

DISI: A Model for Practical Interdisciplinary Education and Social Impact

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Executive Summary

Introduction

Duke Interdisciplinary Social Innovators (DISI) is a model for organizing graduate students at universities to do interdisciplinary, problem-oriented projects for non-profit clients. In its first year, 149 students from eight different Duke graduate schools will complete 24 projects for North Carolina social organizations. Eighty-five percent of students and 100 percent of clients expressed satisfaction with their first semester DISI project experience. As a result, The Scholar Strategy Network (SSN) is exploring the possibility of expanding the model to other Universities and has asked me to answer the following question.

Policy Question

How can graduate students set up an interdisciplinary, client-oriented service organization?

Recommendations:

The MP analyzes the steps DISI's Co-Founders took to set up DISI at Duke and their successes and failures. It is too early to tell if the model will work in the long term. However, others who want to set-up similar organizations at other universities should use the following steps:

1. Analyze the graduate education structure of their school, determine if interdisciplinary collaboration is possible, what form it will take, and who are the key stakeholders to invest in the idea.
2. Recruit student leaders, have student leaders meet with key university and community stakeholders to solicit funds, student recruiting relationships, and non-profit project relationships.

3. Visualize an organization structure and a project team structure, using information provided here as a guide. Consider the academic calendar and the student culture of all graduate schools.
4. Create initial branding material. Recruit a few initial projects and determine initial Skill Share events to entice student participation and help.
5. Have initial investment meeting to recruit student volunteers to help over the summer. These students are potentially the first executive board members.
6. Use summer to plan and begin to plan and execute student recruitment, partner recruitment, fund solicitation, and skill share events as possible. This could include creating materials, outreaching to orientation leaders to plan recruitment events, and e-mailing non-profits.
7. When the school year begins, execute student recruitment and project matching processes. This includes interviewing project managers.
8. Monitor progress, execute Skill Share events and social events.

1.3 Methodology My strategy for answering the policy question included the following four major components.

1. Background research and a review of the relevant literature.
2. Review of the interdisciplinary landscape at Duke and other schools.
3. Review of the steps DISI's Co-founders took to start the organ Duke.
4. Review of preliminary DISI data.

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Introduction

Duke Interdisciplinary Social Innovators (DISI) is a model for organizing graduate students at universities to execute interdisciplinary, problem-oriented projects for non-profit clients. In its first year, 149 students from eight different Duke graduate schools will complete 24 projects for North Carolina social organizations. Eighty-five percent of students and 100 percent of clients expressed satisfaction with their first semester DISI project experience. As a result, The Scholar Strategy Network (SSN) has asked for a summary of DISI's model and a stakeholder analysis related to starting similar organizations at other universities.

What Is DISI?

DISI is an official student organization of the Duke Sanford School of Public Policy and Duke's Graduate and Professional Student Council (GPSC). Work on the organization began in October 2012 and its first semester of operations was Fall 2013. The author of this paper is one of the two co-founders.

The mission of DISI is to create a dynamic interdisciplinary graduate and professional student group at Duke that contributes its talents at the intersection of business principles, technological innovation, and effective policy to serve social organizations.

DISI seeks to accomplish this mission through:

- Projects with local, domestic, and international non-profits and governmental/non-governmental organizations
- A student-initiated curriculum that includes professional development seminars and discussion groups
- Networking and social events

DISI's model attempts to prepare Duke graduate students for a social sector that requires interdisciplinary expertise. DISI's co-founders believe that this preparation comes from real-world project experience, skills training, and social interaction across disciplines. Students from at least three different Duke graduate schools are placed on project teams of approximately six people. Students are matched based on their interests, skills, and availability with projects submitted by non-profits. The projects are completed on a pro-bono basis. This year, DISI also held five Skillshare events, where members learn the basics of other disciplines from students, professors, and practitioners. Lastly, DISI holds social events to help students interact with students from outside their graduate school.

An Example DISI Project

One of DISI's twelve Spring 2014 clients is Dynamic Community Charter School (DCC) (**Spring 2014 Project List Appendix A**). DCC is a new charter school in Raleigh for students with intellectual and developmental disabilities. Their board lacks experience with budget development and fundraising. After hearing about DISI through the North Carolina Center for Nonprofits, the Chairwoman of the Board submitted a Request for Work (RFW) to DISI to create a first year budget and fundraising plan.

Prior to beginning the project, DISI's project selection narrowed the list of potential projects that organization members could sign up for. The DCC project made the cut. After that, enough students with the capabilities and expertise necessary to complete the project applied to form a team of six students, including a project manager. Students on the team include two Master of Engineering Management (MEM) students, a Psychology PhD candidate, a Master of Public Policy Candidate, and one Engineering PhD candidate. The engineering students were all transitioning into business careers, and they joined the project to get consulting experience and

contribute to their community. The project manager, a MEM candidate, worked with the team and DCC's chair to create a project charge that outlined the deliverables and deadlines (**Example Project Charge Appendix B**). The team also created an internal Memorandum of Understanding (MOU) to govern their interactions (**Example MOU Appendix C**). The project manager submitted a proposed project plan to one of DISI's Executive Directors of Operations, graduate students with several years of project management experience who serve as mentors to the Project Managers, for approval (**Current Organization Structure and Job Descriptions Appendix D**).

Once the plan was approved by all parties, the DCC project manager elected to divide the group into a budgeting and fundraising plan team. The budgeting team researched other charter school budgets, interviewed DCC stakeholders, received quotes from vendors, and analyzed federal, state, and local charter school policy to create first year budget. The fundraising team researched both foundation sources and non-profit fundraising best practices to create a fundraising plan. They had access to DISI members who had worked in non-profit fundraising in the past. Additionally, a team from DISI's first semester completed a fundraising plan for a domestic violence organization, and the DCC team had access to that deliverable. Deadlines and deliverables were slightly altered as DCC's charter authorization came in flux due to reasons outside of the project. However, both deliverables will be completed prior to the end of the semester.

By the end of the project, DISI's Co-Presidents will have checked in with the client at least three times to ensure she is satisfied with the project team's work. The manager will have the opportunity to provide formal feedback to his team members and vice-versa at the end of the

semester (**Evaluations in Supplemental Appendix**). The feedback will be used by the Executive Team for project team decisions next year (**DISI Process Summary Appendix E**).

As one of twelve separate DISI project teams for the semester, DCC team members received a MailChimp created newsletter from DISI's Executive Team to connect the team to the organization as a whole and to advertise DISI-wide Skillshare and social events (**Example Newsletter in Supplemental Appendix, DISI Schedule of Events Appendix F**).

Why DISI?

DISI's core structure, interdisciplinary project teams of students using their knowledge on real-world projects, is affirmed by academic research. DISI fits as a part of workforce and higher education trend towards interdisciplinary work, team-based learning, and skills-based volunteering. The organization's core values of doing good, being humble, and having fun fits with the millennial generation it seeks to serve. Additionally, DISI filled a gap in project-based interdisciplinary learning at Duke that exists at other academic institutions.

Academic Research on Interdisciplinary Teamwork

In the 21st century, interdisciplinary team-based work is more important than ever. As early as 1999, 80 percent of Fortune 500 companies had more than half their employees on a team (Simpson and Watson 2011). There is an extensive literature documenting the effectiveness of interdisciplinary teams in the private sector (Simpson 2011, Love and Roser 2009, Pun and Santa 2009, Gupta and Wilemon 1996). Additionally, the use of cross-functional teams is on the rise in the public sector (Piercy et. al 2012).

There is an entire field of research discussing best practices within interdisciplinary teams in settings such as health (Resnick 2013 and Nancarrow et. al 2013), hospice care (Wittenberg-Lyles et. al 2013), environmental science (Romero-Lankao, 2013 et. al), teaching (Mentes et. al

2013), software development (Ghobadi et. al 2013), car manufacturing (Bartolo 2013), and service organizations (Larrison et. al 2013). In higher education, completing projects in interdisciplinary teams is also becoming a best practice (Jacoby et. al 1996, Sommers and Engberston 2007). The following table shows a Google Scholar search of the written recent scholarship related to cross-functional and interdisciplinary teams since 2009.

Search Term	Number of Hits
"Effectiveness" + "interdisciplinary teams"	4,240
"Effectiveness" + "cross-functional teams"	4,460
Interdisciplinary teams in the workforce	16,800
Cross-functional teams in the workforce	9,440
"cross-functional teams" + "public sector"	802
"interdisciplinary teams" + "public sector"	496

Team Based Education

By placing students in project teams, DISI fits in with a shift in higher education towards team based learning (TBL). In the classroom context, team based learning is defined as having pre-class preparation assignments, taking individual and team assessments, and then completing, as a team, activities applying course content to real world problems (Allen et. al 2013). DISI is most aligned with the final phase, where students are using the content learned in their coursework and work experience and applying it towards a real world problem.

Team based learning is correlated with several positive academic outcomes. TBL increases student engagement, improves student course outcomes, and results in more satisfied

students (Fogel et. al 2013, Sink 2010). Team based learning also results in improved communication skills, professionalism, and ability to work in teams (Allen et. al 2013).

Team consulting projects are not new to Duke or other graduate programs, as both the business school and public policy school have them as part of their curriculum. However, by partially emulating team based learning in an interdisciplinary work context, DISI might merit more examination as a pedagogical tool.

DISI's Core Beliefs and Their Appeal to the Millennial Generation

DISI believes in a mantra of “Do Good, Be Humble, Have Fun.” This represents the fact that the organization believes that students can produce positive social change by having the humility to learn from each other and their community partners. Humility was also viewed as a critical value based on the perception of Duke in the Durham community and the fact that few DISI students either have non-profit experience or a long-term desire to work for a North Carolina non-profit post-graduation. Additionally, since students choose to volunteer for a DISI project and could be spending their time doing other things, the co-founders want the experience to be fun.

While the philosophy was not created with best practices in mind, research indicates that these values are appealing to the millennial generation that currently is enrolled at higher education institutions. In terms of doing good, Millennials seek to work for and buy from socially conscious firms more than past generations (Valentine and Powers 2013). Millennials also prefer to work within existing organization structures rather than creating new structures, which might help explain the appeal of serving already existing non-profits (Hershatler and Epstein 2010). One academic article states that due to Millennials’ collaborative nature, the scope of large social problems inspires Millennials to attempt to solve them together instead of

discouraging individuals from tackling them alone (Hershatter and Epstein 2010). This might make the opportunity to serve social organizations in a team setting especially appealing to the current generation.

DISI's core belief of humility also aligns with Millennials collaborative nature and their desire to work in teams rather than individually (Hershatter and Epstein 2010). Millennials are also strong believers in personal growth, meaning that they want to be placed in positions where they learn both from their work and surroundings (Hershatter and Epstein 2010). Successful companies that work with Millennials provide mentors for their new employees (Hershatter and Epstein 2010, Kafi et. al 2012). As a result, Millennials appear eager to learn from others in reaching their professional goals.

In terms of having fun, Millennials desire work-life balance more than other generations (Hershatter and Epstein 2010, Valentine and Powers 2013). As a result, in order to remain competitive with potential leisure time activities, DISI must provide an element of fun to its membership. Besides organization-wide social activities and the opportunity to meet students from outside one's own graduate school, DISI provides funding for team social events.

Skills Based Volunteering

DISI does not charge its clients, all whom are nonprofit or public members of the greater Duke community, for its services. As a result, DISI replicates a trend towards Skills Based Volunteering (SBV) as a growing part of social corporate responsibility initiatives. The Corporation for National and Community Services (CNCS) defines Skills Based Volunteering as, "a strategic type of volunteerism that exponentially expands the impact of nonprofits by incorporating a whole range of skills that strengthen the operations and services of nonprofit organizations." CNCS considers both pro-bono projects and long-term engagements as skills

based volunteering (2013). While this principle comes from the corporate sector, its benefits might also occur in an educational context.

SBV has the potential to positively benefit both volunteers and non-profits. A 2005 Deloitte survey found that volunteers found professional benefits in skills based volunteering. These include improved networking and problem solving skills (2009). SBV is shown to strongly improve millennial employee retention, company loyalty, and productivity (CNCS 2013). According to Deloitte, the value of time for available skills based volunteers is close to \$1 billion (Deloitte 2009). Currently, only 12 percent of non-profits align volunteer jobs with the skills of their volunteers (Deloitte 2009).

SBV is used by firms to increase millennial engagement. Two-thirds of Millennials would prefer to work for an organization that has Skills Based Volunteering initiatives (Deloitte 2009). Some organizations, including IBM, use Skills Based Volunteering opportunities as an incentive for top employees. A whole series of social organizations, such as the Taproot Foundation and Catchafire, specialize in matching skilled professionals with non-profit projects.

DISI and Duke's Interdisciplinary Landscape at Other Elite Institutions

While undergraduate students have many options at Duke to work with students from other disciplines, DISI's co-founders discovered that Duke graduate students did not have the opportunity to work with each other on real world social sector issues in a non-research setting. The most similar organization, Bass Connections, creates interdisciplinary research teams, but a year ago, did not at the time have project teams serving social clients. This has changed somewhat, as fewer than 25 percent of Bass Connection projects now have either community partners or multiple graduate students on their teams. Additionally, many graduate students are

not able to meet the time commitment required by Bass Connections, creating the need for a lower commitment organization.

The Interdisciplinary Landscape at Other Institutions

Interdisciplinary and cross-functional teams are well established in the workforce and literature and universities have many outlets for interdisciplinary education. However, few universities have a “DISI-like” organization, one where students from different disciplines work together to help solve social problems. Below is a simple analysis of Duke’s peer institutions, both elite private institutions and larger state institutions with policy, engineering, and business graduate students and whether they have an interdisciplinary initiative like a Bass Connections and a graduate student interdisciplinary client-oriented service organization. While there are several non-profit consulting organizations located in one graduate school, only Dartmouth has a cross-disciplinary pro-bono consulting organization.

School	Interdisciplinary Educational Options	University-wide Interdisciplinary Initiative	DISI-Like Organization
Harvard	Yes	No	No
Princeton	Yes	No	No
Yale	Yes	No	Non-Profit Consulting, but not interdisciplinary
Columbia	Yes	No	Public Policy Consulting, but not interdisciplinary
Penn	Yes	Yes	Non-Profit Consulting, but not interdisciplinary
Chicago	Yes	No	No
Northwestern	Yes	No	Non-Profit Consulting, but not interdisciplinary
Dartmouth	Yes	No	Yes (includes undergraduates)
Rice	Yes	Yes	No

Michigan	Yes	No	Non-Profit Consulting, but not interdisciplinary
Maryland	Yes	No	No
California	Yes	No	Non-Profit Consulting, but not interdisciplinary, charge below market rate
UNC	Yes	No	No

DISI Operational Stakeholder Analysis

This section will review DISI’s strategy and success in dealing with key stakeholders related to the organization.

Students

Students play a variety of roles within DISI. The core of the DISI structure is its project innovators (project team members), project managers, and executive board members.

Student Recruitment and Organization Structure

In order to serve its mission and be successful, future interdisciplinary student workgroups will need to recruit and provide students a good experience. DISI’s recruitment strategy consisted of targeting the Director of Student Services of Duke’s Masters programs to arrange information sessions at the beginning of each semester (**Recruitment Slide Deck in Appendix G**). DISI also sent e-mails to the listserves of related student organizations, such as the school-wide Graduate and Professional Student Council, consulting clubs at both the business and engineering schools, and social entrepreneurship related organizations. DISI had a one-page info-sheet accessible for students via e-mail (**One Sheeter in Supplemental Appendix**). In both semesters, the DISI executive team found the most charismatic and enthusiastic students possible to recruit students and partner organizations.

To create an organization that best served students, DISI tried to set its organization in a way that was flexible for a variety of student needs. Students are likely to seek leadership roles in graduate school. Additionally, in order to best serve clients, DISI wanted to have someone who was ultimately accountable for the success of the project. As a result, each team had a project manager that is ultimately responsible for communicating with the client and keeping the team on schedule. Additionally, other students, instead of playing a versatile role on a project team, would want to get direct experience in functional areas, whether that is business development, marketing, fundraising, training, or project management. In the first semester, DISI had committees where students not on project teams could work on projects for DISI in any of these areas (**Fall 2013 Organization Structure in Appendix H**). DISI discovered that committee effectiveness was based on the management skill of the Executive Board member overseeing the committee. Additionally, as the required responsibilities became clearer, DISI was able to expand its Executive Board and recruit individuals who were interested in specific, non-project related roles and responsibilities. As a result, in Spring 2014, some of the Executive Board members have committees while others do not. This semester, there are 22 leadership positions in DISI, including project managers and executive board members. The existence of future committees will be determined by the Co-Presidents and the relevant Executive Board member.

Project Innovators

To maximize the experience of students on the project teams, DISI attempted to recruit projects that focused on a variety of social issues and then match students with projects that they were passionate about. Projects from Fall 2013 dealt with the issues of criminal justice reform, education, hunger, home nursing, international medical devices, health care, veterans issues, domestic violence, and the Israel-Palestinian peace process (**Fall 2013 Project List Appendix**

I). Before allowing students to select projects, projects were narrowed down based on a set of criteria that included whether a DISI team could successfully complete the project, whether students would learn from completing the projects, whether the client would be reliable, and the whether the organization's missions would motivate student participation (**Project Selection Rubric in Appendix J**).

After the project list was narrowed down to 17 for each semester, students saw a mission statement and preliminary project description for each of the potential projects. Students were only placed on projects which they indicated they were highly interested in (**Project Application Supplemental Appendix**). Project teams were required to have students from three different Duke graduate schools. If students had specific skills that would serve the project, they were placed on a team. However, during its first semester, Innovators were not interviewed and there was no attempt to rank Innovators relative to each other. In many cases, team members were assigned to teams in the order they applied. Projects from the first semester of operations that either had a committed manager or interest from students who remained on the team were continued during the second semester. Six of DISI's 12 projects in its second semester were continuations from first semester.

At the advice of its project managers, DISI changed this process during the second semester. Students still submitted a similar application, but Project Managers received a list of Innovators who were highly interested in their project. They were then allowed to concurrently talk to Innovators while talking with their partner about the scope of the project. Project managers submitted their final Innovator rankings to the Co-Presidents, who created the teams with these requests in mind. While it is unclear whether this policy improved team performance, 10 students decided not partake in a DISI project in the two weeks between the Innovator

application deadline date and the final project team formation date. A few managers qualitatively stated that they enjoyed having input on their team.

During the term, teams had an internal MOU document intended to help manage disputes within the team. Innovators were also evaluated once by their Project Managers. DISI allowed the project managers to select the due date of the evaluations, which led to inconsistent and sometimes late completion. This made it difficult for team members to adjust their performance during the course of the project. However, the data from these evaluations were used to select future leaders of the organization.

Skill-shares and social events were not scientifically selected. The Executive Team selected skills and events that they believed would attract student interest and would align with the mission. Additionally, DISI provided teams \$5 per team member for a team social event.

While 87 percent of students stated that DISI met or exceeded their expectations, only one sixth of DISI members returned to DISI projects the following semester. The number of students who formally applied to be on a project team declined from 126 in the first semester to 80 in the second semester. One issue that was repeated verbally by members of DISI teams was that individuals were not aware of their time commitments prior to signing up for DISI before their first year of graduate school, when student recruitment occurred. Additionally, recruitment for projects for DISI's second semester occurred during exam week and at the end of winter break, both times when students are likely not considering new commitments. In Fall 2013, two team members left their team during the course of the semester. These were all entirely due to scheduling conflicts. For students beyond their first year, DISI also competes with the job search. Despite these obstacles, there appears to be a demand for DISI going forward, as the organization was able to field 12 project teams both semesters.

Project Managers

Project managers were assessed based on their people skills and their level of responsibility. The general idea was to get leaders who would both follow through on their commitments and motivate their teams to do the same. Project managers filled out an application and completed a 15 minute interview. There was not a standardized set of questions for project managers. A total of 31 people applied for project manager roles. Many of these interviews were completed consecutively on the same day. Managers are responsible for being the main contact of the project team to the partner and the executive board, and for ultimately delegating and ensuring the execution of the project charge.

There were some issues with a minority of project managers. One project manager became overwhelmed with her school work and quit in the middle of her project. She was replaced by two members of her team. Another held a team meeting an hour before a major campus-wide social event. A few project managers received good reviews from their team members and client, but did not meet internal organizational deadlines, some of which were not initially anticipated. These included submitting evaluations of team members, providing team documents to DISI-administrators, and providing team pictures for the website (**List of Project Manager Responsibilities in Appendix K**). Part of this was due to time commitment issues with other academic commitments, causing managers to prioritize project responsibilities over administrative duties.

To solve for inconsistent manager quality, for Spring 2014, DISI standardized its project manager interview guide (**Appendix L**). Each interview also had at least two members either from the old or new leadership team present. DISI also created an evaluation system of managers by Innovators. This data was then provided to the managers to help them change course and was

used for future project manager and leadership selection. DISI's increased presence on campus between Fall 2013 and Spring 2014 led to an anecdotal improvement in project manager applicant quality.

Executive Board

The initial Executive Board consisted of the co-founders, who then added to their Executive Board as clear roles became defined. The original Executive Board consisted of classmates of the co-founders who had particular skills that would help the organization. For example, a charismatic classmate became responsible for partner and student recruitment, an extremely organized classmate became responsible for ensuring that project managers were meeting deadlines, and a reliable classmate became responsible for managing the reimbursement process and funds.

Out of a desire to have an interdisciplinary Executive Board, DISI's Co-Presidents also asked school administrators of the business and engineering schools for potential student leaders. Out of this process, leadership found a very enthusiastic engineer who initially managed marketing and recruitment, and then served as a utility member who filled in on whatever tasks the Executive Board could not complete. A final engineer, who was motivated by DISI's Skillshare component, asked to lead the coordination of those events. During initial student presentations in Spring 2013, DISI was also able to find other students who were willing to help, but not on the Executive Board level. These students helped with essential tasks such as interviewing potential community partners and making marketing materials.

Between Fall 2013 and Spring 2014, the Co-Founders resigned their roles as Co-Presidents to ensure that they would be on campus to assist as a new leadership team took over the organization. Ensuring that a second, excellent team would be committed to running the

organization was viewed as key to the organization's sustainability. The original Co-Presidents also took advantage of their past experience to create and better define roles for an Executive Board. Using team member and project member evaluations, informal client feedback, past experience listed in Innovator applications, prior project quality, and their past interactions with the individuals, the new and former Co-Presidents combined to recruit eight out of the nine Executive Board positions and also had an open application process for these positions.

The initial Co-Presidents selected the new Co-Presidents, who had been the organization's top two project managers. They then worked together to interview and select the new Executive Board and Project Managers. The new Co-Presidents are an MBA candidate and a PhD candidate in Electrical and Computer Engineering. While the first executive board only consisted of students from the public policy and engineering schools, the second executive board consists of three business students, two public policy students, three engineers, one environmental school student, and one student from Duke's general graduate school.

