

DUKE
FUQUA
SCHOOL OF BUSINESS

CASE

ANNUAL REPORT 2019-2020



MESSAGE FROM CASE LEADERSHIP

Dear CASE Community,

As our 2019-2020 fiscal year comes to a close, it signals a time of transition for CASE. It's a time to reflect on the year, cherish moments with our graduating students and celebrate all that they've learned, and a time to be excited about all that is to come within the next academic year. This year, however, our "end of the year" rang a little differently. The disruption of COVID-19 forced us into a [number of pivots and adaptations](#) and the deaths of Breonna Taylor, Ahmaud Arbery, George Floyd and many others brought to the fore a racial reckoning that has pushed us to accelerate our learning and [commit to action](#) to address the systemic racism and structural inequities underlying social problems in the United States and around the world.

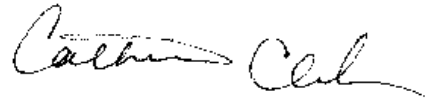
As we reflect on these events and our subsequent pivots – as well as our accomplishments within our next gen talent, scaling and impact investing portfolios – one of the things that we are most proud of is the resilience of the CASE community. Whether evidenced by [alumni volunteering to help our recent graduates find jobs](#) or by our impact enterprises that are doing important work on the frontlines and yet still making time to share what they are learning with us – we are constantly blown away by the strength and resiliency of our network.

It is this resiliency that gives us the confidence to say that we know that our community will continue to drive towards a world where leaders have the knowledge, networks and funding to achieve lasting social change that empowers all to thrive. We could not be prouder of what our team has accomplished in pursuit of that goal over the 2019-2020 year. We have produced a world-class [searchable database of capital relief sources](#) to help entrepreneurs struggling during the pandemic, released tactical resources to guide entrepreneurs on their journey to scale, engaged over 200 MBA students in building practical [social impact competencies](#), pushed forward our work in diversity, equity and inclusion and so, so much more. As you read through these next few pages to get a small taste of the impact that we have had this year, as well as the pivots that we have made, we hope that you know that we could not have done it without you. Thank you to all of our partners and everyone in our community for serving as a source of resiliency and motivating us to continue to drive positive social change in everything we do.

In community,



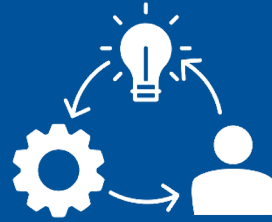
Erin L. Worsham, Executive Director, CASE



Cathy Clark, Faculty Director, CASE & CASE i3



CASE



OUR MISSION

To prepare leaders and organizations with the business skills needed to achieve lasting social change.



OUR REACH

2019-2020 was one of our most impactful years yet.

We reached nearly 1 million people from over 150 countries with our online tools and resources on the [CASE website](#).

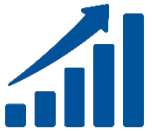
OUR STRATEGIC PRIORITIES

How we serve the social impact ecosystem



NEXT GEN TALENT

Grow the impact entrepreneurship pipeline by training the next generation of leaders to apply business concepts within any sector to solve some of our world's biggest challenges.



SCALING SOCIAL IMPACT

Drive cutting-edge knowledge generation, insights and resources on the when, how and why of scaling sustainable impact.



IMPACT INVESTING

Accelerate the impact investing field's rigor, learning and application.



2019-2020 BY THE NUMBERS

2,146

Number of views of Scaling Through Mass Disruption - a new video series from CASE, the Skoll Foundation & Mercy Corps Ventures capturing how impact enterprises pivot in times of crisis

13,104

Number of unique visitors to CASE Smart Impact Capital

40,371

Unique pageviews of covidcap.com, our searchable database for capital relief



49

MBA students completed the CASE i3 Initiative for Impact Investing consulting projects and apprenticeships

231

MBA students learning critical social impact competencies through CASE-led courses and pop-up workshops

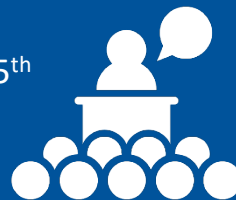


\$208K

Distributed to current students and alumni working with impact organizations

800

People learning together at the 15th Annual Sustainable Business & Social Impact Conference



95

Net promoter score for Getting Gender Smart Executive Education program





NEXT GEN TALENT

Grow the impact entrepreneurship pipeline by training the next generation of leaders to apply business concepts within any sector to solve some of our world's biggest challenges.



