Search of the Nonprofit Sector*, Transaction Publishers, 2004
- Dees, Emerson, & Economy (eds.), *Strategic Tools for Social Entrepreneurs*, Wiley, 2002

### **SELECT ARTICLES**

- Dees & Anderson, "Framing a Theory of Social Entrepreneurship: Building on Two Schools of Practice and Thought," in *Research on Social Entrepreneurship: Understanding and Contributing to an Emerging Field*, Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA), 2006
- Dees, Anderson, & Wei-Skillern, "Scaling Social Impact: Strategies for Spreading Social Innovations," *Stanford Social Innovation Review*, vol. 1, 2004
- Dees & Anderson, "For-Profit Social Ventures," *International Journal of Entrepreneurship Education*, vol. 2, 2003, special issue on *Social Entrepreneurship*
- Guclu, Dees, & Anderson, "The Process of Social Entrepreneurship: Creating Opportunities Worthy of Serious Pursuit," CASE, Nov. 2002

### **CASE STUDIES**

- Guclu, Anderson, & Dees, "Futures for Kids," Nov. 2002
- Guclu, Anderson, & Dees, "YouthBuild USA," February 2004 (multi-part series)
- Abad, Elboim, & Anderson, "Latino Community Credit Union," February 2004

### **SELECT SPEAKING ENGAGEMENTS**

- Conference of Social Entrepreneurs: Where Practice and Research Align, NYU Stern School of Business, keynote address, 2006
- Annual Net Impact National Conference, 2005 and 2006
- Stanford Business School Executive Program for Philanthropy Leaders, 2005
- Joel & Lois Coleman Social Impact Lecture, Wharton School, 2004
- Skoll Centre for Social Entrepreneurship, Oxford's Said Business School, World Forum on Social Entrepreneurship, 2004 and 2005
- Bill and Melinda Gates Foundation, Institute on Scaling Up Networks of Small Schools, 2003 and 2005
- Yale-Goldman Sachs Partnership on Nonprofit Ventures Annual Conference and Awards Ceremony, 2003
- National Gathering of Social Entrepreneurs, 2002
- Tokyo American Center and Center for Active Community, Japan, 2002

### **CONVENINGS**

- Thought Leader Gathering on Scaling Social Impact Research, 2006
- Conference on Social Enterprise, joint with Duke Law Community Enterprise Clinic, 2005
- Public Service Affinity Group business school faculty/staff gathering, 2003

### **SELECT FACULTY RESEARCH POOL PROJECTS**

- Firms' Objectives, Board Heterogeneity and Incentives, Associate Professor of Accounting  
Dhananjay Nanda
- Developing Drugs for Developing Countries: An Economic Model of Market Mechanism, Assistant  
Professor David Ridley
- Capacity Allocation and Yield Management in Nonprofit Firms, Associate Professor of Operations  
Francis deVericourt

### **SELECT ADVISORY ROLES**

- The Bridgespan Group
- SJF Ventures
- *Fast Company* Social Capitalist Awards
- REDF
- Root Cause Institute
- Duke Law Community Enterprise Clinic
- National Center on Nonprofit Enterprise Nonprofit Business Planning Project

## **CASE MBA PROGRAM**

Preparing MBAs for lifelong, entrepreneurial leadership in the social sector. Providing real world opportunities for learning and social impact. Reducing the financial barriers to pursuing social entrepreneurship careers. Refining our understanding of the application of business skills in the social sector. Fundamentally, CASE's MBA Program enhances the Duke MBA experience while contributing to our knowledge and increasing the supply of entrepreneurial skills in the social sector.