Like project managers, executive board candidates were selected based on their level of responsibility and people skills, as every position deals with either internal or external stakeholders. These were assessed based on past performance when available and otherwise based on intuition. The initial Co-Presidents were college friends, who had interdisciplinary and non-profit experience. They believed that they complemented each other in terms of skill-sets, which helped the organization succeed as a whole. One Co-Founder was structure and process oriented while the other was more visionary and brand oriented. In addition to the level of responsibility and interpersonal skills, the Co-Founders looked for these complimentary skillsets. In the new Co-Presidents, the Co-Founders also looked for individuals who were comfortable in

the public eye, as a big task for the organization going forward is becoming a big name at Duke and in the community.

Community Partners

DISI recruited its partners (DISI's term for clients) by reaching out to alumni of the Sanford School of Public Policy (where both co-founders study) and by posting announcements through the North Carolina Center for Non-Profits, a membership organization that all non-profits in North Carolina are eligible for. Other partners were recruited through the networks of the co-founders. Partner recruitment documents included a one-pager that summarized DISI's services and a question and answer page describing the experience of working with DISI (**Both Documents in Supplemental Appendix**). For partners that DISI was particularly interested in serving, the Director of Outreach arranged individual meetings. Partners then fill out a request for work, are interviewed by members of DISI's project selection team, and then are scored on a set a criteria that includes whether DISI has the skills to do the project, whether the project will be interesting, and whether the organization will have someone who is actively able to meet and work with the DISI team.

Partners and project managers signed project charges that listed the goals of the projects and the responsibilities of both parties involved. Each partner provided a primary point of contact to communicate with the project managers. DISI Co-Presidents reach out to partners via e-mail every two to three weeks to ensure that they were satisfied with the work. This communication usually led to affirmations that the team was doing a good job, but in one case, it resulted in a Co-President presenting a tutorial to one project manager on volunteer management in the non-profit sector. An anonymous end of project survey with a 75 percent response rate indicated that 100 percent of partners were satisfied with the services that DISI rendered. DISI

did have difficulty with one partner's lack of interest and inability to get their Board of Directors involved once they received a project team. While the final product was considered a success, DISI now attempts to screen for clients who can be proactive partners in the project process.

Towards the end of the first semester of operations, attempts were made to create an organizational culture that included DISI's partners. Representatives from all the partner organizations were invited to DISI's end of semester fundraiser. Two out of twelve attended. A mission of the new Executive Board is to make DISI better known throughout the Durham community. A larger project showcase that will invite many members of the community is scheduled for the end of the semester.

University Administrators and Faculty

Much of DISI's first year was spent meeting with university administrations and faculty with the purposes of gaining permission to start the organization, funding, and ideas for potential projects, and gaining feedback for our idea. We approached faculty with a simple one-sheeter (**Appendix M**) and our strategic plan (**Appendix N**) and explained very briefly what we were trying to do, what we wanted, and asked them for their thoughts and feedback. Our original focus was on the business, public policy, and engineering schools. A complete listing of our meetings during our first year is in **Appendix O**.

These meetings can be divided into several categories. The first was the Director of Student Services at each program in all three schools, who almost always allowed us to schedule a recruiting information sessions and to send e-mails about the organization to their student listserves. Another category was lead program administrators, from whom DISI sought funding and insights about their students. The Co-Presidents typically learned about what motivated students in each school (for example, students at Duke's Masters of Engineering Management

program are required to do one extra-curricular activity per semester), but never received funding. DISI leadership felt that getting financial support from the individual graduate schools is important considering the organization is giving students real-world experience. However, the graduate schools have no incentive to provide the funding, as DISI provides a free educational service to the graduate schools. Getting the graduate programs to donate to DISI is viewed as a fundamental challenge going forward.

DISI did receive greater support from the Public Policy school than from the other two schools. This is because both Co-Founders were students in Public Policy programs. The MPP Director of Student Services of Sanford linked DISI leadership with Sanford's student-coordinated funding sources as opposed to other schools, who did not link DISI to those resources. Discussions with the Director of Student Services are also underway to potentially get a funded, ten hour per week, Research Assistant for DISI through Sanford's financial aid program. This will reduce the administrative burden on DISI leadership and help with organizational sustainability. DISI leadership was also able to use its Sanford affiliation during Fall 2013 to meet with the school's Dean, which resulted in substantial funding.

Other initial meetings were with well-connected faculty whose projects used one academic discipline to promote the social good. DISI received two of our initial twelve projects using this approach (one of which is continuing in DISI's second semester). Many of the Professors who had networks of other social organizations wanted to wait for DISI to establish itself. One obstacle is that engineering projects in the United States require licenses, while student engineers are ineligible for them. As a result, Professors who did engineering projects for social causes abroad were unable to connect DISI with any projects.

The last category of faculty meetings were with Professors who ran academic programs that did not provide interdisciplinary consulting, but did connect graduate students on a pro-bono basis with local non-profits. The purpose of these meetings was to preemptively avoid conflicts with existing academic programs that could cause DISI to be shut down. This included consulting projects run by both the Public Policy school and the Business school, and programs that placed students on the boards of non-profits. All of these individuals encouraged DISI to continue its work, but stressed that we should mention the differences between the organizations when recruiting partners. One academic program leader discussed the difficulties of running his program in order to prepare us for our operations. At least three of DISI's initial 24 projects thus far are with organizations that also participate in these competing programs.

Outreach to the business school yielded different results from outreach to the Public Policy and Engineering school, which emphasizes the fact that future programs must take into account the culture at each school. Outreach to students at the business school is coordinated through student organizations and listserves as opposed to program administrators. As a result, DISI gathered less formal traction at the business school, but was able to outreach to students through making contacts at related social-entrepreneurship and consulting organizations at the business school, such as the Net Impact and consulting clubs. One strategic relationship was with the Center for the Advancement of Social Entrepreneurship (CASE). Through the relationship with CASE, DISI was able to gain a seat on the school's social entrepreneurship student council, which is related to Duke's initiative to raise \$100 million for social entrepreneurship education. The goal is to gain access to funds from the initiative by serving on the council. The new leadership team recently received its first funding through this relationship.

Faculty Advisers

DISI's primary faculty adviser is a Professor in the Sanford School of Public Policy. He co-leads the North Carolina branch of the Scholar Strategy Network, an organization that provides policy briefs for policymakers from Professors based on their research. The Co-Founders asked him to advise based on the fact that they had a similar worldview that academia should be oriented towards providing a real-world impact. One Co-Founder also enjoyed the practical nature of the adviser's Politics class and figured that he'd have good insight in the direction of the organization. The adviser provided \$1000 in seed funding through Scholar Strategy Network, spoke to students twice on behalf of the organization, helped set up a meeting with the Dean of Sanford, which led to major funding, and connected the Co-Founders with two Professors who provided advice and insight on the values and branding of the organization. Although he's provided advice along the way and provided critical connections, he's been hands-off in the day-to-day operations of the group.

DISI's other faculty adviser is a renowned Engineering Professor who runs an organization that builds needed engineering infrastructure in third world countries. He was selected as a potential source for engineering-related projects and as an idea bank for projects that could appeal to engineers. While he has been very amenable to brainstorm and meet with the DISI leadership, the fact that engineering projects in the United States require licenses has made him unable to link the DISI team to projects.

Future advisers for DISI-like organizations should be well connected with gatekeepers at Universities and willing to expend their capital to arrange meetings for student leaders with these gatekeepers. The purposes of these meetings would be to coordinate the organization across schools, link the organization with projects, and link the organization with potential University funding sources.

Other Potential Funders and Community Groups

DISI's funding has come from the Public Policy student council, the Dean of the Sanford School, Duke's Graduate and Professional Student Council (via grant applications), Duke's PhD student organization (via grant application), and the Scholar Strategy Network (through adviser connection). DISI's fundraised over \$8300 from these sources, \$6500 of which is budgeted for the second semester (**Sample Budget in Appendix P**). Due to time constraints, DISI has yet to ask community organizations for funding or attempted to make an imprint in the external community other for reasons than looking for project solicitation. Funding is spent on project expenses, team social activities, Skill Share events, and organization-wide social activities. A goal of the new DISI team is to make DISI a well-known organization the greater North Carolina community.

DISI's Preliminary Results

In Fall 2013, Over 120 students applied to be a part of project teams, with engineers representing the plurality of the applicants (**Fall 2013 Student Data in Appendix R**). Thirty-one non-profits submitted proposals for a Fall 2013 project. Seventy-eight students from eight Duke graduate schools, primarily from Duke's public policy, engineering, and business schools, completed 12 projects. Due to the influx of applicants, DISI tried to keep members not placed on projects by involving them on Executive Board committees. Eighty-seven percent of student participant have stated that the club has met or exceeded their expectations. Out of the nine clients who returned a satisfaction survey, 100 percent of them were satisfied with their DISI team (**Client Survey in Appendix Q**).

At the time of publication, DISI is completing its second semester of operations under new leadership. 71 students are completing another 12 projects. Twenty-six organizations

submitted RFWs. This semester, students are more evenly distributed across the graduate schools, but engineers still represent a small plurality of the membership (**Spring 2014 Applicant Information is in Appendix S**). An additional nine students are on the Executive Board.

In Fall 2013, DISI also attempted its first Skill Share program, where students teach each other knowledge from different disciplines. DISI taught Career Marketing, Public Policy, Client Engagement, and Intro to Non-Profits. It was forced to cancel a career workshop that was scheduled for second semester. Each session was attended by approximately 15 people. Two of DISI's three social events were lightly attended, and a third one, a final fundraiser, was attended by 30 people. Scheduled Spring 2014 Skillshares include project management, data analytics, and explaining interdisciplinary expertise in a career search.

Other Future DISI Challenges

As Duke's version of DISI develops, its co-founder perceived several challenges facing the organization going forward.

Consistent Project Quality

Although 100 percent of partners were satisfied with their deliverables, the quality of the deliverables varied between teams. Teams were provided with resources about the non-profit sector, project management templates, and mentorship, but they were not provided with frameworks about how to execute the consulting process. Determining what interdisciplinary consulting truly means, the methodologies associated with it, and training project teams in that methodology are needs going forward.

Engaging Engineers

On several teams, engineers, often international students, were limited as both team members and project managers. Amongst the reasons were unfamiliarity with American social norms, unfamiliarity with the American non-profit sector, and nearly all the projects were aligned more with the strengths of business and public policy students as opposed to engineers. Only one DISI project, designing an American with Disabilities Act-compatible organic farm, played directly to the strengths of engineers. As a result, for many of the projects, engineers played the role of consultants who had a larger learning gap than the other team members. The number of Engineers selected as project managers declined from five to two between semesters. To fulfill its initial vision, DISI will have to learn how to take advantage of the talents of engineers.

Student Turnover and Time Commitment

Graduate programs at Duke for 86 percent of current DISI members end within three years, with the vast majority ending in two. Although 85 percent of students stated that DISI met or exceeded their expectations, over 80 percent of the student organization, and 75 percent of the Project Managers are new to their roles. Leadership terms last from January to January, meaning that there is constant transition in this model. This makes creating a system to pass along knowledge essential. During the past leadership transition, the old Presidents met with the new Presidents and presented a transition guide for each Executive Board position. The Co-Founders held separate meetings with the new Co-Presidents and the new incumbent Executive Board member for each role to pass along key organizational knowledge (**Example Transition Guide Appendix T**).

Additionally, DISI will never be a top priority for anyone in the student organization other than the co-Presidents. Pursuing academic objectives, career objectives, financial-aid

related work, and other school-related organizations all compete with DISI. Two-thirds of DISI students are in their first year of graduate school, and those who initially sign up for DISI prior to the school year beginning might not understand the workload of graduate school. Although attrition was low (three innovators and one manager first semester, three innovators thus far in the second semester), these competing demands will effect DISI project quality going forward and will constantly put pressure on DISI to prove its value to its membership. To help combat this, MBAs and MPPs do have the option to take on higher commitment DISI projects for credit. However, no one has taken advantage of this opportunity thusfar.

These competing commitments are especially apparent at DISI-wide events such as Skill Shares and social events. All of DISI's first semester social events had attendance under 10 people and the three Skillshares were each attended by close to twenty people even though the organization had 78 people on project teams. Thirty-five people attended the final fundraiser. Initial events during second semester appear to be better attended thus far.

Skillshare Quality

DISI will host five Skillshare events by the end of this year. Some were student taught and others were presented by Professors and practitioners. The original concept was to have students take skills from their discipline and teach a basic version to other club members in order for students to be conversant across disciplines. This has not occurred and the organization has strayed from this vision by selecting Professors and practitioners to present to the students. Part of the problem is that it was difficult for the co-founders to articulate exactly what should be taught to the club (especially with engineering skills), and it was difficult to define the expectations of the presentations.

Measuring Long-Term Impact

Currently DISI measures its impact in terms of student and partner satisfaction. However, to maintain funding and justify its existence, it will be advantageous for DISI to prove that it is making a positive benefit on the lives its clients serve. This is true both for the immediate impact of DISI's work on the client, and the long term effect. Given the diverse array of clients and projects, creating these metrics will be difficult.

Future DISI-Type Student Organization Leaders

A main difference between our work and the work of future student leaders recruited by those who use this document is that DISI was student-fashioned while the idea for similar organizations might be planted by faculty members at different institutions. Whether this will invoke the same type of dedication from student leaders remains to be seen. The co-founders spent a substantial amount of time getting the organization started, but the new organizational structure should make the time commitment more manageable in the future.

The appendices of this document are editable and can provide insight to how to structure a new DISI-like organization. However, the program will need to be adjusted for the specific contexts at each school. Not every university has a business, public policy, and engineering school to form the basic interdisciplinary skill set of a socially-motivated interdisciplinary student work group. Different project types or clients might be necessary in these cases. Additionally, the school bureaucracy might not be as diffuse in other places, potentially creating different needs and strategies to successfully in starting the organization.

Summary: Steps to Start DISI At Another School

9. Analyze the graduate education structure at school, determine if interdisciplinary collaboration is possible, what form it will take, and who are the key stakeholders to invest in the idea.

- 10.** Recruit student leaders, have student leaders meet with key university and community stakeholders to solicit funds, student recruiting relationships, and non-profit project relationships.
- 11.** Visualize organization structure and project team structure, using information provided here as a guide. Consider the academic calendar and the student culture of all graduate schools.
- 12.** Create initial branding material. Recruit a few initial projects and determine initial Skill Share events to entice student participation and help.
- 13.** Have initial investment meeting to recruit student volunteers to help over the summer. These students are potentially the first executive board members.
- 14.** Use summer to plan and begin to plan and execute student recruitment, partner recruitment, fund solicitation, and skill share events as possible. This could include creating materials, outreaching to orientation leaders to plan recruitment events, and e-mailing non-profits.
- 15.** When the school year begins, execute student recruitment and project matching processes. This includes interviewing project managers.
- 16.** Monitor progress, execute Skill Share events and social events.

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Appendix A: Spring 2014 Project Descriptions

Strategy

- Project 1: AJ Fletcher Foundation
- Project 4: Durham Connects
- Project 5: Durham Public Schools Hub Farm
- Project 7: Food for Thought
- Project 8: Healing with CAARE
- Project 10: Let's Be Well Red (LBWR)
- Project 11: Rural Advancement Foundation International

Impact Evaluation

- Project 7: Food for Thought
- Project 9: Kids4Peace
- Project 12: Vaccine Ambassadors

Marketing & Public Awareness

- Project 6: Dynamic Community Charter School

Development & Finances

- Project 2: Carolina Refugee Resettlement Agency (Charlotte)
- Project 6: Dynamic Community Charter School

Capacity Building & Integrating Technology

- Project 3: Criminal Justice Resource Center (CJRC) + Professor Conrad's Project Evaluation Website

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Project 1: AJ Fletcher Foundation

Websites:

www.ajf.org

www.facebook.com/AJFfoundation

Mission: To help people and organizations recognize and solve social and community problems.

Project Categories: Strategy

Project Description:

Social entrepreneurs are not well connected in Raleigh-Durham. This may be due to the lack of distinct financial support for organizations that serve the middle ground between nonprofits and general entrepreneurs and startups. Nonprofit organizations seek foundation support and raise money through donations; while profit driven companies seek angel/venture capital. Social entrepreneurs either choose sides, or remain disconnected. AJF currently serves a convener for organizations and individuals looking for a more meaningful way to connect social entrepreneurs in the Triangle to resources and mentors that can support their goals. There are two main deliverables: (1) a landscape analysis, which involves researching strategies and programs in other regions that AJF and the team can adapt for the Triangle; and (2) a plan to improve connectivity, which includes advising AJF on which stakeholders to engage, how much they should plan to invest, what infrastructure will be needed, etc. Since AJF is not currently engaged in connecting entrepreneurs beyond their relationship with organizations like American Underground and MissionPost at American Tobacco Campus, this would serve as a roadmap to help them build a new program or website from scratch.

Project 2: Carolina Refugee Resettlement Agency (Charlotte)

Websites:

www.carolinarefugee.org

www.facebook.com/CarolinaRefugee

Mission: Carolina Refugee Resettlement Agency's (CRRRA) mission is to resettle new refugee arrivals and promote self-sufficiency and successful integration of clients into American society. CRRRA's main responsibility is assisting refugee arrivals to begin their lives in the U.S. Services include apartment rental and preparation, enrollment in public schools and social services, transportation to initial medical appointments, employment assignments and Vocational Education.

Project Categories: Marketing & Public Awareness, Development & Finances

Project Description:

The biggest obstacle for the organization is launching a more prominent public image. As part of that public image, CRRRA needs to explain that the agency operates as a “public/private partnership” and that cash donations are vital to the agency’s operational needs. By using a more enhanced website and social media presence, CRRRA would like to dramatically improve its fundraising efforts and the agency’s name recognition and presence in Charlotte. The first major deliverable is to design a campaign that increases public awareness and about refugees in the Charlotte area. The second major deliverable is to help CRRRA with its fundraising and financing strategy. Other deliverables include the creation of a donation and volunteer tracking system, enhancing and improving the agency’s website, and developing ideas for social media.

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Project 3: Criminal County Justice Resource (CJRC) + Professor Conrad's Project Evaluation Website

Website: <http://dconc.gov/index.aspx?page=144>

Mission: Promote public safety through support for the local criminal justice system and to supervise and rehabilitate justice involved individuals through a wide array of supportive services so that they may achieve their full potential as contributing members of their community.

Project Categories: Impact Evaluation; Integrating technology

Project Description: (This project is a hybrid of two proposals)

Professor Bob Conrad is an Associate Professor of Public Policy and Economics, and is an expert on project evaluation. Dr. Conrad's project evaluations method is designed to provide the basic framework for the economic appraisal of any project from a social point of view. Our goal is to use Professor Conrad's method to create a web-based tool for pre-trial service programs across the country. Programs can use the as a tool to estimate the net benefits of their programs and show elected leaders whether their services add value to their communities. Pre-trial services in state and local governments exist for two purposes. Firstly, they evaluate the risk recently arrested defendants would pose to society if they were released on bond before trial. Secondly, the programs monitor defendants who have been released until their trials. In Fall 2013, this DISI group evaluated Durham County's pre-trial services program using cost-benefit analysis methods. We also created a web-based tool that would allow the program managers to view the results of our analysis. In Spring 2014, we have three goals: create a web-based tool other state and local pre-trial service programs can use for program evaluations; improve the program evaluation method for pre-trial services and make sure they can be used by programs across the country without compromising the validity of the analytical method; and identify the market for this tool and craft a plan to disseminate it widely.

Project 4: Durham Connects

Website: www.durhamconnects.org

Mission: Durham Connects provides in-home nurse visits to parents of newborns that live in Durham County. The organization is part of a bigger project under the Duke Endowment that wants to address the problem of high child maltreatment in Durham. Over the past five years, Durham Connects has established a great reputation in the community, and its impacts have been extensively researched. Professor Ken Dodge of the Sanford School conducted an impact evaluation that found when this program is implemented in large numbers, it is successful in penetrating most of the community, achieves high rates of family-consumer satisfaction, and is delivered at an affordable cost. Durham Connects is getting state, national, and international requests for dissemination and replication.

Project Categories: Expansion Strategy

Project Description: Durham Connects has been collaborating with DISI to create a plug-and-play toolkit for dissemination of the Durham Connects Model to interested organizations. Currently, Durham Connects' materials are Durham focused. The DISI team is assisting Durham Connects with designing a universal, easy-to-use program implementation process. Durham Connects hopes to eventually disseminate this toolkit to other regions in the nation that would like to adopt the Durham Connects model.

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Project 5: Durham Public Schools Hub Farm

Website: <http://thehubfarm.wordpress.com>

Mission: The mission of the Durham Public School Hub Farm is to engage students in all aspects of local food production and land stewardship to foster healthy living, career exploration, environmental stewardship and community engagement.

Project Categories: Strategy

Project Description:

The DPS Hub Farm is a 30+acre farm, forest and aquatic habitat that educates DPS students about food production and land stewardship through hands-on, experiential learning. The Hub Farm is interested in having DISI help build out its fundraising/development strategy, evaluate the impact of its current programming, and/or study the feasibility of new ventures and projects, such as an on-site stand to sell produce to the public. The DISI project team will help the Hub Farm prioritize and then carry out at least one of these projects next term.

Project 6: Dynamic Community Charter School (Cary)

Websites:

<http://dynamiccommunitycs.com>

www.facebook.com/dynamiccommunityhighschool

Mission: At the Dynamic Community Charter School, we believe students with developmental and intellectual disabilities can continue to grow and develop throughout middle and high school. They deserve an education that empowers them and unleashes their creativity and talents. Their education should equip them with the cognitive, problem-solving, and collaborative skills they will need in order to live independent and fulfilling lives as adults. They deserve to be challenged, encouraged, and given the opportunity to be active participants in the learning process. They deserve a school environment that is safe and respectful, where their opinions, personalities and talents are valued.

Project Categories: Development & Finances, Marketing & Public Awareness

Project Description:

While our board members and volunteers (we have no paid staff yet) have extensive experience in the treatment and education of children with disabilities, we lack experience in understanding government funding sources, creating budget projects, and fundraising. Our students will need highly trained teachers, small class sizes, and supplemental services such as speech and occupational therapy. Government funding is inadequate to pay for these needs; thus, fundraising and careful financial management are essential. The assistance of DISI could help us ensure that we are financially responsible and are setting the school on a course for long-term stability. The project requires development of a comprehensive year-one budget, social media plan and a volunteer management system to optimize their value to the school.

Project 7: Food for Thought

Website: www.ncfoodforthought.org

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Mission: A community backpack program that provides weekend meals to food-insecure school children throughout Salisbury and Rowan County

Project Categories: Impact Evaluation; Strategy

Project Description:

Food for Thought is requesting the assistance of DISI again for next semester. We are requesting assistance with two activities. First, if there is any outstanding work related to the survey instrument and measuring social impact we could address that. Specifically, getting the selected survey instruments in an on-line format such as Question Pro. Second, Food for Thought is asking for assistance with strategic planning as it is growing and developing into a more established non-profit organization. Since the spring of 2013 to January of this year, Food for Thought has expanded its partner schools from nine schools to fifteen and it has recently acquired long-awaited warehouse space. The FFT Board is requesting assistance from this DISI team who has already invested a considerable amount of time understanding the key people and systems involved in the organization. One deliverable that is requested is a strategic planning document that outlines short and long-term goals and objectives required to meet those goals.