HIGHLIGHTED IMPACT

Engaged in Learning about Structural Inequities

In 2019-2020, our students worked with CASE's Senior Fellow for Diversity, Equity and Inclusion, Aliyah Abdur-Rahman, on projects focused on bridging structural inequities and building community resilience in Durham's food justice ecosystem, resulting in several frameworks and tools for local community groups to use. [Read more.](#)

Increased Funding for Impact Alumni

We believe that financially supporting our alumni working in impact enterprises is critical to helping them drive lasting social change, which is why we expanded the eligibility requirements for the Rex and Ellen Adams Loan Assistance Program to include alumni who work at certified B Corporations, in addition to increasing the potential funding amount to up to \$15,000 annually. [Read more.](#)

Supported MBA Student Social Entrepreneurs

We are committed to supporting our MBA students who have impact enterprise ideas, which is why we offer a prize of \$10,000 and mentorship to current students through the CASE Launch Pad. This year, we awarded the prize to MiLibreta, which aims to foster financial inclusion in Latin America. [Read more.](#)



"I honestly have to say that this was my favorite project that I have worked on at Fuqua and is also the one where I have learned the most."
- Matthew Calvert, Daytime MBA student who participated in the Fall 2019 food justice independent study (pictured above)



PANDEMIC PIVOTS

Transitioned Students To Distance Learning

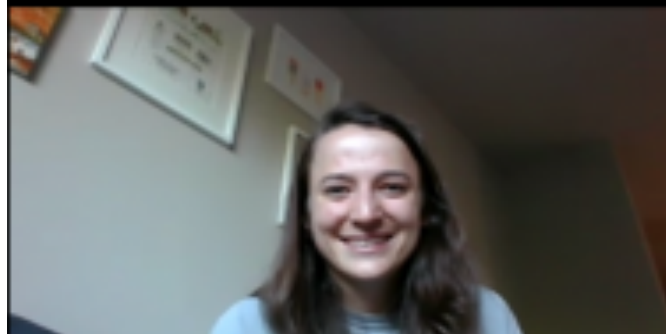
Supporting our students through difficult times is one of our biggest priorities, which is why when COVID-19 led to a university-wide shutdown, we worked with our students to find opportunities to innovate and help them learn in different ways, including fostering community in CASE programs during distance learning. [Read more.](#)

Supported CASE Alumnus as He Helps the Fuqua Community

We are always proud of our CASE alumni, many of whom not only give back to the global community, but also continue to support the Fuqua community. As an example from this year, former CASE scholar and Duke MBA Class of 2019, Jonathan Woodward started the Fuqua First Jobs Newsletter to foster connections within the Fuqua community to help recent graduates find jobs and career advice during COVID-19. [Read more.](#)

“I think one of the things that has impressed me about the Fuqua community during this time is the ability of absolutely everyone to be flexible.”

– Kira Osborn, class of 2021 Daytime MBA student, CASE Fellow and co-chair of the Net Impact Club





SCALING SOCIAL IMPACT

Drive cutting-edge knowledge generation, insights and resources on the when, how and why of scaling sustainable impact.



HIGHLIGHTED IMPACT

Released New Resources on How to Successfully Scale

As part of the Scaling Pathways series – a collaboration between CASE, the Skoll Foundation, United States Agency for International Development (USAID) and Mercy Corps Ventures – we released *People Matter: Evolving Talent to Drive Impact at Scale* and *Using Data to Power Scale*. In *People Matter*, we share tips on building a team for scale, managing dispersed teams, strengthening culture and more. *Using Data to Power Scale* covers the “how, what and who” of data for scale, as well as topics like machine learning and fostering equitable and inclusive data practices:

- [Read more best practices in talent management.](#)
- [Read more best practices on using data to scale.](#)

Created Tools for Impact Enterprises on the Core Drivers of Scale

We know that impact enterprises need support as they work to achieve impact at scale, which is why we analyzed eight organizations’ strengths, weaknesses and opportunities in the USAID-funded Growth Readiness Assessment project. We learned that coaching is a powerful tool and are using learnings from this project to develop even more tools and resources, like the soon to be released CASE Readiness Diagnostic, to help impact enterprises scale. [Read more.](#)



“We felt that the coaching process provided us with individually-tailored help to fit our needs, giving us a clearer idea of how to move forward.”
– Dr. Jon Mousally, Growth Readiness Assessment participant & founder of TraumaLink (photo credit above)

Shared Timely Lessons Learned on How to Respond to Crisis

During COVID-19, we produced a real-time video interview series called *Scaling Through Mass Disruption*, which interviews nonprofit and for-profit impact leaders across sectors and geographies and provides tactical advice about how to address the obstacles and barriers that arise during crisis. Videos address topics, such as making tough trade-offs, managing finances, leveraging partnerships, empowering talent, building resilience and more. [Watch the series.](#)

Scaling Through MASS DISRUPTION



TALENT MANAGEMENT

“It is not just what jobs people have, but also what skills people have, & can we move them around in the organization?”