With CASE's leadership, the Duke MBA ranked #2 overall and #1 in Social Enterprise in the first edition of *Business as UNusual: The 2006 Net Impact Student Guide to Graduate Business Programs*. Since 2002, over 300 students have taken our social entrepreneurship elective, consistently rating it over 6 out of 7. Numerous other students have applied their business skills for social impact through serving on a local nonprofit board as part of Fuqua on Board, completing a project for an organization through coursework or an independent study, or participating in the CASE Summer Internship Program. Moreover, CASE has provided nearly \$334,000 in financial aid to 65 Duke MBAs working in the social sector; facilitated student involvement with over 50 community organizations; and brought over 25 distinguished speakers to campus. Finally, CASE helped launch and continues to support the 250-member Social Impact Club, which was recognized as the "Club of the Year" in 2005-2006, only its second full year in existence. In recognition of the outstanding service CASE provides students, staff members have received the Duke MBAA Above and Beyond the Call of Duty Award and twice been finalists for the Students' Choice Staff Award. Select representative MBA Program activities are listed below.

### **ELECTIVE COURSES**

- Social Entrepreneurship (Initiated 2002, 307 students, 6+/7 average course rating)
- Achieving Impact in Social Purpose Organizations (Initiated Winter 2006, 23 students, 6+/7 course rating)
- Entrepreneurial Management in the Social Sector (Initiated Fall 2006)
- Corporate Social Impact Management (Initiated Spring 2007)

**EXTRACURRICULAR ACTIVITIES**

- *Fuqua on Board*: Since 2002, 123 students have served as nonvoting board members and completed a consulting project for 62 nonprofits.
- *Day in Durham*: Since 2004, during orientation, 181 students visited community organizations and learned about opportunities for involvement over two years
- *Social Impact Club*: Since 2004, CASE has advised leaders of 250-member club in organizing range of activities and resources for students interested in integrating social impact into their Fuqua experience and personal development.

**FINANCIAL AID PROGRAMS**

- *CASE Social Sector Scholarship*: Since 2005, provides tuition assistance to two students per class who are committed to careers in social entrepreneurship. Fuqua is the only leading business school in the United States to offer a scholarship of this kind.
- *CASE Summer Internship Program*: Since 2003, has provided over \$130,000 in financial assistance to 30 students interning with nonprofit or government organizations.
- *CASE Loan Assistance Program*: Since 2002, has provided over \$200,000 to 35 alumni working in the social sector to assist them with repaying their Duke MBA loans.

**SAMPLE EMPLOYERS OF CASE MBA STUDENTS**

- American Cancer Society
- Booz Allen Hamilton Public Sector Group
- The Bridgespan Group
- Center for Community Self-Help
- City Year
- Common Good Ventures
- Emily Krzyzewski Family LIFE Center
- Honest Tea
- Initiative for a Competitive Inner City
- International Youth Foundation
- KaBOOM!
- Knowledge is Power Program (KIPP)
- MBA Enterprise Corps
- Packard Foundation
- Public Broadcasting System (PBS)
- REDF
- The Rockefeller Foundation
- SJF Advisory Services
- Triangle Residential Options for Substance Abusers (TROSA)
- U.S. Department of Energy
- U.S. National Forest Service

*“My experience in the nonprofit sector prior to Fuqua was personally rewarding, but due to financial concerns I had planned to transition into the private sector upon graduation. However, with the encouragement of Professor Dees and the availability of the Loan Assistance Program, I was able to seriously contemplate a return to the social sector. I’m glad I did, as I am now in a position in an entrepreneurial, high-energy organization with opportunities to utilize my MBA education daily.”*

**-Jeff Stern, Duke MBA 2003 and LAP participant**

**SELECT GUEST SPEAKERS**

- David Bornstein, Author, *How to Change the World: Social Entrepreneurs and the Power of New Ideas*
- Jeff Bradach, Co-Founder and Managing Partner, The Bridgespan Group
- Roger Brown, Co-Founder, Bright Horizons Family Solutions
- Ben Cohen, Co-Founder, Ben & Jerry’s
- Michael Chu, Former President and CEO, Accion International
- Ami Dar, Founder and Executive Director of Action Without Borders and Idealist.org

- Cheryl Dorsey, President, Echoing Green
- Bill Drayton, Founder, CEO, and Chair, Ashoka
- Jeffrey Hollender, President and CEO, Seventh Generation
- Wendy Kopp, Founder and President, Teach for America
- Bill Strickland, President and CEO, Manchester Bidwell Corporation
- Tom Tierney, Co-Founder and Chairman, The Bridgespan Group
- Muhammad Yunus, Founder and Managing Director, Grameen Bank

## CASE COMMUNITY IMPACT

A new strategic plan for Habitat for Humanity-Durham. A comprehensive economic needs analysis for West Chapel Hill Street’s revitalization plan. A Chief Operating Officer for Triangle Residential Options for Substance Abusers (TROSA). An investment strategy for Threshold, a clubhouse model rehabilitation program. A Junior Achievement program at Maureen Joy Charter School. A Conference on Social Enterprise for nonprofit leaders from the Carolinas. Duke MBAs and CASE are using business skills to have a positive impact on the Triangle community.