Project 8: Healing with CAARE (Durham)

Website: www.caare-inc.org

Mission: CAARE's mission is to provide effective prevention and case management services to at-risk persons and their families in Durham by referring health and social resources that can alleviate isolation yet foster independence; to empower the population with preventive health education, counseling, and testing by establishing and maintaining networks and utilizing resources that address the health and social needs of the community; and to provide decent housing that is affordable to low- to moderate-income people.

Project Categories: Strategy

Project Description:

The DISI team would create the business plan for a job incubator run by Durham CAARE. CAARE would like to address joblessness amongst its clientele by allowing small businesses to use free office space provided by Durham CAARE to lower operations costs. These small businesses would then employ community members who would otherwise not have access to jobs to do the work. Potential parts of the business plan include a market analysis to ensure that they are not duplicating services, a strategy to develop strategic community partnerships, a service delivery design, an assessment of its equipment capacity, and a method to identify and measure program outcomes. Success would be the colocation of participating businesses in Durham CAARE's space so that we can partner in job creation for some of the clients we currently serve.

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Project 9: Kids4Peace

Website: <http://www.k4p.org/>

Mission: Help children of difference cultures and faith traditions to explore their similarities and differences, learn understanding, tolerance and respect, while fostering sustainable friendships across the lines of conflict.

Project Category: Impact Evaluation

Project Description:

Building off of the work we completed in the Fall of 2013, our goal is to create a holistic impact evaluation strategy for K4P. Our framework for evaluating K4P is in four parts: Pre-Post evaluation, Yearly evaluation, Activities evaluation, and K4P organization evaluation. For the Pre-Post evaluation, we will explore methods for quantifying subjective responses to surveys and interviews, analyze initial data from the incoming and outgoing classes, and develop an evaluation tool for parents. For the Yearly evaluation, we will design activities and evaluation tools for the other phases of K4P, and analyze the data collected. For the Activities evaluation, we will explore the relationship between the perspectives of staffs and that of kids. We would also like to use other data analysis and visualization techniques. One idea is to create a new software visualization tool that plans curriculums based on historic data. Finally, we will explore all of the different means of evaluating the organization from an "outside" perspective for the organization evaluation. This may include assessing website traffic, using Google analytics, and looking at retention and acquisition rates. We are looking for project innovators with experience in impact evaluation. We are also looking for team members with skills in PHP, ASP, and HTML so that we can create the visualization tool for the activities evaluation.

Project 10: Let's Be Well Red (Durham)

Website:

<http://home.letsbewellred.org>

www.facebook.com/LetsBeWellRed

Mission: LBWR's mission is to help India fight the anemia crisis by spreading awareness about the condition and by providing a solution to the problem in the form of our iron rich nutritional bars, GudNeSs, which contain the WHO recommended daily dosage of iron. Our goal is to make GudNeSs available to every anemic individual in India.

Project Categories: Strategy

Project Description:

Let's Be Well Red (LBWR) is currently growing at a high rate. Within a year, the amount of GudNeSs Bars sold went from 10,000 (2012) to 70,000 (2013). The profits from each bar are used to subsidize the same bars for people in the slums that might not be able to afford the higher cost. Because of the immense success, LBWR needs to expand into at least 3 more states in India by the end of 2014 to keep up with demand. We are in need of a group of people who are able to effectively write grants and enter business plan competitions. We also need this group to network with NGOs in India to help in expansion efforts as well as companies in the US to ask for guidance and support for the cause. Ultimately, this would be fundraising for expansion efforts and developing a business plan for the future. Thus the end deliverable has to be at least two applications in business plan competitions and/or grants.

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Project 11: Rural Advancement Foundation International (Pittsboro)

Website:

www.rafiusa.org

Mission: RAFI-USA cultivates markets, policies and communities that support thriving, socially-just, and environmentally-sound family farms.

Project Categories: Strategy

Project Description:

RAFI “combines on-the-ground services with national and international policy advocacy in order to ensure that farmers have access to the tools they need to make the right choices for their farm and families, and to ensure that the best choice for farmers will also be the best choice for the environment and their communities.” Due to recent shifts in funding and an aging support base, and given the rise in popularity of sustainable agriculture; RAFI is implementing a change in their Farm Sustainability program strategy. A DISI team would assist in developing a strategic plan for the organization in areas such as funding, service delivery, community outreach, farmer advocacy, farmer assistance programs (legal, financial, policy, transition), and contingency planning. There would be opportunities to shadow on trips to local farms and interact with staff members who have decades of combined experience in agricultural issues and nonprofit management. In addition, students would have an opportunity to learn about topics including: agricultural finance issues, sustainable agriculture, rights for farmworkers, biodiversity, organic policy, fracking and landowner rights, farm advocacy, disaster assistance, navigating USDA programs, and agricultural micro-lending and grantmaking.

Project 12: Vaccine Ambassadors (Chapel Hill)

Website:

www.vaccineambassadors.org

Mission: Vaccine Ambassadors is a partnership between healthcare providers, parents, and community members who believe that all children deserve equitable access to vaccines, one of the most cost-effective, life-saving interventions available.

Project Categories: Impact Evaluation

Project Description:

Vaccine Ambassadors is a very new organization whose mission is to provide funding for vaccinations for children in underdeveloped countries by collecting donations from pediatricians in NC. They have started collecting from one clinic and have plans to expand this to nine more. The DISI team would be charged with coming up with a strategy for expanding to even more clinics as well as a strategy for evaluating the impact of the organization locally as well as in underdeveloped countries. This organization has close ties with the Pan American Health Organization and the World Health Organization.

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Appendix B--Project Charge

BACKGROUND

The mission of DISI is to create a dynamic interdisciplinary graduate and professional student group at Duke that contributes its talents at the intersection of business principles, technological innovation, and effective policy to serve social organizations. DISI does this by providing pro-bono interdisciplinary consulting services to its partners.

Partner organization description: (one paragraph explanation provided by the partner.)

PROJECT OBJECTIVE

CHARGE

The DISI Project Team is charged with the responsibility of supporting and advising (non-profit) board and staff in the following areas:

TENURE

Services will be rendered between _____ and _____ -

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DISI PROJECT TEAM MEMBERSHIP

- Person, Degree Candidate, School,
- Person, Degree Candidate, School,
- Person, Degree Candidate, School,
- Person, Degree Candidate, School,
- Person, Degree Candidate, School,

Non-Profit (Staff):

DISI Will Provide:

Deliverable	Date

In order for the project to be successful, the non-profit will provide to DISI:

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- MEETING SCHEDULE BULLET
- INFORMATION BULLET
- Anything Else BULLET

PROJECT BUDGET (when necessary):

QUALITY ASSURANCE:

A DISI Co-President will e-mail (partner) signee every 2-3 weeks regarding the satisfaction of (partner) with Project Team's Work.

(Partner) agrees to commit to participate in post-project evaluation which, with your permission, can be used to promote the completed project and the work of DISI with similar sentiment posted on (partner) website or social media page.

(Partner) acknowledges that DISI members are students first with fluctuating schedules. Duke students are on spring break between 3/1/2014 and 3/16/2014. There might be less frequent communication between the DISI team and (partner) during that time period.

COMPENSATION and FUNDING:

DISI provides its services on a pro-bono basis. Members of this project team have committed to provide approximately ____ hours per month of free consulting service to complete this project. DISI commits to completing this project in a high-quality and timely manner.

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(Partner) is responsible for all material expenses for this project. DISI will complete the project within the agreed-upon budget provided.

RENEGOTIATIONS:

This document can be renegotiated if agreed upon by both sides. If changes are not agreed upon, the agreement represented by this document will be fulfilled. Potential reasons for renegotiation include:

- If there is difficulty on either side meeting a deadline.
- If _____ requests further services related to the project.
- If DISI would like to provide further services.

SIGNATURES:

By signing below, we acknowledge that we have read and understood this document, and we will abide by the standards and expectations of this document.

Project Manager

Date

DISI Co-President

Date

Non-Profit Representative

Date

Appendix C: MEMORANDUM OF UNDERSTANDING SAMPLE

The purpose of this memorandum of understanding is to outline our team's objectives, expectations, and working logistics.

Objectives

We will work together to:

Evaluation

To evaluate group performance and project success, we will rely upon the following measures of success:

Norms and Expectations

Team members agree to respect the following norms:

- Dress professionally for client meetings.
- Avoid texting or emailing during group meetings, unless there may be a child-related emergency.
- Be open with one another about any issues that arise.
- Attend at least one social event as a group.
- Notify the team of lateness, meeting absences, or any reasons for not responding to group communications.
- Attend all team meetings and all relevant client meetings.
- Respond to email within 24 hours.

Individual Roles and Commitment

Each team member agrees to consistently perform her task throughout the semester:

- Susan is the Project Manager and will _____
- Dalia is available _____ hours per month and will _____
- Dalia is available _____ hours per month and will _____
- Dalia is available _____ hours per month and will _____
- Dalia is available _____ hours per month and will _____

In the case that a team member is unable to complete an agreed upon deliverable in the Project Plan by deadline due to academic reasons, they will inform the Project Manager 7 days in advance. The Project Manager will then ask for help from the Project Team to complete the

deliverable. If help is not offered, the Project Manager, with help from the Executive Team, will complete the deliverable.

If an Emergency occurs with a team member occurs, the Project Manager will solicit help from the Project Team and will then be responsible for the completion of the deliverable.

Project Management

- We will use _____ for file sharing.
-

Conflict Resolution and Voting Rules

The team will work to build consensus. However, the Project Manager has ultimate authority.

Meetings

The team will meet each

Feedback and Evaluations

Internal feedback will be provided by DISI's formal evaluation process and by:
This MOU will be re-evaluated on _____

Signatures

By signing below, we acknowledge that we have read and understood this memorandum, and we will abide by the standards and expectations of this document.

Date

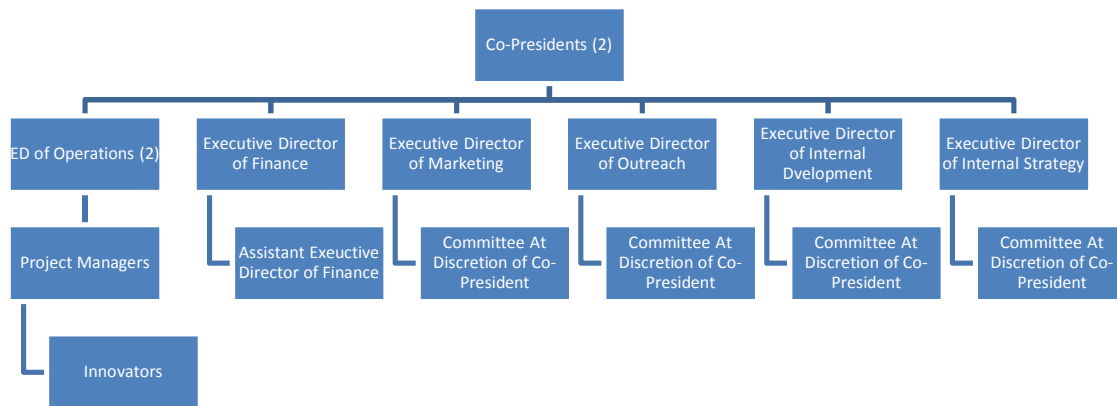
Date

Date

Date

DISI duke interdisciplinary social innovators.

Appendix D: DISI Organization Structure and Job Descriptions



Notes About the Following Job Descriptions:

The new Co-Presidents decided to share equally both Co-President job descriptions.

The new Co-Presidents elected to add an Assistant Executive Director of Finance, who primarily oversees the reimbursement process and tracks spending. However, there is no formal job description at this point.

Due to DISI's relationship with the Sanford School of Public Policy as an official student organization and the fact that two non-Sanford students were selected to lead the club, the Executive Director of Finance is also the President of the Sanford DISI student organization and the Executive Director of Outreach is the Vice-President. All dealings with the Sanford school are executed by these individuals.

DISI duke interdisciplinary social innovators.

Job Title: Co-President of Internal Affairs
Department: Management
Revision Date: 11/1/2013

Position Overview

The co-presidents are responsible for the organization's consistent achievement of its mission. The Co-President of Internal Affairs is specifically responsible for overseeing all outreach, social, and project innovator education activities of DISI.

Essential Job Functions

- Assure that the organization has a long-range strategy which achieves its mission, and toward which it makes consistent and timely progress.
- Provide leadership in developing and carrying through program, organizational, and financial plans
- Ensure compliance with all applicable legal statutes
- Publicize the activities of DISI, its programs and goals.
- Responsible for the recruitment at all levels of DISI.
- Establish sound working relationships and cooperative arrangements with Duke and community groups and organizations.
- Represent the programs and point of view of the organization to agencies, organizations, and the general public.
- Oversee the Executive Directors of Strategy, Outreach, Internal Development, and Marketing.
- Work with the Co-President of Projects to oversee Executive Director of Finance.
- See that an effective management team, with appropriate provision for succession, is in place.
- Oversee member development and education, and assist DISI team in relating their specialized work to the total program of the organization.
- Maintain a climate which attracts, keeps, and motivates a diverse staff of top quality people.
- Be responsible for developing and maintaining sound financial practices.
- Assist Executive Director of Projects in ensuring that job descriptions are developed, that regular performance evaluations are held, and that sound human resource and client relationship practices are in place.

Requirements

- Bachelors' Degree
- Enrollment in Duke Graduate Program for the Duration of the Project
- Preference given to those with evidence of past essential role in completion of meaningful and sustainable projects.
- Passion for solving social sector problems and desire to pioneer in the midst of uncertainty.
- Communication, Leadership, Organizational, and Analytical Skills are a must.

DISI duke interdisciplinary social innovators.

Job Title: Co-President of Projects
Department: Management
Revision Date: 11/11/2013

Position Overview

The co-presidents are responsible for the organization's consistent achievement of its mission. The Co-President of Operations is ultimately responsible for ensuring the successful completion of all of DISI's projects.

Essential Job Functions

- Assure that the organization has a long-range strategy which achieves its mission, and toward which it makes consistent and timely progress.
- Provide leadership in developing program, organizational, and financial plans and carry out plans and policies
- Ensure compliance with all applicable legal statutes
- Establish sound working relationships and cooperative arrangements with Duke and community groups and organizations.
- Be responsible for developing and maintaining sound financial practices.
- Directly manage the Executive Directors of Operations
- Ensure that job descriptions are developed, that regular performance evaluations are held, and that sound human resource and client relationship practices are in place.
- Represent the programs and point of view of the organization to agencies, organizations, and the general public.
- See that an effective management team, with appropriate provision for succession, is in place.
- Maintain a climate which attracts, keeps, and motivates a diverse staff of top quality people.
- Assist in publicizing the activities of DISI, its programs and goals.
- Assist the Co-President of Internal Affairs at all levels of DISI.
- Assist Co-President of Internal Affairs in encouraging member development and education, and assist DISI team in relating their specialized work to the total program of the organization.

Requirements

- Bachelors' Degree
- Enrollment in Duke Graduate Program for the Duration of the Term
- Preference given to those with evidence of past essential role in completion of meaningful and sustainable projects.
- Passion for solving social sector problems and desire to pioneer in the midst of uncertainty.
- Communication, Leadership, Organizational, and Analytical Skills are a must.
- Responsibility is critical.

DISI duke interdisciplinary social innovators.

Job Title: Executive Director of Finance
Department: Management
Revision Date: 11/2/2013

Position Overview

The Executive Director of Finance is responsible for managing DISI's funds, tracking DISI's adherence to its budget, ensuring that DISI is following all Duke and legal financial regulations, and ensuring that DISI has the funds to complete all its activities.

Essential Job Functions

- Research all potential financial expenditures for DISI.
- In consultation with the Co-Presidents and the other Executive Directors, create a budget framework that specifies the needed funds for the organization.
- Create, update, and execute a system that reimburses the expenditures of DISI members.
- Track all expenditures in relationship to the budget.
- Write funding requests to Duke sources such as GPSC, the Graduate Student Association, the Sanford Student Council, Scholar Strategy Network, and Sanford Student Council ad-hoc funding.
- Research and write funding requests to other Duke, Durham, Corporate, and National Foundations.
- Plan and execute one DISI fundraiser per semester.

Requirements

- Bachelors' Degree
- Enrollment in Duke Graduate Program for Spring 2014. Individuals on campus until at least December 2014 will receive preference.
- Preference given to those with evidence of past essential role in completion of meaningful and sustainable projects.
- Relevant Experience is Helpful
- Passion for solving social sector problems and desire to pioneer in the midst of uncertainty.
- Related Experience Helps
- Communication, Leadership, Organizational, and Analytical Skills are a must.

DISI duke interdisciplinary social innovators.

Job Title: Executive Director of Internal Development
Department: Management
Revision Date: 11/2/2013

Position Overview

The Executive Director of Internal Development is responsible for managing all events related to the education of innovators.

Essential Job Functions

- Create, based on innovator wants and project needs, a DISI Educational (SkillShare) Program with at least one professional development and preferably 2 total events per month.
- Plan and execute DISI Skill Share Events that 1) are intellectually interesting and professionally useful, 2) span the expertise of members in the club 3) expose students to skills and information that they would not get in their curriculum.
- Plan and execute all DISI social events.
- When necessary or desired, recruit relevant speakers and presenters (either from the club or externally) for DISI Skill Share events.
- Ensure the recording of DISI Educational Events for future use.

Requirements

- Bachelors' Degree
- Enrollment in Duke Graduate Program for Spring 2014. Individuals on campus until at least December 2014 will receive preference.
- Preference given to those with evidence of past essential role in completion of meaningful and sustainable projects.
- Passion for solving social sector problems and desire to pioneer in the midst of uncertainty.
- Related Experience Helps
- Communication, Leadership, Organizational, and Analytical Skills are a must.

DISI duke interdisciplinary social innovators.

Job Title: Executive Director of Internal Strategy
Department: Management
Revision Date: 11/2/2013

Position Overview

The Executive Director of Strategy is responsible for managing the Partner Selection process, DISI's data, and serves as DISI's internal consultant to improve its processes and procedures.

Essential Job Functions

- Create, update, and manage all forms, including the Partner Request for Work, Student Innovator Applications, mid-term and end of term partner, manager, and student evaluations, and event feedback.
- Report all data to the appropriate party within DISI.
- Manage the reading, scoring, and interviewing of all Partner Requests for Work.
- Actively search for and execute internal process improvements at all levels of DISI.
- Serve as an ideas guy to complete special projects self-initiated or at the Request of the Internal Co-President.

Requirements

- Bachelors' Degree
- Enrollment in Duke Graduate Program for Spring 2014. Individuals on campus until at least December 2014 will receive preference.
- Preference given to those with evidence of past essential role in completion of meaningful and sustainable projects.
- Proficient at Microsoft Excel
- Passion for solving social sector problems and desire to pioneer in the midst of uncertainty.
- Related Experience Helps
- Communication, Leadership, Organizational, and Analytical Skills are a must.

DISI duke interdisciplinary social innovators.

Job Title: Executive Director of Marketing
Department: Management
Revision Date: 11/2/2013

Position Overview

The Executive Director of Marketing is responsible for the creation and maintenance of all media that are presented to stakeholders not on the Executive Board.

Essential Job Functions

- Manage and maintain the following DISI outreach mechanisms: website, facebook page, facebook group.
- At the discretion of the co-presidents, would also be responsible for creating and maintaining other DISI social-media presences such as Twitter and LinkedIn.
- Create and distribute monthly newsletter.
- Promote all DISI-student events, including social and Skillshare Events, through the GPSC newsletter, DISI listserv, and DISI Facebook page.
- Manage DISI Listserv.
- Update or create flyers for DISI partner recruitment, student recruitment, and social events.
- Respond to the marketing needs of the Executive Directors of Finance, Internal Development, and Outreach.
- Create other DISI marketing Initiatives as desired.

Requirements

- Bachelors' Degree
- Enrollment in Duke Graduate Program for Spring 2014. Individuals on campus until at least December 2014 will receive preference.
- Preference given to those with evidence of past essential role in completion of meaningful and sustainable projects.
- Passion for solving social sector problems and desire to pioneer in the midst of uncertainty.
- Related Experience Helps
- Communication, Leadership, Organizational, and Analytical Skills are a must.

DISI duke interdisciplinary social innovators.

Job Title: Executive Director of Operations (3)
Department: Management
Revision Date:11/1/2013

Position Overview

While the Co-Presidents are ultimately responsible for the success of each individual project, the Executive Director of Operations is responsible for ensuring that from project selection to project execution, each project is running smoothly. Additionally, the Executive Director of Operations are responsible for ensuring that Project Managers have the knowledge and resources to lead successful projects.

Essential Job Functions

- Manages (with final approval of co-Presidents) Project Selection Process, Project Planning, and Project Matching Process.
- Assists the Co-Presidents in designing, and when necessary changing the Project Selection, Project Planning, and Project Matching Processes.
- Assigned 3-6 Project Managers to track deliverables and overall project progress.
- Informs Co-Presidents of potential missed deadlines and underperforming teams. Works with Co-Presidents to develop interventions to ensure that projects get back on track.
- Links project managers to resources that will enable them to complete successful projects.
- Manages and reviews team member, project manager, and partner review processes.
- Schedules and leads Project Committee Meetings.

Requirements

- Bachelors' Degree
- Enrollment in Duke Graduate Program for the Duration of the Semester
- Passion for solving social sector problems and desire to pioneer in the midst of uncertainty.
- Communication, Leadership, Organizational, and Analytical Skills are a must.

DISI duke interdisciplinary social innovators.

Job Title: Executive Director of Outreach
Department: Management
Revision Date: 11/2/2013

Position Overview

The Executive Director of Outreach is responsible for planning, managing, and executing the recruitment of partner organizations and students for DISI. The Executive Director of Outreach and the Internal Co-President are together responsible for ensuring that DISI the desired number of projects and students per project.

Essential Job Functions

- Create a partner and student recruitment plan each semester.
- Outreach to potential partners through student connections, the NC Center for Non-Profits, Duke Alumni Connections, Duke Professors, and by any other means necessary.
- Manage and document communication with all potential partners up until they submit a Request for Work
- Ensure that the word about DISI is spread out to all graduate academic programs at Duke and through relevant student organizations.
- Plan and execute DISI recruitment sessions.
- Document all communications with Duke officials and partners.
- Manage all communication with potential innovators and managers until they submit an application.
- Manage disiduke@gmail.com.
- Assist the Executive Director of Finance with fundraising operations, including project related grant applications, when not in student or partner recruitment season.