- Ella Gudwin, CEO of VisionSpring



“You need to fight through focusing. Stick to your mission, your core competencies.” – Last Mile Health (photo credit for above) talking about managing its operations and mission during COVID-19 in *Scaling Through Mass Disruption*



IMPACT INVESTING

*Accelerate the impact investing field's rigor,
learning and application.*



HIGHLIGHTED IMPACT

[Helped Impact Enterprises Raise Capital](#)

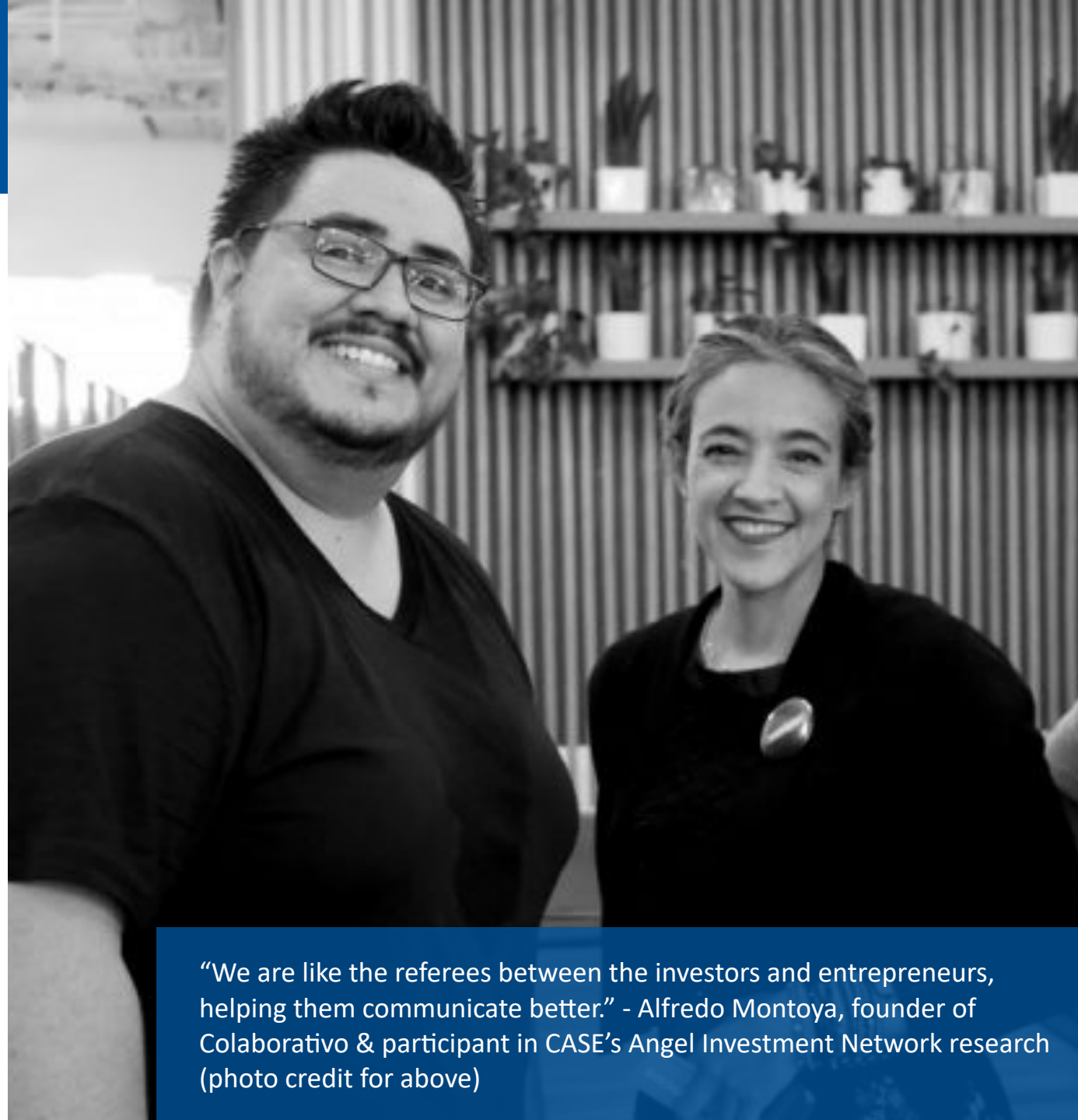
We know that impact entrepreneurs often struggle as they prepare for the fundraising process and identify capital that is right for their enterprise. To support them as they navigate this process, we continue to offer our CASE Smart Impact Capital™ toolkit, which is a nine-module online resource that trains entrepreneurs to strategize, target and close on different impact investment opportunities. [Read more.](#)