Since 2002, with leadership and support from CASE, Duke MBAs have engaged with over 50 community organizations through board apprenticeships, volunteer service, and special projects. Incoming Duke MBA students are now greeted with an opportunity to spend a “Day in Durham” learning about community issues, organizations, and opportunities for involvement. And CASE programs have provided over \$90,000 of financial aid to 9 summer interns and 6 alumni working for Triangle nonprofits. Moreover, each year, local social sector leaders participate in an average of five (5) CASE events, exposing them to cutting edge concepts, tools, and thought leaders from the field of social entrepreneurship.

*“The Fuqua on Board students working with us offered a quite different, fresh view of our challenges in the market place. They were given two tasks: to help us diversify our family base to include more Hispanics and refugees and to increase our number of corporate partners. They conducted focus groups, interviews with executives, multiple meetings with Habitat staff and even talked to other Habitat affiliates. Their recommendations were implemented almost 100%, and we are now targeting segments of the market based on their input. Fuqua students bring a very unique and innovative approach that challenges us to think in a more creative way. The results of their recommendations are practical and measurable.”*  
**-Miguel Rubiera, Executive Director, Durham County Habitat For Humanity**

*“A team of Fuqua students developed a fundraising strategy for our organization. We found it to be a very useful experience. The students came very prepared to meetings. They required little of our time to obtain the necessary information, yet they were able to provide us with a very comprehensive report. They far surpassed our expectations for this project, saving us huge amounts of time that we’ll now be able to devote directly to diversifying our funding base.”*

**-Hanna Compton, Manager, Community Programs, CAHEC (Community Affordable Housing Equity Corporation)**

### SELECT EVENTS REACHING COMMUNITY LEADERS

- CASE-Duke Law Community Enterprise Clinic Conference on Social Enterprise
- N.C. Center for Nonprofits Workshop: *Scaling Social Impact*
- Annual Leadership in Social Entrepreneurship Award and Lecture
- Fuqua on Board Workshops on Business Skills for the Social Sector, Nonprofit Strategy and Strategic Planning, Nonprofit Marketing, and Nonprofit Finance and Accounting
- Triangle “New Heroes” Screening, with Keynote by TROSA’s Kevin McDonald
- Numerous speakers from CASE’s ongoing speaker series

## CASE IMPACT AT DUKE

Dissolving boundaries. Social entrepreneurs are renowned for working across sectors, for breaking down artificial barriers to tackle complex social problems effectively. Similarly, CASE works with faculty, students, and administrators from schools and departments across Duke. Additionally, CASE has provided over \$16,000 in loan repayment and summer internship assistance to Duke MBAs working at Duke for Alumni Relations, the Nicholas School of the Environment, the Pratt School of Engineering, the Duke-Durham Neighborhood Partnership, and the Fuqua School of Business. From partnering with other programs to educating students from a range of disciplines, CASE has an impact at Duke well beyond the Fuqua School of Business.

### EDUCATION

- Graduate students from the following schools have taken CASE courses:
  - Sanford Institute
  - Law
  - Nicholas School of the Environment
  - Pratt Engineering
  - Arts & Sciences
- CASE faculty and staff have been guest speakers in classes at the Law School, the Sanford Institute (graduate and undergraduate), and Trinity College (undergraduate economics)
- CASE faculty have served as advisors to a Hart Leadership Program Fellow and to Masters in Public Policy master thesis projects and independent studies.
- Duke Theater Studies Associate Professor of the Practice Zannie Voss will be teaching a course with CASE in 2006-2007.