Requirements

- Bachelors' Degree
- Enrollment in Duke Graduate Program for Spring 2014. Individuals on campus until at least December 2014 will receive preference.
- Preference given to those with evidence of past essential role in completion of meaningful and sustainable projects.
- Passion for solving social sector problems and desire to pioneer in the midst of uncertainty.
- Related Experience Helps
- Communication, Leadership, Organizational, and Analytical Skills are a must.

DISI duke interdisciplinary social innovators.

Job Title: Innovator
Department: Partner Service
Revision Date: 11/2/2013

Position Overview

Members of the Project Team are responsible for executing tasks for specific partner projects.

Essential Job Functions

- Supports the analysis, planning, implementation and evaluation of all projects.
- Works with clients and Project Team to meet project performance expectations.
- Fulfills agreed upon time and project commitments.
- Communicates with teammates and project leaders to deliver the best solution for the projects
- Completes self-evaluation and the evaluation of manager in agreed upon time frame
- Attend Project Team Meetings
- Completes all agreed upon work in a quality and on-time manner with Project Team.
- Respond to all DISI Requests for data and feedback.

Requirements

- Bachelor's Degree
- Enrollment in Duke Graduate Program for the Duration of the Project
- Academic or Professional Expertise in technological, business, or policy aspects of the Project.
- Passion for Solving Social Sector Issues
- Proficiency in Basic Computer Applications.
- Commitment to pre-determined time commitment for duration of project.
- Commitment to complete all agreed upon tasks related to project in a timely manner.

DISI duke interdisciplinary social innovators.

Job Title: Project Manager
Revision Date: 11/1/13

Position Overview

The Project Manager plans, manages and executes completion of accepted partner proposal. Project managers report to the Executive Director of Operations.

Essential Job Functions

- Accept ownership for accomplishing quality, on-time, and on-budget work with the Executive Team.
- Assists executive team in team formation.
- Creates and finalizes with assistance of Project Team the team MOU and the Project Charge document.
- Define the scope of the project in collaboration with executive team and partners
- Create, with assistance of Project Team, a detailed work plan which identifies and sequences the activities, roles, and deliverables needed to successfully complete the project
- Review the project schedule with leadership team and all other staff that will be affected by the project activities; revise the schedule as required
- Determine the objectives and measures upon which the project will be evaluated at its completion
- Complete evaluations of team members on agreed upon schedule
- Schedules and Leads Project Team meetings.
- Assigns, schedules and reviews completion of project tasks in agreement with the Project Team, Partner, and Executive Team
- Manage project staff according to the established policies and practices of DISI.
- Review the quality of the work completed with the project team on a regular basis to ensure that it meets the project standards.
- Communicate with stakeholders as outlined in proposal agreement
- Evaluate the outcomes of the project as established during the planning phase
- Ensure completion of all DISI-related paperwork by self and team.

Requirements

- Bachelors' Degree
- Enrollment in Duke Graduate Program for the Duration of the Project
- Preference given to those with evidence of past essential role in completion of meaningful and sustainable projects.
- Passion for solving social sector problems and desire to pioneer in the midst of uncertainty.
- Communication, Leadership, Organizational, and Analytical Skills are a must.
- Must be extremely responsible
- Proficiency in Basic Computer Applications.

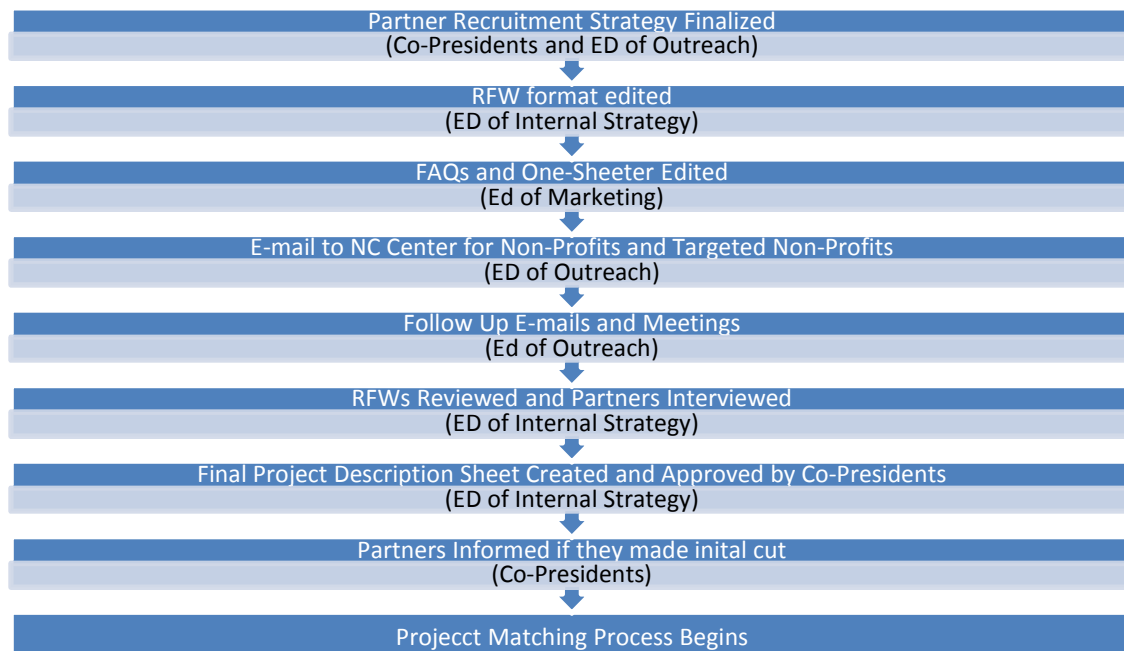
DISI duke interdisciplinary social innovators.

Appendix E: DISI Process Summary

Student Recruitment Process

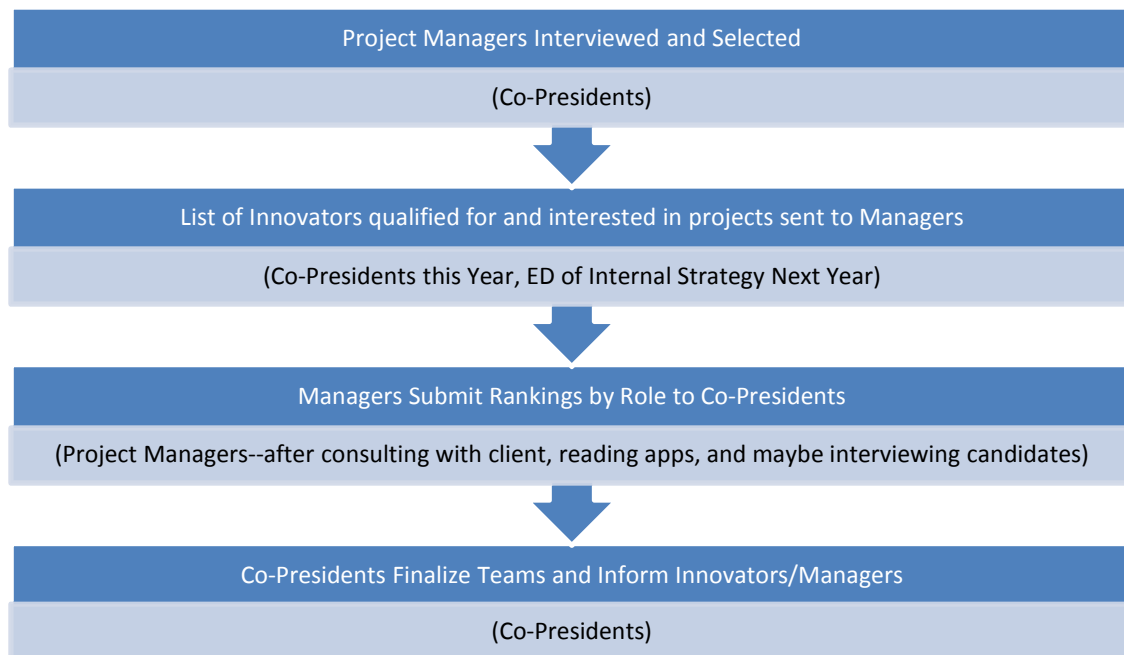


Partner Recruitment Process

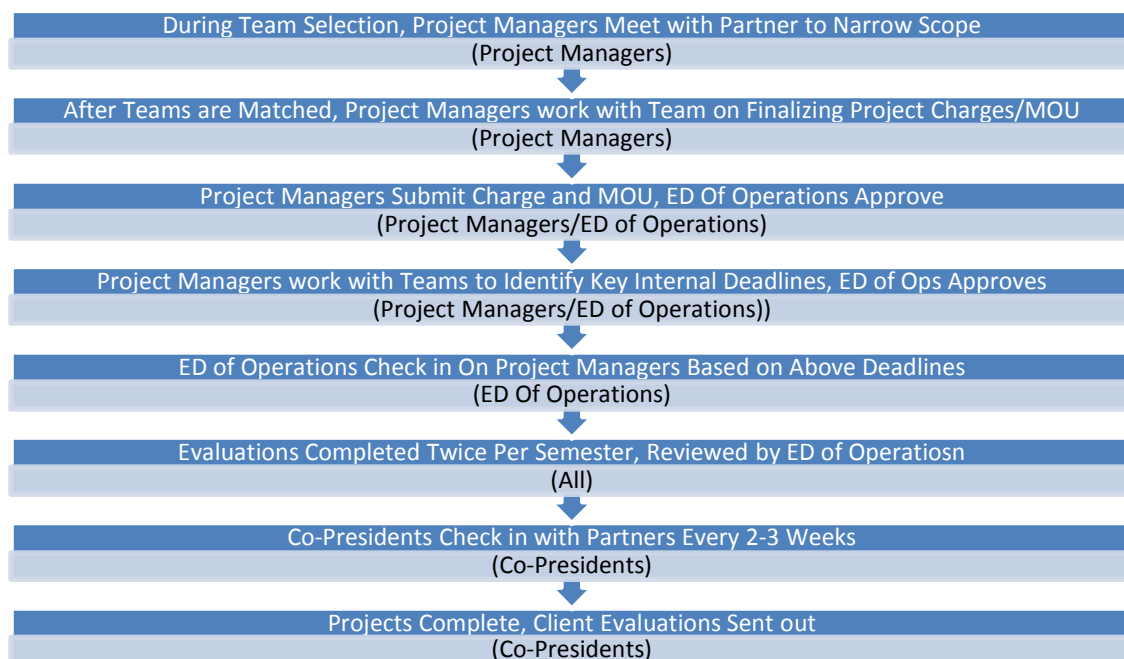


DISI duke interdisciplinary social innovators.

Project Team Matching Process



Project Management Process



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Appendix F: DISI Events

Semester 1

Event	Attendance
Skill Share 1—Intro to Non-Profits & Analytical Skills	Apprx. 20
Skill Share 2—Intro to Public Policy	Apprx. 12
Skill Share 3—Advertising DISI in your Career Search by Sanford Career Services Donna Dyer + Beer and Board Games @ Fullsteam	Cancelled due to lack of interest
Social Event 1—Beer and Board Games	2
Social Event 2—International Potluck	8
Social Event 3—End of Year Fundraiser	Approx 35

Semester 2

Event	Proposed Dates/Times
All-DISI Meeting	Wed, Jan. 29, 6:00-7:00pm
Skill Share 1—Project Management 101 by Bob Barnes	Fri, Feb 7, 1:30-2:30 PM
Skill Share 2—Data Analytics 101 by KPMG	Sat, Feb 22, 11:00-2:00 PM
Skill Share 3—Advertising DISI in your Career Search by Sanford Career Services Donna Dyer + Beer and Board Games @ Fullsteam	Sat, Mar 29, Time TBD
International Potluck	Thurs, Apr 10, 7:00-9:00 PM
DISI End of Year Project Showcase	Sat, April 19, Time TBD

Appendix G: DISI Recruitment Slide Deck

Slide 1



DISI duke interdisciplinary
social innovators.

Using the intersection of **business, policy** and **technology** to serve social organizations.

Website: www.disiduke.org | Email: disiduke@gmail.com

Slide 2

Who are we?

We are a graduate student organization that is hungry to collaborate with students from other disciplines to apply knowledge learned from the classroom to social problems in the real world.

Website: www.disiduke.org | Email: disiduke@gmail.com

At this point, I usually discuss how the real world is interdisciplinary—e.g. regulations (we watched a video of how cement was made, and regulations effects business), distributing anything medical in Africa, education technology...but that it's hard to meet people outside of your school.

Slide 3



What do we do?

We form interdisciplinary problem-solving teams of graduate students that provide pro-bono technology and consulting services for local and international social organizations.

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Talk about our theory of change, that we want to help existing institutions make it easier to do what they do at a greater scale than they are currently capable of now.

Project examples here: conveniently a variety of our best ones –I use (Malkin, NCCCHCA, Conrad, Safe Space), but use your favorites. Mention that they have a sheet of projects. Mention that we have 17 that folks can choose from.

Slide 4

What is a social organization?

A social organization is any group with a primary purpose of serving society. These include nonprofits, government organizations, social businesses, and NGOs.

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Slide 5

So how does DISI work?

```
graph LR; A[Partners make requests for work] --> B[Project teams formed and matched]; B --> C[Projects executed]; C --> D[Feedback]; D --> A;
```

Website: www.disiduke.org | Email: disiduke@gmail.com

Definitions for this slide:

Partners = social organizations that DISI works for

Requests for work (RFW) = project proposals written by potential partner organizations

Project teams = interdisciplinary teams of DISI members that choose to work on a project

Briefly explain each bubble

- Partners make requests for work: how we found the partners (we looked at connections, recruited organizations that interested us, and sent an announcement through the North Carolina Center for Non-Profits), what an RFW is, what the project selection process requires
- Interview process for project manager and project innovators will be explained in a later slide—but stress that we match the skills and availability of our project team members to the job at hand.
- Projects executed within the designated time frame. Typically semester-long but DISI is open to longer projects (year-long, going into the summer, etc.)
- Feedback given by project managers, innovators, and partner organizations to each other. Leaders undergo feedback as well—learning from each other is something we believe in.

Slide 6

What types of projects do we do?

1. Impact Evaluation
2. Integrating new tools and technology
3. Capacity building projects
4. Social change strategy
5. Development and finances

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Talk about the current projects that we have that are relevant to each category. Refer to sheet with list of projects.

1. Impact evaluation

Comprehensively assessing and measuring changes in social, environmental, and financial outcomes as a result of programs and policies administered by the partner.

2. Integrating new tools and technology

Develop new tools or use current technology to help social organizations more effectively and efficiently provide services and goods to the community.

3. Further capacity building projects

Enable partner organizations to have greater capacity to deliver on their missions, with lasting impact. This includes:

- * effectively identify community needs
- * increase public awareness and engagement
- * design more effective volunteer systems
- * design, implement, expand, or scale service delivery
- * design systems and procedures that enhance program management
- * and more!

4. Social change strategy

Help partners identify new visions that seek to achieve social change. DISI will help partners draw strategic plans and establish programs that help achieve these visions.

5. Development and finances:

DISI helps organizations identify areas of financial concern and implements fundraising and grant writing strategies.

6. And more!!

Slide 7

What are some examples of projects?

1. Strategic evaluation of **Food for Thought's** operations
2. Roadmap to replicate **Durham Connects** in other cities
3. Business framework for **Durham Public School's Hub Farm**

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Slide 8

Okay I'm interested. What do I do?

Three ways to get involved:

1. Join a project team (as a manager or an innovator)
2. Become an internal DISI leader
3. Attend meetings and get free food (most of the time)

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Definitions:

- Project manager: Team leader that directly reports to partner organization and DISI executive team.
- Project innovator: project team members. Innovators collaborate with other team members and the manager to execute project deliverables.

As you can see, we welcome any level of involvement and at the very least, love to just have so many people from different departments at Duke in one room.

2. Refers to becoming part of the executive board

Slide 9

Option 1: Join a project team.

Project Managers: lead project teams, directly reports to Partners, and ensure projects are timely and successfully completed

Project Innovators: supports PMs and other innovators with analysis, planning, implementation, and evaluation of all projects.

Website: www.disiduke.org | Email: disiduke@gmail.com

Definitions:

- Project manager: Team leader that directly reports to partner organization and DISI executive team.
- Project innovator: project team members. Innovators collaborate with other team members and the manager to execute project deliverables.

As you can see, we welcome any level of involvement and at the very least, love to just have so many people from different departments at Duke in one room.

2. Refers to becoming part of the executive board

Slide 10

Important dates:
Project Managers (PMs)

12/15	PM Applications Open
1/6	Priority Deadline for PMs
1/10	Final Deadline for PMs
1/14	PMs selected

Website: www.disiduke.org | Email: disiduke@gmail.com

They have the dates in front of them, stress rolling. The application is out, and if you sign the sign-in sheet, we'll send you the application.

Slide 11

Important dates for interested
Project Innovators

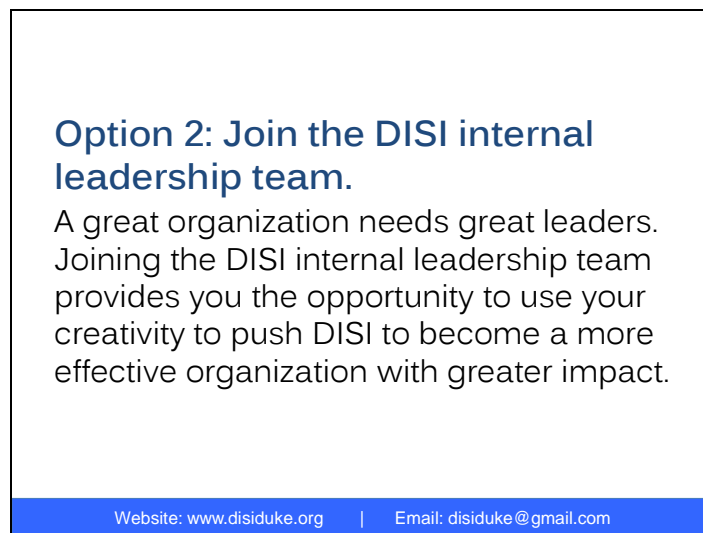
12/20	Project Innovator Applications Open
1/14	Final deadline for Project Innovator applications
1/27	Project Teams Finalized

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They have the dates in front of them, stress rolling. The application is out, and if you sign the sign-in sheet, we'll send you the application.

Stress that we try to place everyone on a team, but that we can't promise that we'll do so. We might call on the 2nd with clarifying questions.

Slide 12



Option 2: Join the DISI internal leadership team.

A great organization needs great leaders. Joining the DISI internal leadership team provides you the opportunity to use your creativity to push DISI to become a more effective organization with greater impact.

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DISI is not your typical student organization – we make real impact with real projects from the community.

We need smart, multi-talented individuals who are both logical and creative, systematic and adaptable, and have both depth and breadth. DISI was created as a way to help people from the community, and also create a learning experience that pulls people outside their departmental barriers. We are helping graduate students use their educational experience to work with people from different backgrounds and directly apply their abilities to help the social sector. People like you can help DISI become an organization that better fulfills both the needs of graduate students and the community.

Executive Board Positions:

- Marketing
- Internal Strategy
- Internal Development
- Outreach
- Operations (3 members)
- Finance

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Marketing

The Marketing Strategy Committee will be responsible for branding and marketing the organization both on campus and in the community. They support the Outreach committee by creating recruitment packages for partners and students. The committee will also initiate other marketing initiatives that will increase DISI's presence at Duke and the greater community such as social media and creating promotional materials.

Internal Strategy

The Internal Strategy Committee is responsible for business process management and ensuring DISI is operating at a high level across the board. The committee is also responsible for developing the strategy for the future development of DISI.

Internal Development

The Internal Development Committee helps plan professional development, skillshare, social and networking events for DISI members and the greater Duke community. The mission of internal development is to support DISI members, and foster conversations and learning across the disciplines.

Outreach

The Outreach Committee is responsible for networking on campus and in the community to ensure DISI's success by bringing in graduate students with the appropriate skill sets and developing relationships with partners that align with DISI's focus. The committee will seek new

connections with nonprofits, social businesses, governmental organizations, and professors who are interested in working with a DISI project team. The committee will also continue to develop current partnerships with social organizations.

Operations

The Operations Committee will help run the current core operations of DISI. These include supporting and monitoring ongoing projects, acquiring constructive feedback from project teams and implementing improvements to the operations process. Another vital role of the operations committee is project selection: the team will review all request for work and select projects that teams will work on in the Spring semester.

Finance

The finance committee will help the Executive Director of Finance manage current funds and find new channels for funding, which may involve grant writing and seeking new partnerships.

Slide 14

A rectangular box with a black border containing text. The text is centered and includes a title and a list. At the bottom of the box is a blue horizontal bar with white text for website and email information.

**Option 3: Attend cool/nerdy
DISI events**

1. Skillshare
2. Networking events
3. Speaker events

Website: www.disiduke.org | Email: disiduke@gmail.com

Stuff that internal development team is working on

Slide 15

What is Skillshare?

Skillshare is a distinctly DISI series of events where we teach each other skills and knowledge that will be useful on the job.

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Stuff that internal development team is working on

Slide 16

Spring 2014 Skillshare Topics:

- Big Data 101
- Project Management
- Interview and Storytelling Workshop
- Public Speaking

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Stuff that internal development team is working on—mention that you can sign up to teach on the sign-in sheet.

Past skillshare events:

Business Etiquette

Non Profits 101

Data Analysis

Public Policy

So...what does it mean to be part of DISI?

- Contributing to social innovation
- Stepping outside your comfort zone
- Applying knowledge and ability to real world projects

Works hard, do good, stay humble.

Website: www.disiduke.org | Email: disiduke@gmail.com

Summary slide

- First point: social innovation under DISI will focus on helping existing organizations better achieve their social missions
- Second point: we meet and work with people outside our chosen disciplines. We choose to do this because we believe that it is more productive way to contribute to social good, and more reflective of the real world.

Values: do good, stay humble.—FOCUS ON THESE: The do good is obvious, the stay humble—we have humility in that we want to learn from each other, and because the organizations work hard to do the work they do, and we won't be the ones who stay to finish it out (for example, Safe Space is in rural Yanceyville, NC—few of us are at Duke to go there)

Conclude on something that motivates you about DISI.

Slide 18

Phew. We're finally done.

Thanks very much for your interest!
Contact Danny (daniel.heller@duke.edu) or
Jen (jennifer.shen@duke.edu) if you have
more questions.