[Evaluated Angel Investment Network Models](#)

With funding from Partnering to Accelerate Entrepreneurship (PACE) at USAID, we researched different types of angel investment models to identify how the international development field can work with angel networks to achieve successful impact goals and catalyze economic development. [Read more.](#)

[Empowered Executive Leaders on Gender Lens Investing](#)

We believe in building new skills for social impact leaders at every level, which is why we held two executive education sessions of Getting Gender Smart: Impact Investing with a Gender Lens in 2019 that were attended by corporates, international nongovernmental organizations, government agencies, investment banks and others. [Read more.](#)



“We are like the referees between the investors and entrepreneurs, helping them communicate better.” - Alfredo Montoya, founder of Colaborativo & participant in CASE’s Angel Investment Network research (photo credit for above)



PANDEMIC PIVOTS

Provided Free Resources to Help Impact Enterprises Fundraise During COVID-19

We offered free six-month access to our online capital-raising toolkit CASE Smart Impact Capital.™ With this offer, we provided over 1,250 people with the tools that they needed to fundraise during COVID-19, in addition to providing them with information through a webinar on managing impact investments during crisis and a step-by-step fundraising guide. We also lowered our prices for CASE Smart Impact Capital™ to make it more accessible to users. [Read more.](#)

Launched \$1.1 Trillion Dollar Covidcap.com

We crowdsourced global capital listings to launch covidcap.com, a searchable database with over \$1.1 trillion worth of available capital sources that has helped over 26,000 entrepreneurs struggling due to the economic impacts of COVID-19 locate cash relief resources in their community. [Access the database.](#)

Joined the COVID Response Alliance for Social Entrepreneurs

We are proud to have been invited to join the World Economic Forum and 40 other leading global organizations in the COVID Response Alliance for Social Entrepreneurs to ensure those in vulnerable, marginalized and excluded groups are also included in the COVID-19 response. [Watch more.](#)



“Given our experience with impact entrepreneurs, we knew we needed to move fast.” - Cathy Clark, CASE Faculty Director, pictured above, commenting on CASE COVID-19 response work



WHAT'S NEXT FOR CASE?



LOOKING TO 2020-2021



LAUNCHING THE KIRBY IMPACT PRIZE

The Fred Morgan Kirby Prize for Scaling Social Impact is a global \$100,000 prize that amplifies and accelerates the work of impact enterprises scaling their social impact. Applications open in August 2020.



RELEASING THE SCALING DIAGNOSTIC TOOL

An innovative new tool that leads social enterprises through eight critical questions to assess their readiness for scaling their impact, the CASE Scaling Readiness Diagnostic will be released in 2020.