*“Teaming up with CASE to deliver a Conference on Social Enterprise offered a unique opportunity to provide nonprofit leaders in North Carolina with access to cutting edge business and legal expertise around wealth creation strategies. CASE is a great partner and continues to be a helpful resource for the Community Enterprise Clinic’s faculty, students, and clients.”*  
**-Andrew Foster, Faculty Director, Duke Community Enterprise Clinic**

### PARTNERSHIPS AND PARTICIPATION

CASE faculty and staff have been active partners, advisors, and participants in the following interdisciplinary programs:

- Duke-Durham Neighborhood Partnership
- Duke Law Community Enterprise Clinic
- Duke-Engineering World Health CUREs Competition
- Sanford Institute’s Foundation Impact Research Group
- Duke Divinity Caring Communities Program

## RECOGNIZED LEADER IN THE FIELD

The Economist. NPR. The New York Times. Fast Company. CNN.com. The Boston Globe. U.S. News & World Report. The Chronicle of Philanthropy. The Times (London). Asahi Shinbun (Japan). India Times. These are just a few of the

media outlets where CASE has received coverage and brought visibility to Duke, Fuqua, and the field of social entrepreneurship.

CASE Faculty Director Greg Dees is the academic pioneer in the field of social entrepreneurship. He developed the first graduate business school course on the topic at Harvard Business School in the 1990s, subsequently co-founding the Center for Social Innovation at Stanford Business School and then CASE at Duke. Beyond his teaching, media coverage, speaking engagements, and specific advisory roles, his influence and reputation pervade this field. In an interview on “The Past, Present, and Future of Social Entrepreneurship,” industry leader New Profit, Inc. referred to him as someone “who has chronicled and influenced the field’s development, in the process becoming perhaps its most prominent scholar.” He was one of five members of the first Selection Board for the *Fast Company* Social Capitalist Awards. When the Skoll Foundation’s Social Edge convened the first-ever online conference on social entrepreneurship, Greg Dees was the academic asked to contribute to the “Thought Leaders on the Edge” series. These are just a few examples of things that, along with Greg Dees’s extensive media coverage, help advance the field of social entrepreneurship and give testament to Duke’s commitment to the field and the practical application of knowledge for social good.

## **CASE SUPPORTERS**

**CASE FOUNDATION DONORS:** Since our founding with a generous seed grant from The Atlantic Philanthropies, CASE has engaged several leading foundations in support of our research and program development. Foundation supporters include:

The Atlantic Philanthropies  
Ewing and Marion Kauffman Foundation  
The Ford Foundation  
W.K. Kellogg Foundation  
Kelly Services Foundation  
The Skoll Foundation  
The Wachovia Foundation

**CASE ADVISORY BOARD:** CASE has assembled an advisory board of influential leaders from business, philanthropy, and social entrepreneurship to provide strategic advice as we enter the next stage of development. The caliber of this group is a testament to CASE’s leadership in this field, and also a source of increased visibility and credibility as we seek to expand our impact.

*Rex Adams*, Dean Emeritus, The Fuqua School of Business, *Founding Co-Chair*  
*Joel Fleishman*, Professor of Law and Public Policy, Duke University, *Founding Co-Chair*  
*Mario Morino*, Chairman, Venture Philanthropy Partners, *Founding Co-Chair*  
*Claire “Yum” Arnold*, Founder and CEO, Leapfrog Services, Inc.  
*Michael Bailin*, Former President, Edna McConnell Clark Foundation  
*Roy Bostock*, Chairman, The Partnership for a Drug Free America  
*Jeff Bradach*, Co-Founder and Managing Partner, The Bridgespan Group  
*Doug Breeden*, Dean, The Fuqua School of Business  
*Josie Breeden*, Founding Director, Square One Financial, Inc.  
*William Ford*, President, General Atlantic LLC  
*Wendy Kopp*, Founder and President, Teach for America  
*Cate Muther*, Founder and President, Three Guineas Fund  
*Les Silverman*, Director Emeritus, McKinsey & Company  
*Diana Wells*, Co-President, Ashoka