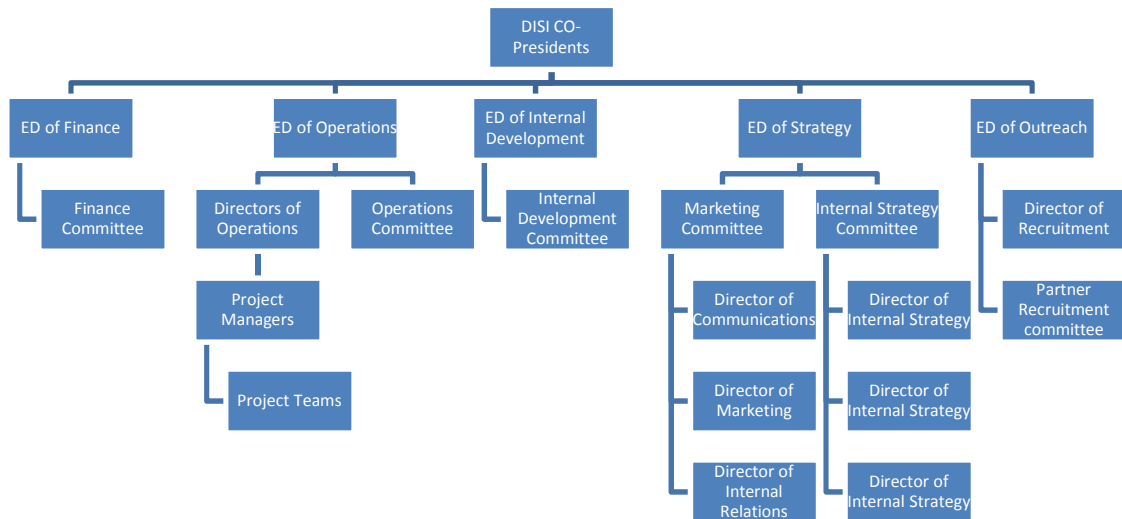
Hope to see you at future events!

Website: www.disiduke.org | Email: disiduke@gmail.com

Questions?

Remind about sign-in sheets!

Appendix H: DISI Fall 2013 Organization Structure and Committee Description



Marketing Strategy Committee

The Marketing Strategy Committee is responsible for branding, managing the website, and creating partner outreach and recruitment materials. The committee will also initiate other marketing initiatives that will increase DISI's presence at Duke and the greater community.

Internal Strategy

The Internal Strategy Committee steers DISI towards the future direction of the organization, as well as refine DISI's current internal processes.

Internal Development

The Internal Development Committee helps plan professional development, skillshare, social and networking events for DISI members and the greater Duke community. The mission of internal development is to support DISI members, and foster conversations and learning across the disciplines.

Partner Outreach

The Partner Outreach Committee seeks new connections with nonprofits, social business, governmental organizations, and Professors who are interested in working with a DISI project team. The committee will also continue to develop current partnerships with social organizations.

Operations

The Operations Committee helps run current core operations of DISI. These include overseeing projects that are currently occurring. Another vital role of the operations committee is project selection: the operations team will review all request for work and selects these projects that teams will work on in the Spring semester.

Finance

The finance committee will help the Executive Director of Finance budget for both short and long term, manage current funds, and find new channels for funding, which may involve grant writing and seeking new partnerships.

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Appendix I: Fall 2013 Project Category List

Impact Evaluation

Project 1: Food for Thought

Project 2: The ArtsCenter

Project 3: Professor Robert Conrad and Durham County Criminal Justice Resource Center

Strategy

Project 4: Durham Public School's Hub Farm

Project 5: Durham Connects

Project 6: Robert Malkin's Developing World Technology Laboratory

Design

Project 7: Veteran Employment Base Camp and Organic Garden (VEBOG)

Fundraising

Project 8: Safe Space Inc.

Marketing/Social Media

Project 9: Achievement Academy

Project 10: NC Community Health Center Association (NCCHCA)

Capacity building/integrating technology

Project 11: Johnson Internship

Impact Evaluation/Strategy

Project 12: Kids4Peace

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Project Descriptions

Project 1: Food for Thought

Website: www.ncfoodforthought.org

Mission: A community backpack program that provides weekend meals to food-insecure school children throughout Salisbury and Rowan County

Project Categories: Impact Evaluation

Project Description:

We would like to use data to measure the impact of our program on children in the community. This data could also be used to improve messaging to community stakeholders, funders, and to raise public awareness through social media and other publications. Our end-of-the year survey instruments are fairly basic and not particularly good at targeting the impact of our activities (providing weekend food to children). We have struggled with how to show how weekend meals would impact attendance or academic performance. An on-going debate within our organization is whether to go "deeper" (do we do more to support the students we are currently serving) or "wider" (do we try to serve as many children/schools as possible in the current capacity). It would be helpful to base a decision such as this on concrete data. If DISI could provide any assistance regarding the types of data we should be collecting, as well as effective mechanisms to collect and analyze that data, which would be an extremely beneficial form of assistance to our program.

Project 2: The ArtsCenter

Website: www.artscenterlive.org

Mission: To inspire artistic creativity and to enrich the lives of people of all ages

Project Categories: Impact Evaluation; Database management

Project Description:

This organization has been inspiring people to get into arts, of any form, and increase the overall creativity of individuals. They have been running for 39 years and have their data scattered - excel sheets and access databases on personal computers of different volunteers. Data includes donors and donation records, contact information of adults and children who have used the ArtsCenter, and registration/planning information for summer camps and after school activities. They want all of it integrated into a cutting-edge database system. DISI will have access to part-time staff and volunteers for data importation. While the database design/data importation will be heavily computer-science related, they want the perspectives of public policy and business students in the design so that the organization's impact factors, which are not really defined, can be measured.

Project 3: Professor Bob Conrad's Project Evaluation Software + Criminal County Criminal Justice Resource Center (CJRC)

Website: <http://dconc.gov/index.aspx?page=144>

Mission: Promote public safety through support for the local criminal justice system and to supervise and rehabilitate justice involved individuals through a wide array of supportive services so that they may achieve their full potential as contributing members of their community.

Project Categories: Impact Evaluation; Integrating technology

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Project Description: (This project is a hybrid of two proposals)

Professor Bob Conrad is an Associate Professor of Public Policy and Economics, and is an expert on project evaluations. Dr. Conrad's project evaluations method is designed to provide the basic framework for the economic appraisal of any project from a social point of view. The method can be used to evaluate infrastructure, research and development, environmental policy and almost any other project. DISI will adopt Professor Conrad's project evaluations method to measure the impact of CJRC's services. DISI aims to eventually create a free website where nonprofits across the nation will be able to use Professor Conrad's project evaluation method. CJRC will be the first organization to use this software.

Details of CJRC's needs: CJRC wants to show the impact of services it provides. They have done one-year re-arrest, conviction and incarceration studies after program completion. They also track employment readiness and placement assistance. They would like to do studies of which services and/or combination of services have a positive impact on attendance, engagement, successful completion and abstinence from substance abuse and crime while in the program and after completion. They have a Client Information System (CIMS), which is their client database and tracks all clients' activities, dates of service, and termination reason. The main objective of the project will be to determine what data they should collect and software tools they should employ to more efficiently determine what effect services have on desired program outcomes.

Project 4: DPS Hub Farm

Website: <http://thehubfarm.wordpress.com>

Mission: The Farm engages Durham Public School students and teachers, as well as the greater Durham community, in all aspects of the local food system, environmental stewardship and career development.

Project Categories: Nonprofit strategy

Project Description:

The DPS Hub Farm is an emerging farm to fork and outdoor learning lab for the Durham public school system and greater Durham community. We have a good start at a business plan, budget, organizational framework, and logic model for the project but we would like DISI to help us with professional support and guidance developing our not-for-profit business model.

Project 5: Durham Connects

Website: www.durhamconnects.org

Mission: Durham Connects' mission is to increase child well-being by supporting parents through community resources.

Project Categories: Expansion strategy

Project Description:

Durham Connects provides in-home nurse visits to parents of newborns that live in Durham County. The organization is part of a bigger project under the Duke Endowment that wants to address the problem of high child maltreatment in Durham. Over the last five years, Durham Connects has established a great reputation in the community, and its impacts have been extensively researched. Professor Ken Dodge of the Sanford School conducted an impact evaluation that found that when this program is implemented in large numbers, it is successful in penetrating most of the community, achieves high rates of family-consumer satisfaction, and is delivered at affordable cost. Durham Connects is getting state, national,

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and international requests for dissemination and replication. All of Durham Connects' materials are Durham focused. They would love to collaborate with DISI to create a toolkit for the World Bank that would be applicable to other sites hoping to adopt the model. They also have questions about how to sustain the program, and whether or not they should copyright them to receive revenue from their toolkits.

Project 6: Robert Malkin's Developing World Technology Laboratory

Website: <http://dhtlab.pratt.duke.edu>

Mission: Dedicated to understanding, creating, and disseminating healthcare technology to the world's neediest

Project Categories: Expansion strategy

Project Description:

The Developing World Healthcare Technology Laboratory at Duke University (DHTLab) in collaboration with Harvard's Program in Biomedical Engineering (Harvard), Engineering World Health (www.EWH.org) and The Global Public Service Academies (www.GPSA.org) operates summer programs focusing on science, engineering and technology (STEM) in Tanzania, St. Vincent and the Grenadines, Nicaragua and Guatemala for students from high school through college. The goal of this effort is to research Belize as a new site for operations. The result should be a detailed report and a list of contacts and business relationship initiation. The report should contain information on: health care system, clinical care system (faith-based and public), health and health burden, safety, economy, NGO operations, ESL operations, and a list of at least 3-5 specific clinics that are interested in partnering with the DHTLab. It is anticipated that most of the information will be gathered by direct interviews of clinical providers.

Project 7: Veteran Employment Base Camp and Organic Garden (VEBOG)

Website: www.veteransorganicgarden.com

Mission: Reduce the unemployed and disadvantaged veteran population and provide a pathway into the workforce as employable individuals, and increase the quality of life for the disabled veteran.

Project Categories: Design

Project Description:

The Veteran Employment Base Camp's organic garden provides temporary employment for veterans during their transition to permanent employment. VEBOG also provides veterans with education on social enterprise, health, and wellbeing. VEBOG needs help from DISI with designing their newest garden. They already have a 3D model of an organic garden, and needs DISI's help to make the garden meet the following criteria: 1. The garden should be accessible to regular people as well as those with limited mobility and/or are handicapped; 2. The garden should be compliant with ADA requirements 3. The garden should facilitate production of vegetables/fruits efficiently and maximize total revenue. The criteria for the garden listed above feeds into the interests of engineering, public policy, and business school, respectively.

Project 8: Safe Space Inc.

Website: www.ncsafespace.org

Mission: Helping families break the cycle of domestic violence

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Project Category: Sequester Fund Replacement

Project Description:

Safe Space Inc. has lost over \$300,000 in federal grant funds for 2013-2014 due to the federal sequester. This has caused a tremendous impact on Safe Space: lay off of employees, 20% reduction in salaries across the board, elimination of benefits to employees and a reduction in our services and programs. This has caused a tremendous impact on our agency: lay off of employees, 20% reduction in salaries across the board, elimination of benefits to employees and a reduction in our services and programs. The agency is located in a poor rural area with a small donation base. DISI would bring Safe Space fresh ideas that will help the agency increase its donation base, marketing strategies, and community engagement.

Project 9: Achievement Academy

Website: www.achievedurham.org

Mission: Teaches and supports young adults who have dropped out of school in order to reconnect them to the opportunities an education provides

Project Category: Marketing strategy; Social media

Project Description:

Along with several other community youth services organizations, Achievement Academy has noted a growing number of young people in Durham who are falling prey to online and mass media marketing by for profit schools - at both the secondary and post-secondary levels. Particularly at the high school level, students do not know the difference between accredited, legitimate programs and so-called diploma mills. We are establishing an interagency working group to take on this issue, with the idea that mounting a social media campaign and creating a locally contextualized counter-narrative that utilizes ethical but powerful media strategies could help young people in our community ask smart questions and become wary, knowledgeable consumers of educational programming. Achievement Academy wants DISI to design, implement, and evaluate a social media campaign aimed at educating young adults about legitimate and bogus high school diploma programs to reduce the number of youth being siphoned away from productive educational pathways that enable entry into postsecondary programs.

Project 10: NC Community Health Center Association

Website: www.ncchca.org

Mission: To promote and support patient-governed community health care organizations and the populations they serve.

Project Category: Social Media

Project Description:

Over the next 9 months, NCCHCA wants to build a social media presence for two purposes: 1) to bring attention to the work Federal Qualified Health Care Centers (FQHCs) are engaged in in an effort to increase access to affordable health insurance due to the Affordable Care Act; and 2) to utilize the social media network to engage communities, particularly low-income communities, in advocacy on behalf of FQHCs in advance of the next state legislative session. NCCHCA would like DISI to help us develop marketing and social media strategies to address both of these goals with a focus on best practices for communication, advocacy and advertising using social media platforms. As part of this project, we would

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like DISI to develop an evaluation plan so we are able to assess how effective our communication and social media campaigns are in the future.

Project 11: Johnson Internship

Website: www.johnsoninternship.org

Mission: Support selected interns for one year in an intentional community that is visible, stable, fiscally sound, and transformative, all under the guidance of an engaged Staff and Board of Directors committed to their physical, spiritual, social success and well-being.

Project Category: Volunteer Management; Capacity building

Project Description:

The goal of this project is to create a volunteer system that meets JIP's needs. Volunteers are involved with both long-term and short-term projects. JIP would like DISI to design a volunteer system that also efficiently uses staff work time. The main objectives of the project will be: to assess JIP's need for volunteers by determining which tasks can be completed by volunteers; create volunteer job descriptions (including time commitments); and design strategies for volunteer recruitment, management, and evaluation.

Project 12: Kids4Peace

Website: <http://www.k4p.org/>

Mission: Help children of difference cultures and faith traditions to explore their similarities and differences, learn understanding, tolerance and respect, while fostering sustainable friendships across the lines of conflict.

Project Category: Integrating new tools and technology

Project Description:

To design and implement an impact evaluation process, with application to program development, case for support, and strategic planning (primarily a redesign of the organization's global structure and roles and responsibilities. DISI could also help with research design, designing surveys and interpreting results. The team will present the full picture to the board in January -- (a) a summary of the impact evaluation to-date, (b) recommendations related to one or more of those three application areas, and (c) tools for use in ongoing evaluation and monitoring. DISI should prioritize its recommendations for organizational design and case for support.

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Appendix J: Project Selection Rubric

Partner Organization Name:

Partner Interview Status (yes/no/date):

Please review the following selection criteria based on the Request for Work and Interview notes. Rate the proposed project using the following scale:

- 0 - does not satisfy
- 1 - minimally satisfies
- 2 - partially satisfies
- 3 - fully satisfies

Does the proposed project:	Score (0-3)
Appeals to interests across our disciplines? (Policy, Engineering, Business)	
Has clearly defined objectives/steps/goals?	
Presents an opportunity to learn new skills and apply what we know?	
Requires at least one concrete deliverable?	
Goes beyond a purely research based project?	
Avoids any major constraints/barriers with feasibility? (for example all data is available and accessible, no IRB approval, no extensive technology requirements)	
Requires skills that match with what DISI students can offer?	
Can be completed within one semester? If not, comment on feasibility of project being transferred to a new team.	
Comments:	
TOTAL SCORE (out of 24)	

First Reviewer Name:

Second Reviewer Name:

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Appendix K: Project Manager Sheet Task Sheet

Thank you for dedicating your time as a DISI Project Manager this semester. We hope you have a great experience. There are a few things we'll need you to do throughout the semester to help DISI run, and the sooner most of these get done, the less work you have to do and the less annoying Kaitlin and Arjun have to be.

The ASAP Checklist:

Item	Complete (Y/N)
Submit Innovator Rankings to Co-Presidents	
Set meeting with ED of Operations	
Send your Professional Picture/Bio to _____	
Join Duke Groups: https://duke.collegiatelink.net/organization/disi	
Join DISI PM Listserv https://lists.duke.edu/sympa/subscribe/disi_pm	
Join the DISI Facebook Group www.facebook.com/disiduke	
Join DISI Listserv https://lists.duke.edu/sympa/subscribe/disi	
Schedule First Team Meeting	
Give to Innovators Their DISI-Wide Calendar	
Schedule Team Social Event	
Take Team Picture and Send to ED of Marketing, Candice Jansen	
Send your picture and bio to ED of Marketing, Candice Jansen	
Inform Ed of Ops and Co-Presidents of Meeting Schedule	
Review Reimbursement Protocol	

General Deadlines:

Event	Proposed Dates
First Project Manager Meeting	January 15, 2013
Submit Team Preferences	January 24, 2013
Managers Meet with Clients to Narrow Scopes	January 15-January 27

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Team Matches Finalized/Project work Begins	January 27, 2013
Project Charges Complete and Sent to ED of Ops for comment	February 7, 2013
Team MOU's Complete and Sent to ED of Ops	February 7, 2013
Project Charges Signed by both PM and Partner	February 13, 2013
Key Internal Project Deadlines Determined (or Project Management Template Complete)	February 21, 2013
Evaluation 2 Sent Out	April 2, 2013
Evaluation 2 Complete	April 16, 2013
Check-In on Projects versus Deadlines	Varies by Team
Projects Complete (Deadline Presented to Managers)	April 17, 2013
Project Manager Meetings w/ ED of Ops—All PMs, Small Teams, or Individually	TBD

Appendix L: DISI Project Manager Interview Questions (max 25 minutes)

Name:

1. You said that you are interested in [these projects], can you let us know why you are particularly motivated to lead these projects?

Dynamic Charter School

Notes:

Rating (check one):

Excellent

Okay

Not great

2. As you know, DISI teams will be interdisciplinary and our partners will be nonprofit organizations or professors. Tell us about a time where you successfully worked on a project with a person or a team from another disciplinary background to achieve a goal. Did you run into any conflicts with them, and how did you deal with it?

Notes:

Rating (check one):

Excellent

Okay

Not great

3. DISI teams comprise all graduate students, and naturally we are all busy. Suppose you have a team member or multiple team members who are not responsive to your emails or neglecting deadlines, what would be the process in which you deal with this person?

Notes:

Rating (check one):

Excellent

Okay

Not great

4. What is your leadership and organization style?

Notes:

Rating (check one):

Excellent

Okay

Not great

P

5. Describe a decision that you made that wasn't popular and how you handled implementing it. (Could be part of a team or as a leader.)

Notes:

Rating (check one):

Excellent

Okay

Not great

6. What else are you involved with this semester and how will you make sure that DISI work still remains a priority in your schedule?

Notes:

Rating (check one):

Excellent

Okay

Not great

7. How will you work to make an enjoyable atmosphere for your team?
or: Beyond project work and team meetings, what else would you like to do with your teams?

What else are you involved with this semester and how will you make sure that DISI work still remains a priority in your schedule?

Notes:

Rating (check one):

Excellent

Okay

Not great

8. (For international students) We know this is the first time that you will be working on teams in the US, and we can sense from your application that you are very motivated to do so. How people work in the US may be very different from how they work in India. How will you make sure that you and your partner (the “client”) are on the same page? How will you make sure that you get the message across, both to your team, and to your partner?

Notes:

Rating (check one):

Excellent

Okay

Not great

Final Recommendation

Highly Recommend

Borderline

Don't Recommend

Appendix M: DISI Original One-Sheet



PROBLEM

As the world becomes more integrated and problems become more complex, there is a growing need for higher institutions to train interdisciplinary professionals. Duke does not have a student-driven project-based group of this nature.

VISION

To create a dynamic interdisciplinary graduate and professional student group at Duke that collaborates on solving complex problems using solutions that integrate business efficiency, technological innovations, and effective policy.

VALUES

We are devoted to serving only the social sector, using the intersection of policy, efficiency and innovation.

We will never charge for our services.

We are dedicated to the professional needs of our members.

We are results-oriented.

STRATEGY

Provide socially motivated recommendations for local, national, and international nonprofits and government organizations.

Solve case studies that require cross-disciplinary expertise.

Share practical knowledge across disciplines through a semester curriculum that includes professional development seminars and discussion groups.

First Meeting: February 8, Sanford Rm. XXX
Contact Danny (hellerdeh@gmail.com) or Jen (yaningshen@gmail.com) for more information

Appendix N: DISI Initial Internal Strategic Plan

Group Name: Duke Interdisciplinary Social Innovators (DISI)
Written by: Danny Heller and Jennifer Shen
January 21, 2013

Executive Summary

- To create a dynamic interdisciplinary graduate and professional student group at Duke that contributes its talents at the intersection of business efficiency, technological innovation, and effective policy to serve social organizations.
- Since problems in every sector of society are becoming increasingly interconnected, students at Duke wish to graduate with a wide breadth of skill sets and practical experiences.
- Social organizations, including nonprofits, government organizations, and NGOs, that are understaffed and lack sufficient funds could benefit from interdisciplinary professionals and working groups that help their organizations grow, build capacity, and increase their impact.
- DISI will bring students from across the professional schools to collaborate on pro-bono real-world projects and construct innovative strategic recommendations that help tackle problems that social organizations face.
- All our work will focus on integrating business efficiency, technological innovation, and effective policy.
- DISI will be student-driven.
- DISI is sponsored by Nick Carnes. Engineering Professor David Schadd is on the Advisory Board.

Group Description

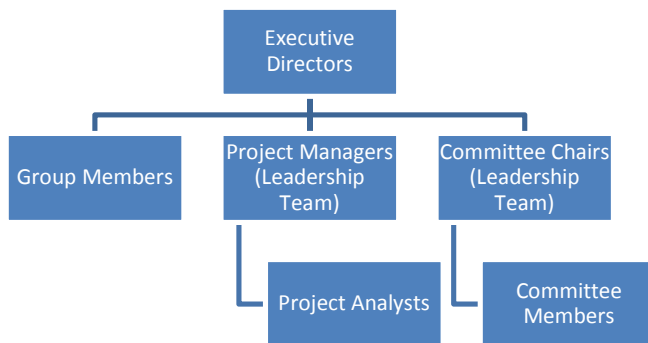
Activities

- Projects with local, domestic, and international non-profits and governmental/non-governmental organizations
- Case competition with local nonprofit
- Student-initiated curriculum that includes professional development seminars and discussion groups
- Case studies on complex domestic and global problems
- Networking and speaker events

Organization Information

The Executive Team of DISI will comprise of Sanford, Fuqua, and Pratt chairs who will oversee all operations. Students will have the option to join or lead committees or a project team.

Organizational Structure:



Committees:

- I. Partner Outreach: Network with social organizations to find future partners and casework, plan case competition
- II. Internal Development: Curriculum, planning professional development and events
- III. Public Relations & Marketing: Responsible for recruiting, Duke presence, external presence (online and otherwise)
- IV. HR and Quality Assurance: Executive team manages all relationships and ensure compliance with university, organization, and partner guidelines

Role Specification (Sample Job Descriptions Available)

- I. Project Analysts will work on-the-ground on projects with partners.
- II. Project Managers plan, manage, and execute completion of accepted partner proposal. Project leads cycle on the DISI leadership team for the duration of the project.
- III. Committee Members will complete projects essential to the internal operations of DISI.
- IV. Group Members can attend meetings without any working obligations.

Quality Control

DISI has spent considerable time thinking about how to ensure quality work for partners, given student time commitments. As a result, DISI has established a preliminary process to ensure quality work. This includes the following:

- All Project Team members must complete DISI’s internal curriculum.