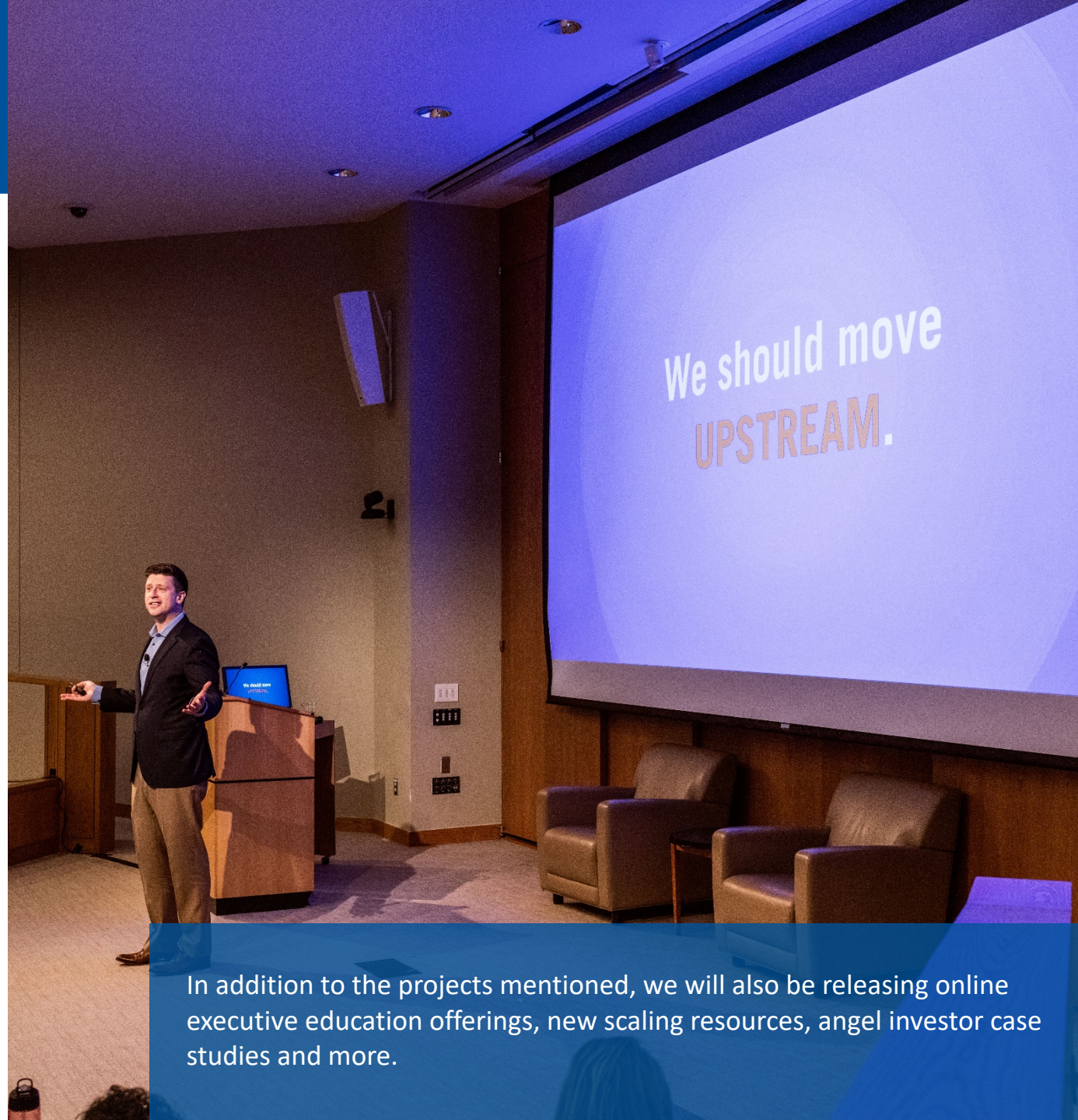
DEVELOPING IMPACT INVESTING CURRICULUM WITH UNITED NATIONS DEVELOPMENT PROGRAM (UNDP)

In 2020, we began partnering with UNDP to design, produce and distribute a new global online course to teach investors how to apply impact management practices and show their investments are enabling the Sustainable Development Goals.



DEEPENING OUR WORK IN RACIAL EQUITY

Building on our [statement on racial justice](#), we will continue to support the ongoing work of our Senior Fellow for Diversity, Equity, & Inclusion, Aliyah Abdur-Rahman & deepen our racial equity work in 2020 and beyond.



In addition to the projects mentioned, we will also be releasing online executive education offerings, new scaling resources, angel investor case studies and more.



**YOU ARE THE REASON WE
HAVE A GLOBAL IMPACT**

THANK YOU TO OUR DONORS AND PARTNERS

In 2019-2020, with your support and partnership, we brought entrepreneurial skills to the business and social sectors to enhance effectiveness, encourage innovation and create greater social impact around the world.

Thank you for your courage and commitment to using business for good.

As we continue to work tirelessly to grow and support social impact leaders from around the world, we ask you to consider [making a gift to CASE](#) to help us create and disseminate the programs, tools and research that will encourage more people around the world to learn how to have a positive social impact.

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THANK YOU TO OUR CASE TEAM

Thank you to our core faculty and staff (and many others!), who contributed to our work in the 2019-2020 fiscal year:

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