- DISI will either propose a project for potential partners or partners will submit request for work. In the case of DISI proposing the project, deliverables will be identified, deadlines proposed, and the team will be preselected based on their interest and their time commitment to the project. The partner will know in advance the availability of their teams and a point of contact will be established. If partners submit a request for work, DISI will gather a team based on interest and availability. In both cases, students and partners will sign a document indicating their understanding of and commitment to the project (rough draft of this document is available).
- The following evaluations of work will be provided collected periodically for both project and committee team members (frequency depends on the length of the project).
 - Partner Evaluations of the Project Team
 - Project Manager's Evaluation of Individual Project Analysts
 - Analysts' Evaluation of Project Manger
 - Self-Evaluations
- If any team member scores "unacceptable" on certain benchmarks in any of the first three sets of evaluation, they will be required to meet with Executive Team and will be removed from the project on the basis of their inability to meet their signed commitment.
- Executive Team makes a commitment to ensure success of project if poor performance threatens a project's success.
- These evaluations are retained for future leadership decisions.
- DISI will be creating further policies and procedures to be outlined in a handbook.

Group Sustainability

DISI will remain sustainable based on its organizational structure, leadership continuity, quality of work, and Duke's continuing support of social innovation and entrepreneurship.

- **Organizational Structure:** creates a leadership pipeline, an incentive to do good work, and ensures that the organization is working on tasks essential to its survival.
 - **Leadership Pipeline:** students can select their areas of advancement and if they do good work, will be able to report their accomplishments and further understand how a social organization functions.
 - **Incentives for strong performance:** accomplishments are documented as students work to advance in the group.
 - **Monitoring System:** DISI will be able to react quickly to poor performance.
 - **Proactively working ahead:** Committees have mandates (that will have metrics) to ensure that critical tasks and plans are created and then executed. For example, the Public Relations Team will be responsible for creating a recruitment plan, selecting their benchmarks, and then consistently executing and editing the plan.
- **Leadership Continuity:** Co-founder Jennifer Shen is a first year PhD who plans to be involved with the group for the duration of her tenure at Duke. Faculty sponsor

Nick Carnes is a tenure-track Professor who will also help with institutional memory.

- DISI's offerings—DISI will offer a great value-added to the Duke community. Its internal curriculum will provide students from all schools skills they did not previously have. Students will also have the opportunity to put real world experience on their resume and network with colleagues from other schools. If accepted, DISI will serve as Duke's only graduate-student socially motivated cross disciplinary working group.
- Duke Landscape—Duke is revamping its curriculum at all levels (IDEAS Initiative) to have class across disciplines that focus on solving particular social problems. DISI's approach appears to be aligned with the University's broader approach. Additionally, Duke is attempting to raise and \$100 million in social-entrepreneurship related research and activities through the Duke Initiative on Innovation and Entrepreneurship. Matt Nash, of Fuqua's Center for the Advancement of Social Entrepreneurship (CASE), who is responsible for raising the funds, and believes that DISI, through partnering with the Duke Student Initiative on Social Entrepreneurship, can serve as evidence of Duke's work on social entrepreneurship.

Internal and External Collaboration:

DISI's goal is to ensure that cross disciplinary work by graduate students serving social sector organizations occurs regardless of DISI's structure. This goal has guided DISI's growth strategy. Internally, DISI seeks to identify Professors, Duke institutions, and student groups that work at any intersection of policy, innovation, and business strategy that can collaborate with DISI in the form of curricular advice, co-hosting professional development events, connections with potential partners, recruitment pitches or simply for general advice. Amongst the organizations DISI has already met with are the Center for the Advancement of Social Entrepreneurship (CASE), Masters of Engineering and Management Program, the Hart Leadership Program, and the Center for Child and Family Policy. DISI has also completed meetings with board members of Fuqua Net Impact club and the Duke Student Initiative on Social Entrepreneurship (D-SISE). Our next steps include expanding our network in the engineering program. We are also working with the **Social Entrepreneurship and Policy Initiative (SEPI)**. **In the long run, we feel that we will affiliate with many of these organizations and co-sponsor many networking and professional development sessions. Our distinct service will be serving social organizations.**

Externally, DISI will hope to reach potential partners through the Duke network and will also establish a partner communication system. Mac and Helene have already been eager to have DISI serve organizations that are looking for help beyond the purview of Policy Analysis and SBLI.

Proposed Timeline

January-February: Recruit; Network; Foster relationships with schools; Receive Sanford Recognition

Early March: Recruit through school contacts for first meeting.

Mid-March: First Meeting, Formalize Committee Structure

End of March: Commence committee activities

April-May: Either One Case or Professional Activity; Initial Committee Plans Complete

Summer: First clients recruited; Prepare for group launch Fall 2013; Plan out professional development curriculum for Fall 2013-Spring 2014

September 2013: First-years recruited for leadership; Client work and Professional development curriculum begins

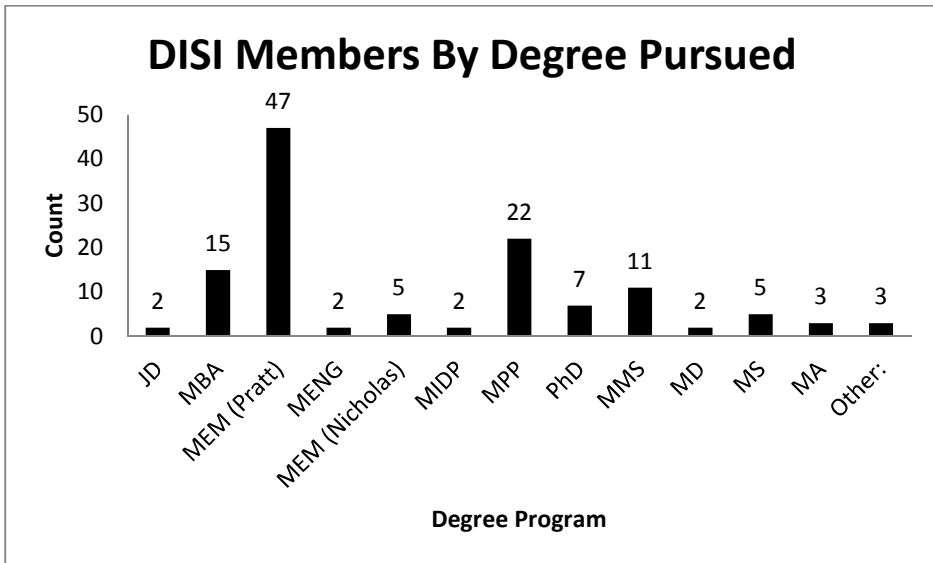
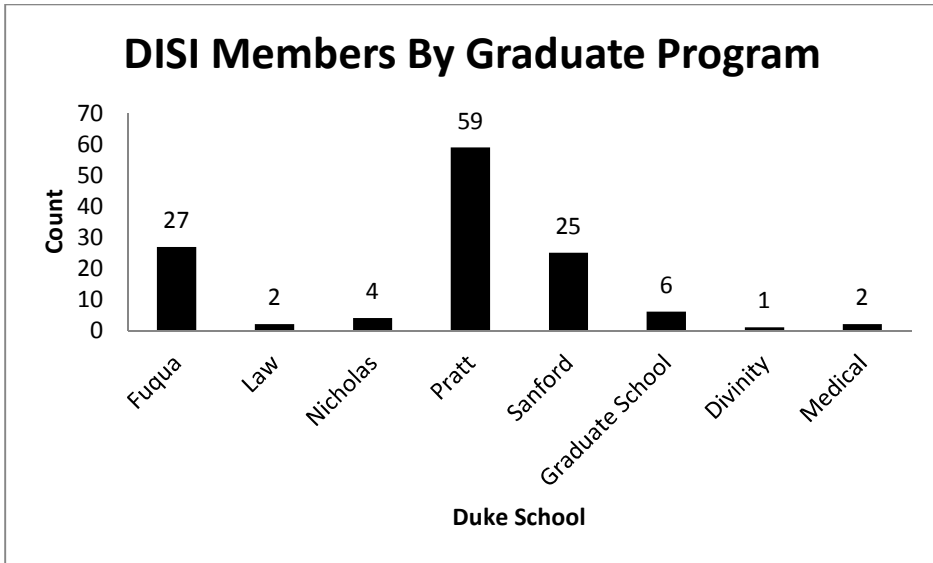
Appendix O: List of Winter 2013 Meetings

Name	Role	Reason for Meeting
Bob Conrad	Professor, Duke Sanford School of Public Policy	Potential Project about impact evaluation software using his methods.
Mac McCorkle	Head of Graduate Studies, MPP Program	To ensure that DISI did not conflict with MPP offerings.
Helene McAdams	Director, Sanford Board Leadership Initiative	To ensure that DISI did not conflict with SBLI's. mission of placing students on the board of non-profits.
Tom Taylor	Professor, Sanford School	To ensure that DISI did not create legal issues for the Sanford School of Public Policy.
Nick Carnes	Professor, Sanford School and DISI Advisor	Advice regarding Sanford Student Council Approval
Jenny Owen	Professor, Sanford School of Public Policy	General feedback regarding DISI's strategic plan.
Jen DeNeal	Member, Sanford Student Council	Feedback regarding our application for Sanford Student Council Recognition.
Bridgett Fletcher	Student Coordinator, Masters of Engineering Management Program	Determining extent of interest in DISI-like program amongst Pratt MEM's and to ask for help recruiting.
David Schaad	Professor, Pratt School. Director, Engineering Without Borders	To get feedback from an engineering professor with our same worldview. Schaad became an advisor
Dawn Aurthur	Member, Fuqua Net Impact Club	To see if DISI could get an in recruiting business school students.
Joel Fleishman	Professor, Sanford School	Allowed us to present DISI in front of his class
Matt Nash and Paul Bloom	CASE Center for the Advancement of Social Entrepreneurship	To see if DISI could receive Fuqua faculty support
Bradley Fox	Director, Master of Engineering Management Program	To ensure that DISI could proceed without interfering with MEM program.
Dorsey Bachenheimer	Student Coordinator, Master of Engineering Program	Determining extent of interest in DISI-like program amongst Pratt MENG's and to ask for help recruiting.
Pranab Majemder	Professor, Fuqua Consulting Client Practicum	Determining if DISI interfered with FCCP's offerings
Jim Sheldon	Professor, Fuqua Mentored Study	Determine if DISI could provide Fuqua students credit.

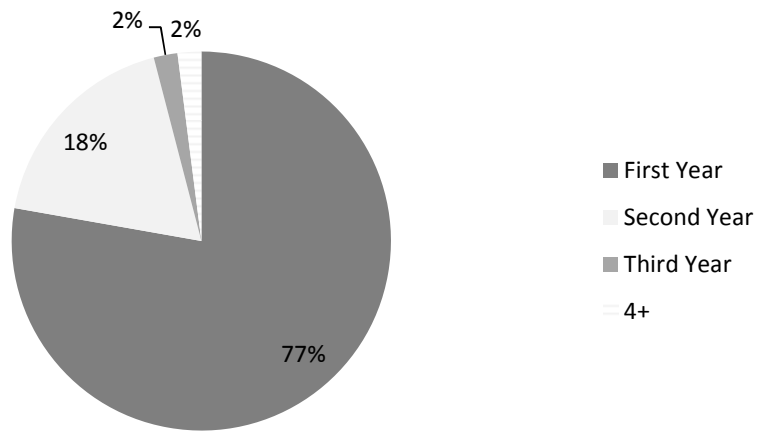
Appendix P: Sample Budget—Close to Actuals

Item	Amount Budgeted
Outreach	100
Info Session 1	50
Info Session 2	50
Operations	2415.024
Projects	1002.512
Team Social Fund	400
Transportation	302.512
Exec Board Meeting Food	300
Team Manager Meeting Food	210
Emergency Fund	200
Internal Development	1980
Social	1280
Social 1: All-Club Meeting	250
Social 2: International Potluck	30
Social 3: All DISI Fundraiser	1000
Skill Share	700
Skill Share 1: Bob Barnes	75
Skill Share 2: KPMG Data Analytics	550
Skill Share 3: Donna Dyer	75
Other Internal Dev. Initiative	0
Internal Strategy	0
Survey Related Technology	
Other Organizational Technology	
Marketing	250
Facebook Ads	
Web-Site Hosting w/ Weebly	50
Printing	200
Outreach	0
Executive/Club-Wide	0
Total Budgeted Expenditures	4745.024
Funds Remaining for Fall 2014	1814.936

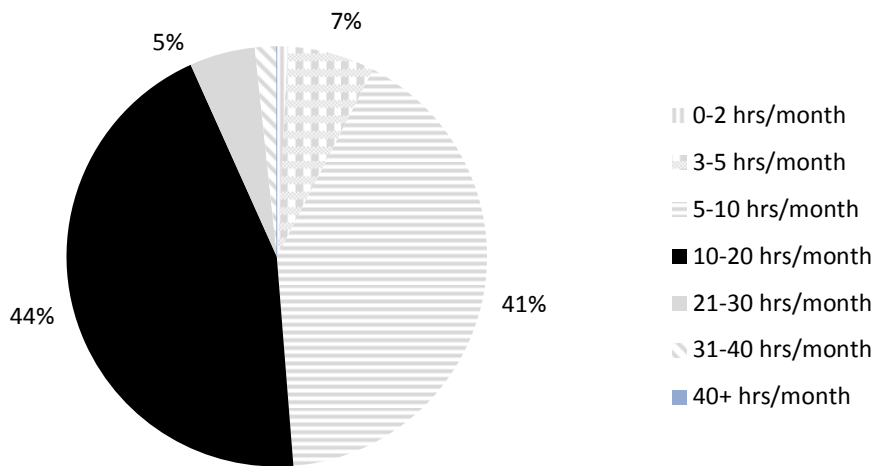
Appendix Q: Information About Fall 2013 DISI Applicants and Participants



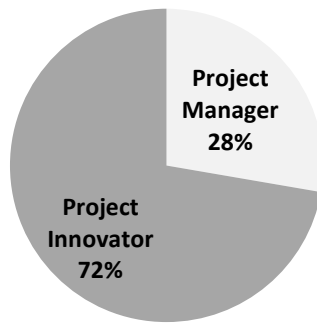
Year in Graduate School, DISI Members



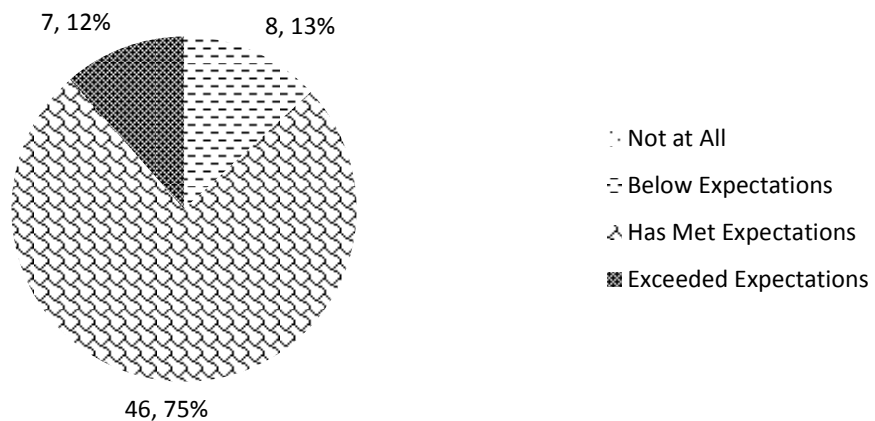
Time Commitment Of DISI Members



Division of DISI Members by Preferred Role



Has DISI provided a forum where you could meet these goals (Stated Goals Prior to Joining the Organization)?



Notes: All but the Final Question were gathered from application data and not anonymous. The final question is from an evaluation of manager that everyone in DISI was required to fill, but only received a 78% response rate. DISI members had a choice to fill out the final question anonymously.

There were 126 applicants to DISI, 79 students placed on teams, two of whom left during the semester.

DISI Member Population By Skill

Skill	Expert	Working Knowledge	Need To Brush Up
Excel	41	68	7
Stata	3	13	10
SAS	2	3	3
SPSS	0	5	15
Access	2	5	8
Matlab	11	9	22
R	1	3	5
SalesForce	2	5	3
C++	6	11	13
Python	1	5	5
Java	4	11	10
HTML/CSS	3	8	12
PHP	0	2	0
ASP.NET	0	2	1
Photoshop	2	20	26
Indesign	0	6	4
Illustrator	0	7	3
Final Cut	0	7	1
Microsoft Access	3	10	20
MySQL/SQL	2	6	7
Oracle	2	1	1
Solidworks	2	3	9
Mathematica	3	6	8
Building medical devices	1	7	1
Cost-benefit analysis	5	29	15
Stakeholder analysis	5	12	3
Public speaking	25	52	8
Project management	19	49	6
Survey design	5	23	14

Appendix R: Fall 2013 Client Satisfaction Survey

1. Please Rate Your DISI Project Experience on the Following Dimensions.

#	Question	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	N/A	Total Responses	Mean
1	The project team delivered the results and quality that were promised:	0	0	0	2	7	0	9	4.78
2	I understood the eligible projects, available hours, and scope a DISI team could provide.	0	0	1	1	7	0	9	4.67
3	The project deadlines were met:	0	0	0	4	5	0	9	4.56
4	I knew the status of my project at all appropriate times:	0	0	0	1	8	0	9	4.89
5	There was open, honest and timely communications with my manager:	0	0	0	1	8	0	9	4.89
6	The project team provided an outside perspective and demonstrated creative and flexible approaches:	0	0	0	2	7	0	9	4.78
7	An Interdisciplinary Project Team Served the Needs of my organization:	0	0	0	2	7	0	9	4.78
8	Without DISI, the specific project would not have been completed within the next 6 months.	0	0	0	1	8	0	9	4.89
9	There was the proper amount of communication from the DISI Executive Team	0	0	0	3	6	0	9	4.67

10	In regards to overall value, I believe DISI met or exceeded my expectations:	0	0	0	2	7	0	9	4.78
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2. If you disagreed or strongly disagreed with one of the statements above, please let us know why. Additionally, what went well with your project?

Text Response

Our project went quite smoothly and the students went above and beyond what we expected. We start construction in January and the ADA compliant plan is instrumental in order for us to continue our plans. The team was a pleasure to work with, quite professional. Thank you so much.

The team did a good job of delegating their tasks and including everyone on the team. They could have done better with making the final result more uniform stylistically.

The project went well and the team was very thorough. We are a non-profit dealing with crisis issues and the team was very understanding.

I had no strong disagreements with the statements.

I had a really wonderful experience with DISI and look forward to working with them again in the future.

The DISI team was an excellent addition to the work of our organization. They were professional, flexible and really grew to understand the nuances of our organization. Their feedback and work will have a long-standing impact on Food for Thought.

What was difficult was getting the project started. Once we started, then there was only a month and half left before it ended. Meetings were great, feedback was very helpful, documentation was very helpful as well.

The group was responsive to deadlines and identified research that we may not have uncovered otherwise.

The team was a great asset to our organization. We would not have been able to do the project without their help.

Statistic	Value
-----------	-------

Total Responses	9
-----------------	---

3. Any further suggestions or feedback?

Text Response

You might already provide the following, but if not, I think it would be helpful to provide your teams with training about how to consult, including a suggested work flow or timeline. My team was good once we got going, but they had a hard time getting their minds wrapped around the project in the beginning. I think this would be eased if they had thought through what kind of information they needed and asked direct questions in the beginning. I appreciated the Executive Team checking in periodically and working with my team when they needed some support.

Overall we are extremely satisfied with the project. It was handled professionally and with sensitivity to our mission.

The bulk of the project communication and organization appeared to fall to one very competent and conscientious student. She was amazing, but I did not see the participation of other students as much. Perhaps it was behind the scenes, but wonder if most of the work was in fact done by this single student. Wondering how we could have integrated these others students better.

None

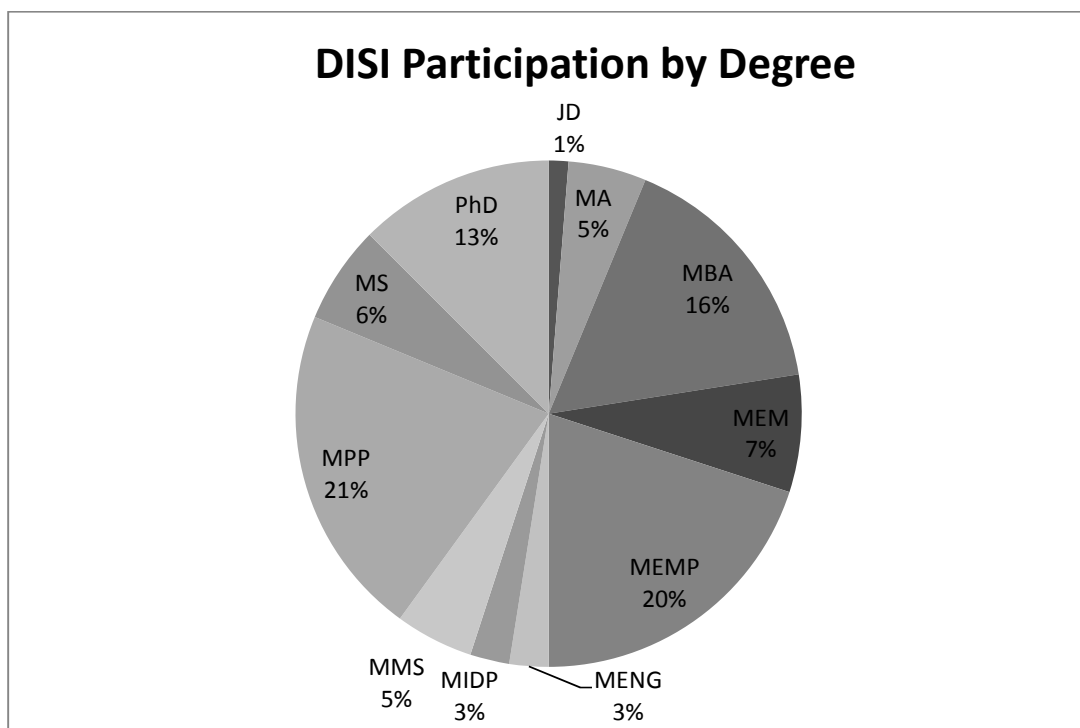
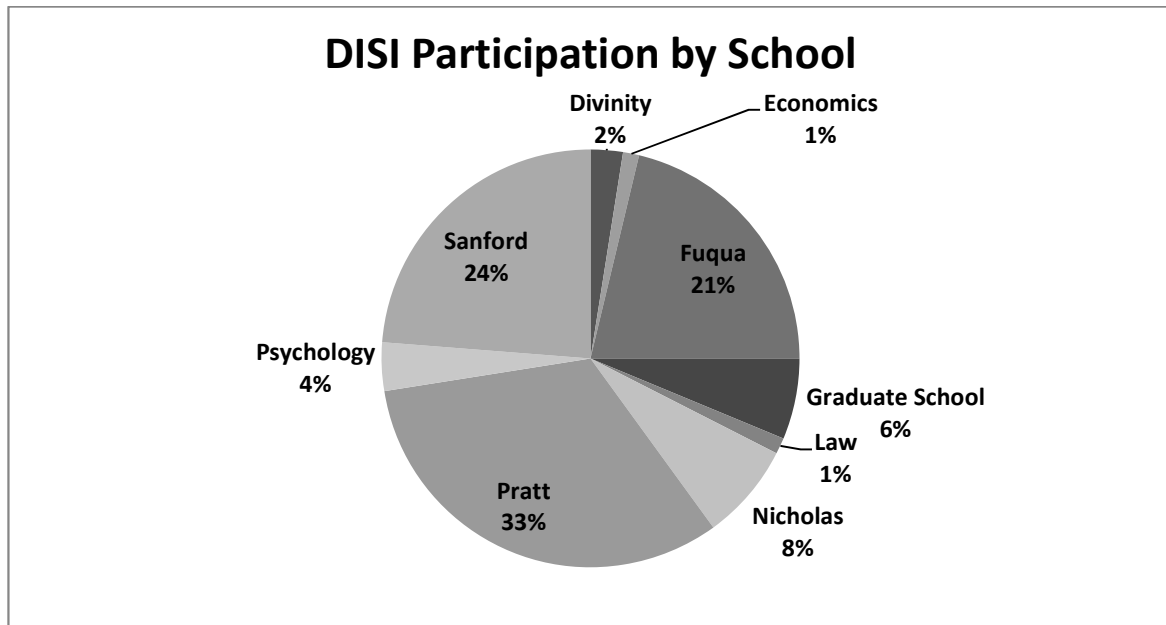
I think getting teams set-up before the semester begins would be great. It's really wonderful to have semesters and particularly with an overlap in the Project Manager, as it allows us to stay on the same page and set more targeted goals for the second semester.

Great team work	
Statistic	Value
Total Responses	6

Note: 9 out of 12 partners responded. The survey was completely anonymous.

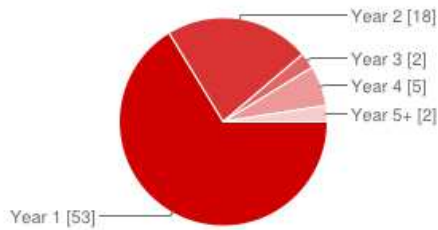
Appendix S: Spring 2014 DISI Applicant and Participant Data

Participant Data



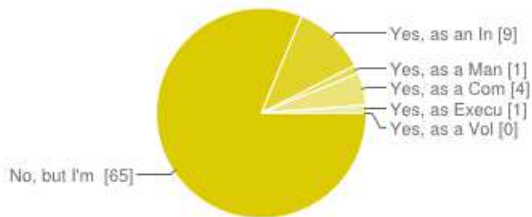
From DISI Applicant Data

What year are you in your Graduate studies?



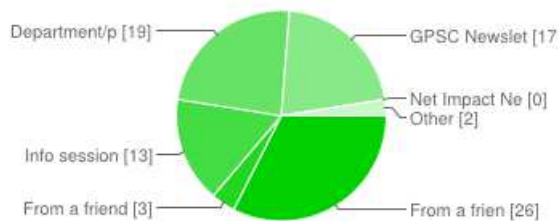
Year 1	53	66%
Year 2	18	23%
Year 3	2	3%
Year 4	5	6%
Year 5+	2	3%

Were you involved with DISI last semester?



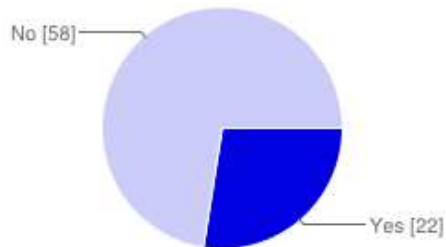
No, but I'm excited	65	81%
Yes, as an Innovator	9	11%
Yes, as a Manager	1	1%
Yes, as a Committee Member	4	5%
Yes, as Executive Board	1	1%
Yes, as a Volunteer	0	0%

How did you first find out about DISI?



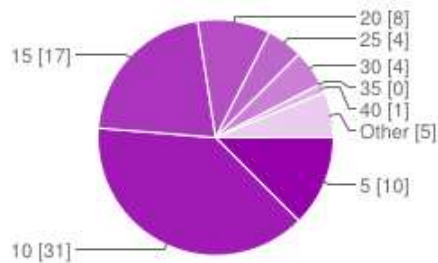
From a friend in DISI	26	33%
From a friend outside of DISI	3	4%
Info session	13	16%
Department/program email	19	24%
GPSC Newsletter	17	21%
Net Impact Newsletter	0	0%
Other	2	3%

Would you like to apply to be a Project Manager with DISI?



Yes	22	28%
No	58	73%

How many hours do you expect to work on DISI per month, including meetings?



5	10	13%
10	31	39%
15	17	21%
20	8	10%
25	4	5%
30	4	5%
35	0	0%
40	1	1%
Other	5	6%

Note: Applicant data does not include some participants who remained on their project teams between semesters, but does include some participants who left the organization between the application due date and being assigned a project team

Appendix T: DISI Example Transition Guides

1. **Brief Overview of DISI Structure**
2. **Proposed Transition Plan**
3. **Executive Board, Project Innovator, Project Manager Recruitment Update**
 - a. **6 Managers from last semester on likely to be continued projects**
 - i. **Brendan Brown, 2nd Year Sanford, Conrad**
 - ii. **Alex Treyz, Divinity, K4P (3 returners)**
 - iii. **Christine McEnery, Fuqua, Durham Connects (1-2 Returners)**
 - iv. **Manager Needed, Food for Thought**
 - v. **Blaise Cote, Hub Farm if interest, somewhere else if not**
 - vi. **Richard Dansoh, Achievement Academy if interest, somewhere else if not**
 - b. **30 Innovators/Manager Candidates**
 - c. **Executive Board**
 - i. **Recommendations:**
 1. **Sonia, ED of Finance and Sanford President**
 2. **Jessie , ED of Outreach**
 3. **Candice Jensen, ED of Marketing**
 4. **Eric, ED of Operations**
 5. **Other EDs of Ops: Interview**
 6. **ED of Internal Development & Internal Strategy: Interviews**
 - ii. **Key Decision Points: Interview or Not**
 - d. **Proposed Spring 2013 All-DISI Schedule**
4. **Schedule and Divide Key Next Steps**
 - a. **Project Manager, Executive Director of Operations, ED of Finance Interviews**
 - b. **Project Management Process Overview w/ Executive Director of Operations**
 - i. **Objective: Approve Process, Plan Project Manager Meeting 1**
 - c. **Budgeting and Fundraising Meeting w/ Annalise Bryant, Executive Director of Operations**
 - d. **Managing the Application Google Doc**
 - e. **Other Exec Board Interviews**
5. **Outgoing President Involvement**
 - a. **Danny as an Innovator and his MP**
 - b. **Jen as....**
 - c. **“Reputation Building”**
 - i. **AJ Fletcher Foundation**
 - ii. **Duke TEDex**
 - iii. **UNC Kenan Institute**

iv. D-SISE

Outgoing Co-President To-Do List:

1. Introduction E-mail to club & stakeholders

Transition To-Do List

Danny's Recommendations: Set blocks of time where we are available to meet with people, whoever is available in that block of time completes the task.

Item	Checklist/Person Responsible
Announce new Presidents to Club	
Interview ED Of Operations	
Interview ED of Finance	
Finalize Project Management Process w/ EDs of Operations	
Interview Project Managers	
Budgeting Meeting w/ outgoing ED of Finance Annalise Bryant and Incoming ED of Finance	
Plan Project Manager Meeting 1	
Assign PMs their Potential Innovators Prior to Project Manager Meeting 1	
Finalize DISI Spring Semester 2013 Schedule	
Execute Project Manager Meeting 1	
Interview ED of Internal Development	
Interview ED of Marketing	
Interview ED of Internal Strategy	
Interview ED of Outreach	
Internal Development Transition Meeting	
Marketing Transition Meeting	
Internal Strategy Transition Meeting	
Outreach Transition Meeting	
Finalize Teams	
President Stuff not Covered by Other Roles Meeting	

Key DISI Events / Deadlines

Event	Proposed Dates
First Project Manager Meeting	January 15, 2013
Managers Meet with Clients to Narrow Scopes	January 15-January 27
Team Matches Finalized/Project work Begins	January 27, 2013
Project Charges Complete	February 7, 2013

Team MOU's Complete	February 7, 2013
Evaluation 1 Sent Out	February 13, 2013
Evaluation 1 Complete	February 26, 2013
Evaluation 2 Sent Out	April 2, 2013
Evaluation 2 Complete	April 16, 2013
Projects Complete	April 17, 2013
Skill Share 1—Project Management 101 by Bob Barnes	Late Jan/Early Feb
Skill Share 2—Data Analytics 101 by KPMG	Late Feb
Skill Share 3—Advertising DISI in your Career Search by Sanford Career Services Donna Dyer	Late March
Skill Share 4—Public Speaking	Mid April
Social Event 1—All Club Meeting	Wednesday, Jan 29, 2014
Social Event 2—Beer and Board Games @ Fullsteam	Saturday, Feb 21, 2014
Social Event 3—International Potluck	Wed Mar 19, 2014
Social Event 4-DISI Nerdlympics or Use the Fundraiser	Saturday, April 26, 2014

Official DISI Calendar by Position—Executive Director of Marketing

Key Responsibilities

- Maintaining
 - www.disiduke.org (through Weebly)
 - Username/Password?
 - Facebook Page (for external)
 - Username/Password?
 - Facebook group (for internal)
 - Username/Password
 - DISI Listserve

- <https://lists.duke.edu/sympa>
- If chosen: to create new social media.
- Write the monthly newsletter
 - Username/password
 - Usually consists of a quick message, key announcements (including upcoming events), and a spotlight on a few teams.
- Using the above medium and potential creating flyers to promote the below events
- Editing/changing the partner recruitment and student recruitment on an as-needed basis (especially as these processes start over again)
 - Student recruitment flyer: Marketing—Flyers
 - Last Semester’s Partner Recruitment Docs (1-sheeter and FAQ’s): Outreach—ForPartnerE-mails_Spring2014Semester

Proposed Dates and Activities

Event	Proposed Dates
Skill Share 1—Project Management 101 by Bob Barnes	Late Jan/Early Feb
Skill Share 2—Data Analytics 101 by KPMG	Late Feb
Skill Share 3—Advertising DISI in your Career Search by Sanford Career Services Donna Dyer	Late March
Skill Share 4—Public Speaking	Mid April
Social Event 1—All Club Meeting	Wednesday, Jan 29, 2014
Social Event 2—Beer and Board Games @ Fullsteam	Saturday, Feb 21, 2014
Social Event 3—International Potluck	Wed Mar 19, 2014
Social Event 4-DISI Nerdlympics or Use the Fundraiser	Saturday, April 26, 2014
Update Partner/Student Recruitment Docs	This Summer

Appendix U: SSN Specific Document

Introduction:

Duke Interdisciplinary Social Innovators (DISI) is a model where graduate students from multiple disciplines use their academic and professional knowledge to consult for both best-practice based and innovative socially-minded organizations on a pro-bono basis. The model was founded on the belief that academia should be oriented towards providing a real-world impact and that social-sector solutions are ultimately interdisciplinary. In its first year, 149 students from eight different Duke graduate schools will complete 24 projects for North Carolina social organizations. Eighty-five percent of students and 100 percent of clients expressed satisfaction with their first semester DISI project experience.

DISI's Mission:

DISI is a socially-motivated organization and is an official student organization of the Duke Sanford School of Public Policy and Duke's Graduate and Professional Student Council (GPSC).

The mission of DISI is to create a dynamic interdisciplinary graduate and professional student group at Duke that contributes its talents at the intersection of business principles, technological innovation, and effective policy to serve social organizations.

DISI seeks to accomplish this mission through:

- Projects with local, domestic, and international non-profits and governmental/non-governmental organizations
- A student-initiated curriculum that includes professional development seminars and discussion groups
- Networking and social events

DISI believes in a mantra of “Do Good, Be Humble, Have Fun.” This represents the fact that the organization believes that students can produce positive social change by having the humility to learn from each other and their community partners. Humility is also viewed as a critical value based on the perception of Duke in the Durham community and the fact that few DISI students either have non-profit experience or a long-term desire to work for a North Carolina non-profit post-graduation. Additionally, since students choose to volunteer for a DISI project and could be spending their time doing other things, the co-founders want the experience to be fun.

Who DISI Serves:

DISI attempts to recruit projects that focus on a variety of social issues and then match students with projects that they are passionate about. DISI is willing to help any socially-based organization, no matter its political affiliation, as long as there are enough students to serve on a team. DISI has served one faith-based organization and several organizations focused on securing basic human needs.

<p>Scaling Academic Best Practices</p> <ul style="list-style-type: none"> • Durham Connects (2 Semesters, Home Nursing) • Professor Bob Conrad (2 Semesters, Criminal Justice) • Professor Robert Malkin (Global Health) 	<p>Federal Government Grant Recipients</p> <ul style="list-style-type: none"> • Carolina Refugee Resettlement Agency • Safe Space (Domestic Violence) • Johnson Internship Program • NC Community Health Center Organization 	<p>Social Entrepreneurship</p> <ul style="list-style-type: none"> • Healing With CAARE • AJ Fletcher 	<p>Progressive Agriculture</p> <ul style="list-style-type: none"> • Rural Advancement Foundation International • Veteran’s Employment Basecamp Organic Garden
<p>Innovative International Models</p> <ul style="list-style-type: none"> • KIDS4 Peace (Israel-Palestine Peace, 2 semesters) • Let’s Be Well Red (Anemia in India) 	<p>Innovative Education-Related Ideas</p> <ul style="list-style-type: none"> • Food for Thought (2 Semesters) • Dynamic Community Charter School • Durham Public 	<p>Other Non-Profits</p> <ul style="list-style-type: none"> • The Arts Center 	

<ul style="list-style-type: none"> Vaccine Ambassadors (3rd World Vaccine Purchasing) 	<ul style="list-style-type: none"> Schools Hub Farm (2 semesters) Achievement Academy Durham 		
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Partners (DISI’s word for clients) are solicited from student networks, the North Carolina Center of Non-Profits, and Duke Professors. Partners fill out a request for work (RFW), are interviewed by members of DISI’s project selection team, and then are scored on a set a criteria that includes whether DISI has the skills to do the project, whether the project will be interesting, and whether the organization will have someone who is actively able to meet and work with the DISI team. In Fall 2013, 31 projects were narrowed to 17 by the project selection committee with 12 ultimately generating sufficient student interest. In Spring 2014, 26 projects were narrowed to 17 by the committee with 12 generating sufficient student interest.

DISI’s Services:

DISI’s competitive advantage is that it provides free student talent that can complete mission critical project that non-profits often have to pay for. The natural disadvantage is that although most students have professional experience prior to joining DISI, the students are less experienced and often times know less about the non-profit sector than other consultants.

DISI advertises that it provides the following services to social organizations: impact evaluation, capacity building, integrating new tools and technology (such as social media or database software), social change strategy, and development and finance (fundraising and budgeting). Projects last a semester, although organizations can re-up for a semester long continuation of their project if there is mutual interest between DISI and the partner. Teams consist of four to six students and each team has students from at least three different graduate

students at Duke. The majority of students are Masters Candidates from the Fuqua School of Business, the Pratt School of Engineering, and the Sanford School of Public Policy.

DISI primarily, but not exclusively, focuses on an organization's infrastructure, as opposed to creating research-based programming. This is necessary because organizations with best-practice programming sometimes need support to maintain or expand programming, while organizations with innovative ideas need structures and systems in place to execute an idea. Many of these organization building skills are taught in the core academic programming in Master degree programs. Others are readily available via research. All projects are provided with resources from non-profit consulting organizations and have an individual within the organization that has completed a similar project before in their professional work. Some examples include:

- A guide for others who want to use Durham Connects' best-practice based model.
- The first year budget and a fundraising plan for Dynamic Community Charter School
- A proposed business plan for Durham CAARE's job incubator.
- A volunteer management system of Johnson Internship Program.
- An American with Disabilities Compliant farm plan for Veteran's Employment Basecamp Organic Garden.

One exception to this trend is in the area of impact evaluation. In one case, a team used Sanford Professor's Bob Conrad project evaluation methods to create an online cost-benefit analysis program that all Criminal Justice organizations with pre-trial programs can use. They also used the method to create a cost-benefit analysis for North Carolina's Criminal Justice Resource Center. In other cases, teams created qualitative survey tools and reporting methods for organizations like Food for Thought and Kids4Peace for the organizations to determine their

success internally and share it with outside stakeholders. However, the quantitative data does not exist to complete traditional research-based program evaluations for these organizations. The projects will allow these evaluations to occur in the future

Project Quality Assurance

All teams have a project manager who is responsible for both maintaining communication with the client and the DISI Executive Team and for holding his team to its deliverable commitments. Teams have an internal MOU document intended to help manage disputes within the team. Innovators (team members) are evaluated once by their Project Managers and vice-versa. Data from these evaluations are used to make in-project adjustments and select future leaders of the organization.

Partners and project managers also sign project charges that list the goals of the projects and the responsibilities of both parties involved. Each partner provides a primary point of contact to communicate with the project managers. DISI's Co-Presidents also reach out to partners via e-mail every 2-3 weeks to ensure that they were satisfied with the work. The project manager also submits updates to one of DISI's Executive Directors of Operations, graduate students with several years of project management who serve as mentors to the Project Managers.

DISI's Preliminary Results

In Fall 2013, Over 120 students applied to be a part of project teams, with engineers representing the plurality of the applicants. Thirty-one non-profits submitted proposals for a Fall 2013 project. Seventy-eight students from eight Duke graduate schools, primarily policy, engineering, and business students, completed 12 projects. Due to the influx of applicants, DISI tried to keep members not placed on projects by involving them on Executive Board committees. Eighty-seven percent of student participant have stated that the club has met or exceeded their

expectations. Out of the nine clients who returned a satisfaction survey, 100 percent of them were satisfied with their DISI team.

At the time of publication, DISI is completing its second semester of operations under new leadership. Seventy-one students are completing another 12 projects. Twenty-six organizations submitted RFWs. This semester, students are more evenly distributed across the graduate schools, but engineers still represent a small plurality of the membership. An additional nine students are on the Executive Board.

The Need for Practical, Best-Practice Based, Interdisciplinary Work

DISI was founded on the belief that social sector solutions are interdisciplinary and that academia should provide a real world impact. Fields such as global health and higher education are incorporating technology to improve outcomes. These interventions require individuals who know the technology, professionals who can evaluate the impact of the interventions, and people who can organize and manage the scaling of these ideas. Additionally, if the United States' infrastructure decay issue is ever addressed, the intersection between the social sector and engineering will become especially acute. Many social organizations, such as Catchafire, and Coursera consist of individuals from the engineering, business, policy, and non-profit sectors.

DISI focuses at the intersection of engineering, policy, and business for these reasons. For example, the Bob Conrad project requires policy students who understand Professor Conrad's cost-benefit analysis method, engineers to design the web tool that will allow others to access the methodology, and eventually, individuals who can spread awareness of a free cost-benefit analysis tool. The project with Veterans Employment Basecamp Organic Garden created an American with Disabilities Act compliant farm design to maximize crop yield.

However, there are no graduate student organizations where graduate students can apply their proven classroom knowledge from the classroom to the social sector in an interdisciplinary context. This is despite the fact that as early as 1999, 80 percent of Fortune 500 companies had more than half their employees on a team (Simpson and Watson 2011) and the fact that the use of cross-functional teams is on the rise in the public sector (Piercy et. al 2012).

DISI provides this practical, interdisciplinary educational opportunity in a way that addresses a human capital need for non-profits. Bridgespan projected in 2006 that the non-profit sector will need 80,000 new leaders by 2016, the equivalent of recruiting 50 percent of the nationwide graduating MBA class for ten years. The sheer inability to attract enough senior leadership talent leaves space for a group that applies best practices from their graduate schools to the non-profit sector.

DISI is a method to facilitate Skills Based Volunteering (SBV), a type of volunteering that has a potential for great impact on the non-profit sector. The Corporation for National and Community Services (CNCS) defines Skills Based Volunteering as, “a strategic type of volunteerism that exponentially expands the impact of nonprofits by incorporating a whole range of skills that strengthen the operations and services of nonprofit organizations.” CNCS considers both pro-bono projects and long-term engagements as skills based volunteering (2013). According to Deloitte, the value of time for available skills based volunteers is close to \$1 billion (Deloitte 2009). Currently, only 12 percent of non-profits align volunteer jobs with the skills of their volunteers (Deloitte 2009).

Sustainability of DISI as an Organization

In addition to DISI’s quality assurance methods, DISI is designed in a way that appeals to the millennial generation that comprises its volunteer corps. Millennials seek to work for and buy

from socially conscious firms more than past generations (Valentine and Powers 2013).

Millennials also prefer to work within existing organization structures and work collaboratively to solve large problems (Hershatler and Epstein 2010). This makes serving social organizations in a team setting, especially appealing to the current generation.

Millennials are also strong believers in personal growth, meaning that they want to be placed in positions where they learn both from their work and surroundings (Hershatler and Epstein 2010). DISI provides Skillshare programming, where students teach each other knowledge from different disciplines. DISI taught Public Policy, Client Engagement, and Intro to Non-Profits. Scheduled Spring 2014 Skillshares include project management, data analytics, and explaining interdisciplinary expertise in a career search. DISI's social events appeal to Millennials' desire for work-life balance (Hershatler and Epstein 2010, Valentine and Powers 2013).

However, DISI will always be a high-turnover model. Graduate programs at Duke for 86 percent of current DISI members end within three years, with the vast majority ending in two. Although 85 percent of students stated that DISI met or exceeded their expectations, over 80 percent of the student organization, and 75 percent of the Project Managers are new to their roles in the second semester. Leadership terms last from January to January, meaning that there is constant transition in this model.

DISI prepares for this attrition in several ways. First, its diffuse leadership structure creates a pipeline of potential future leaders. DISI's Spring 2014 Executive Board is nine people and there are 12 project managers. There will be an additional incoming class of project managers in Fall 2014. Any of these individuals will have an understanding of how the organization works as a whole to be able to take over the organization at the next transition in

January 2015. Additionally, the organization-wide evaluation system identifies those who should be considered for future leadership roles. DISI's leadership team also meets with future leaders far before the due dates for leadership applications to attempt to persuade them to apply.

This makes creating a system to pass along knowledge essential. During the past leadership transition, the old Presidents met with the new Presidents and presented a transition guide for each Executive Board position. The Co-Founders held separate meetings with the new Co-Presidents and the new incumbent Executive Board member for each role to pass along key organizational knowledge.

With that said, DISI will never be a top priority for anyone in the student organization other than the co-Presidents. Pursuing academic objectives, career objectives, financial-aid related work, and other school-related organizations all compete with DISI. Two-thirds of DISI students are in their first year of graduate school, and those who initially sign up for DISI prior to the school year beginning might not understand the workload of graduate school. The quality of programming will be determinative of DISI's success. Attrition was low (three innovators and one manager first semester, three innovators thus far in the second semester).

Tweaks to the DISI Model for SSN's Purposes

SSN might want to make changes to the DISI model to better serve its mission as, a network of progressive-minded academics who seek to bring academic research into practice. While DISI will help any socially-minded organization regardless of its track record, SSN scholars who start DISI-like organizations might want to limit its services to those that help best-practice based models either scale or improve the business side of their operations. Additionally, SSN professors might want to be aggressive in pursuing ideologically-aligned social organizations.

Additionally, while DISI students use what they learn in their client projects and research best practices in their recommendations, there is no “evidence-based” DISI methodology. This might be a problem for a research based organization. While the author does not find this problematic, SSN professors could work to find some research-based services that students could provide to non-profits. However, this would create much more of a Professor burden than in the current model.

Lastly, a main difference between our work and the work of future student leaders recruited by those who use this document is that DISI was student-fashioned while the idea for similar organizations might be planted by faculty members at different institutions. Whether this will invoke the same type of dedication from student leaders remains to be seen. The co-founders spent a substantial amount of time getting the organization started.

In a separate document, editable appendices are available and can provide insight to how to structure a new DISI-like organization. However, the program will need to be adjusted for the specific contexts at each school. Not every university has a business, public policy, and engineering school to form the basic interdisciplinary skill set of a socially-motivated interdisciplinary student work group. Different project types or clients might be necessary in these cases.

Conclusion

DISI serves social organizations by providing interdisciplinary student teams who apply their classroom and professional experience to their clients. Its initial success in attracting projects and completing them to client satisfaction merits more exploration.

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Manager Survey By Team Members

1. Your Name

2. Your E-mail (Optional)

* 3. Your Manager's Name:

* 4. Please rank using the following scale:

	Unacceptable	Needs Improvement	Meets Standard	Exceeds Standard	Outstanding	N/A
Seeks input from all team members						
Measures results and accountability instead of individual styles						
Encourages others to express different ideas and perspectives						
Open to negative and/or constructive feedback						
Keeps me informed on status of my work and updates in the project						
Gives open and constructive feedback						
Effectively deals with conflict						
Runs an organized and efficient meeting that accomplishes its goals						
Sets a clear direction for our project						
Works with team to establish clear group expectations and						

Unacceptable	Needs Improvement	Meets Standard	Exceeds Standard	Outstanding	N/A
--------------	----------------------	-------------------	---------------------	-------------	-----

norms that are then followed

Actions and behaviors are consistent with words

Provides deliverables on deadline

Supports me, helps me achieve results

Deals with issues that need to be addressed

Provides a clear sense of purpose and direction, roles and responsibilities, for me individually and for our group team members

5. Please describe examples with evidence of any scores of unacceptable or outstanding.

***6. Any other feedback for your manager? Please include strengths and weaknesses.**

***7. What were your goals in joining DISI?**

***8. Has DISI provided a forum where you could meet these goals?**

Not At All Below Expectations Has Met Expectations Exceed Expectations

Rating:

***9. Please explain your rating for the above question and how DISI can improve to help**

you achieve your initial goals in joining the organization?

10. Any other feedback for DISI as a whole?

Done

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Check out our [sample surveys](#) and create your own now!

Survey Of Team Members by Manager

*** 1. Your Name:**

*** 2. Team Member's Name:**

3. Date's Observed

4. Member evaluations will be completed on a regular basis. These reviews are used for quality assurance and for evaluating team member for future leadership roles with DISI. These evaluations should also be used to provide constructive feedback for team members. Categories marked with an * are especially critical. Scores on these categories of less than 3 will result in a meeting with the Executive Team. For all other items, use your best judgment and explain scoring in the additional comments section.

	Unacceptable	Needs Improvement	Meets Standard	Exceeds Standard	Outstanding	N/A
--	--------------	----------------------	-------------------	---------------------	-------------	-----

*Responds Effectively
To Assigned
Responsibilities

*Meets Attendance
Requirements

*Honors Commitments
in a Timely Manner

Demonstrates
Problem Solving Skills

Offers Constructive
Suggestions For
Improvement

Has The Ability To
Learn And Use New
Skills

Demonstrates
Innovative Thinking

Demonstrates
Initiative

Demonstrates
Interpersonal Skills

***5. Additional Comments: Please identify strengths and areas for growth. Justify with evidence from your work with the team member. Make sure you provide evidence for all scores of "outstanding" or below "meet's expectations". Also provide a final recommendation about whether this individual is qualified to serve with DISI in the same or more advanced role.**

Done

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Check out our [sample surveys](#) and create your own now!



Danny Heller <hellerdeh@gmail.com>

[DISI News] Skillshare Event on Thurs, Team Spotlight, Competitions & more!

2 messages

Duke Interdisciplinary Social Innovators <disiduke@gmail.com>

Thu, Mar 20, 2014 at 9:45 PM

Reply-To: Duke Interdisciplinary Social Innovators <disiduke@gmail.com>

To: dh157@duke.edu

DISI duke interdisciplinary social innovators.

In This Edition:

1. RSVP for our *Make DISI Work for You* skillshare & *All-DISI Social* on the 27th of March.
2. DISI Team Spotlight: Learn about what the *Durham Connects* project team has been up to.
3. Join the 2014 SEAD Case Competition.
4. DISI's Eye on Innovation: Read about a toilet the world has never seen before.
5. Mark Your Calendar: ***THE DISI PROJECT SHOWCASE WILL NOW BE ON THE 23RD OF APRIL***

**Make DISI Work for You Skillshare
&
All DISI Social Hour**



So you've had the DISI experience. Now what?

Looking to join but unsure how DISI could help strengthen your career prospects after you graduate?

Donna Dyer, Director of Career Services at Sanford School of Public Policy will talk on advertising our DISI experience in resumes and job interviews.

We're doing wonderful things for our community through DISI and our partners so it's good to brag a bit sometimes ;)

Date: Thurs, 27th of March

Time: 6-7pm

Venue: Bryan Centre

Join us for a happy hour after the event at 7PM! DRINKS AND FOOD ON US at The Loop in the Bryan Centre!

[RSVP FOR BOTH EVENTS HERE...](#)

DISI Team Spotlight: Meet Durham Connects

Meet the Durham Connects team members from left: Laura Bennett, Anthony Au, Christina McEnery, Danya Akbar, and Jamie Xia. They are creating a plug-and-play World Bank toolkit for the dissemination of the "Connects" Model to other communities. The project is part of three phases, the first of which started last fall. This spring, the team and Durham Connects are establishing a Quality Assurance procedure and accreditation proposal to ensure organizations have the capacity to replicate their model. The third phase entails creating a formalized hiring rubric, which will identify behavioral qualifications and provide an interview guide.



[READ MORE...](#)

Join The SEAD Case Competition

The SEAD Case Competition offers a unique opportunity for graduate and undergraduate students from diverse schools and disciplines to work together in teams of four to five to tackle real-time challenges facing an innovative health care initiative in the developing

world. Students can register to participate as a self-selected team, as a partial team (requesting additional team members), or as individuals (to be placed on a team). In addition to the obvious educational benefits and networking opportunities, students will also compete for a cash prize.

[READ MORE...](#)

DISI's Eye on Innovation

World's first solar-powered toilet set for India launch

PTI | Mar 14, 2014, 01:50 PM IST



The toilet aims to provide an eco-friendly solution to help some of the 2.5 billion people around the world lacking safe and sustainable sanitation.



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Duke Interdisciplinary Social Innovators (DISI) · Duke University West Campus · Durham, NC 27708 · USA

The MailChimp logo is displayed in a white, cursive font inside a grey rounded rectangular box.

Duke Interdisciplinary Social Innovators <disiduke@gmail.com>
Reply-To: Duke Interdisciplinary Social Innovators <disiduke@gmail.com>
To: daniel.heller@duke.edu

Thu, Mar 20, 2014 at 9:45 PM

[Quoted text hidden]

This email was sent to daniel.heller@duke.edu
why did I get this? [unsubscribe from this list](#) [update subscription preferences](#)
Duke Interdisciplinary Social Innovators (DISI) · Duke University West Campus · Durham, NC 27708 · USA

The MailChimp logo is displayed in a white, cursive font inside a grey rounded rectangular box.

Our vision:
To become a model of student-driven social innovation that creates concrete social impact for communities through interdisciplinary teams of graduate students.

WHO ARE WE?

Duke Interdisciplinary Social Innovators (DISI) is a graduate student group that provides pro-bono consulting and technology services for social organizations.

WHAT DO WE DO?

DISI's interdisciplinary graduate student teams help social organizations tackle problems at the intersection of technology, business, and policy. We have 12 project teams this Fall 2013.

EXAMPLES OF PROJECTS:

- Design business strategy for Durham Public Schools Hub Farm, a farm-to-fork learning lab
- Construct tools that assess the impact of Food for Thought's services for hungry school children
- Develop a project evaluation website for small nonprofits

Why do we do it?

We truly believe that interdisciplinary collaboration will make a real, long lasting impact on partner organizations and help them achieve their missions!

Who are we looking for?

If you are eager to apply your skills beyond the classroom, and believe that working together across disciplines can make a more meaningful social impact, then DISI is the right place for you.

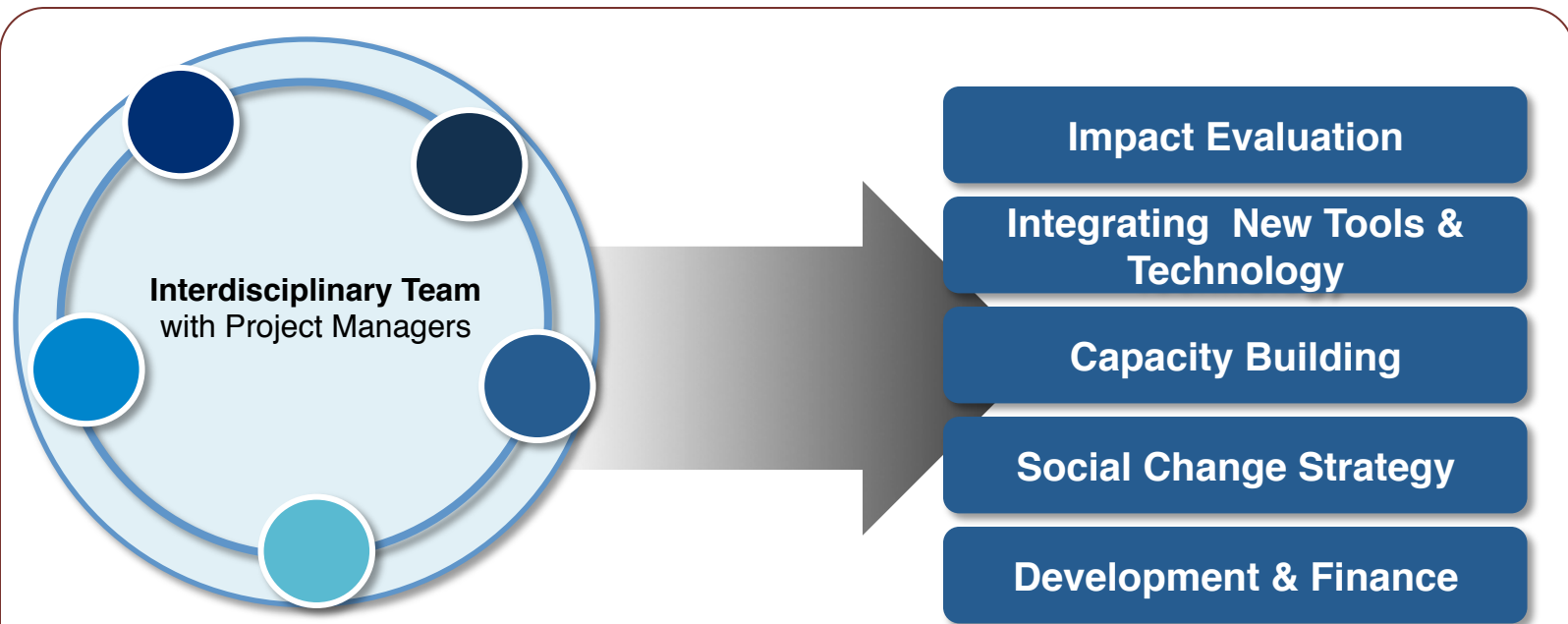
Join us!

Apply now to join a Project Team on the DISI website. Interested in learning more? Come out to an info session:
Wed Jan 8, 5:30pm, Hudson Hall 216
Thur Jan 9, 5:30pm, Rubenstein 153

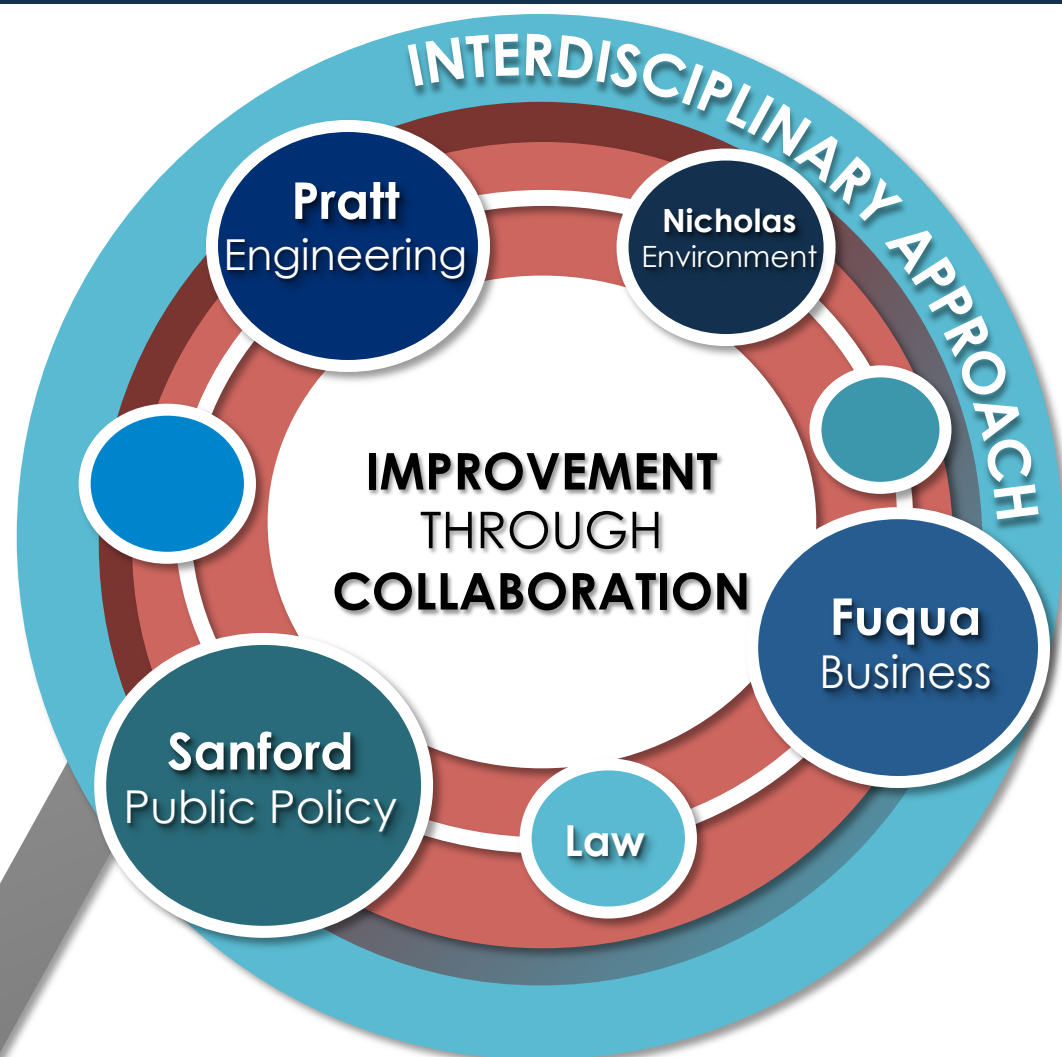
Serving Social Organizations Through Interdisciplinary Collaboration

Duke Interdisciplinary Social Innovators (DISI) provide pro-bono consulting and technology services for social organizations.

We create interdisciplinary teams of Duke graduate and professional from an array of disciplines and backgrounds, and help organizations tackle problems at the intersection of technology, business, and policy. During the Fall 2013 semester, DISI teams collaborated with twelve community partners working on pressing social issues locally, domestically, and internationally.



Ongoing communication with a partner organization
Project length : Approximately 8-10 weeks



November 30, 2013	Request for Work (RFW) Due
November 30 to December 20, 2013	Initial Partner Selection based on scope and feasibility Recruitment of graduate students for project teams
January 20, 2014	Final decisions on Partner Selection based on DISI capacity
February 1 to April 27, 2014	Midterm evaluations and regular check-ins with Partners Project Completed

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DISI Partner Information

Greetings from Duke Interdisciplinary Social Innovators! Thank you for your interest in DISI, where interdisciplinary project teams of 4-6 from across Duke's graduate schools conduct projects with social organizations.

We're sure you have questions for us. Here are some answers.

What is DISI and how can they help us?

DISI teams include students from across the graduate and professional schools at Duke, primarily from the Sanford School of Public Policy, the Fuqua School of Business, and the Pratt School of Engineering. DISI students work in cross-disciplinary teams and contribute their talents to help organizations tackle problems at the intersection of technological innovation, public policy, and business strategy. Teams are matched based on the project's needs and the student's interests and availability.

How much do DISI's services cost?

DISI provides its services on a pro-bono basis. Organizations might have to pay for the material costs for technological solutions provided by DISI teams. DISI will only make recommendations based on an organization's budgetary constraints.

What is the process for working with a DISI team?

Organizations can request help from a DISI team (or DISI will approach an organization with ways we can help). Organizations will complete a Request for Work detailing their organization's mission, potential projects, and other basic information. Partners select a staff member to serve as their project lead. DISI teams will work with each organization's lead to create a set of agreed upon deliverables and deadlines. DISI will respond to work requests and assign teams based on organization need, member interest, and member talents. Projects will be primarily completed off-site with the potential for some on-site meetings. Each team will have a Project Manager, who will serve as the partner's main point of contact and will ensure that deadlines are fulfilled. Project Managers will communicate with Partner Leads on a pre-

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agreed upon regular basis. Additionally, the DISI administrative team will check in regularly to ensure partner satisfaction.

How are DISI teams formed and do partners have a say in team formation?

In the case where there are multiple potential project managers interested in a project, partners and DISI’s executive team members will jointly determine the project manager. Project managers choose their teams amongst a pool of interested applicants with the requirement that all teams consist of students from multiple Duke graduate programs. In their Request for Work, organizations can state the pre-requisite skills necessary to complete a project and DISI will match members accordingly.

What is the schedule for a typical DISI Project?

August 12, 2013	Request for Work Due, Partner provides project lead contact
August 12, 2013-August 26, 2013	Correspondence to prepare requests for presentation to DISI Team Members
September 1, 2013	Final decisions based on capacity made
September 2-7	Project objective, scope, deliverables, and timeline agreed upon and signed
September 8-December 10	Projects are executed and completed

DISI projects are primarily semester-long projects that culminate before final exams. Exceptions for year-long projects can be negotiated on a case by case basis.

How much time do DISI students commit to a project?

Depending on the project, DISI will recruit team members whose interests, availability, and skills align with the project. Time commitments will be part of the final work agreement. On average, each team member will each spend approximately 8 hours per month on projects. Students will pre-determine a monthly time commitment and will sign a document indicating that they will fulfill this commitment until all project deliverables are completed. All team members are evaluated by their project manager. Partner organizations will also be provided

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with Duke's academic calendar. During examinations and vacation periods, students may not be available to participate in project activities. Partners must be willing to work with student's academic responsibilities.

Do DISI Teams get academic credit for their service?

No, DISI is an extracurricular program. There might be exceptions for individual project team members.

What about legal issues?

DISI is an official student organization of the Sanford School of Public Policy and the Graduate and Profession Student Council. DISI complies with all the policies of these organizations. Members of DISI projects will sign and follow all organizational confidentiality and volunteer policies. We hope that partner organizations orient project teams with their organizations. Both partners and members of DISI project teams will sign an MOU that will clarify the terms of the engagement.

Further Questions?

Contact us at disiduke@gmail.com and we'll get back to you ASAP.



DISI Request for Work

Thank you for your interest in Duke Interdisciplinary Social Innovators (DISI). Please complete this request for work so we can better understand your organization's purpose and interest in collaborating with a DISI team. If you have any questions, please contact us at disiduke@gmail.com.

This request for work is due August 12, 2013.

General Information

Organization Name

Address

Website

Social Media Addresses (Twitter, Facebook)

Contact Person Name & Position (This person will be your organization's contact person for the duration of the project)

Email

Phone

Organization Mission Statement

(Please briefly describe your organization's services, role, goals, population, etc.)

Type of Organization (check all that apply)

- Non Profit
- Academic/Research
- Social Business
- Government
- Other: (describe)

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Project Commitments

If selected for a DISI project, the contact listed above will commit to a weekly meeting (on any medium) with the DISI team leader over the course of the engagement.

Agree

The contact listed above has the ability to implement recommendations developed by DISI.

Agree

Project Description

Examples of some of the projects, skills, and services that DISI can offer your organization:

Impact evaluation: DISI comprehensively assesses and measures changes in social, environmental, and financial outcomes as a result of your organization's programs and policies.

Integrating new tools and technology: DISI develops new tools or introduces current technology to help social organizations more effectively and efficiently provide services to the community.

Capacity building projects: DISI enables partner organizations to have greater capacity to deliver on their missions with lasting impact. Potential projects include:

- Needs assessments
- Public awareness and engagement campaigns
- Volunteer system design
- Service delivery design, implementation and delivery
- System and procedure design to enhance and simplify program management
- Other mutually beneficial projects

Social change strategies: DISI helps partners identify visions that seek to achieve social change. DISI will help partners develop strategic plans and establish programs that help achieve these visions.

Development and finances: DISI helps organizations identify areas of financial concern and implements fund-raising and grant writing strategies.

As you fill out the application, please keep these skills and services in mind. The list is not exhaustive but represents the interests and skills of students currently participating in DISI as well as what we anticipate being able to offer.

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The following questions will provide us a detailed description of your current issues, and tell us the key results that you would like from a partnership with DISI. This will ensure that we can speedily help identify core problems and see how we can best help. Please answer all questions.

What is the current problem(s) your organization faces? Please clearly explain the current situation, why the problem exists (if known), and other relevant information. How has your organization currently addressed these problems?

What would the main objectives of the project be? How can DISI help solve these issues?

If you have several projects or project objectives in mind, feel free to list them all and prioritize them based on your organization's need.

In one sentence, please explicitly summarize the goals of the project.

If your organization is selected to work with DISI this year, what would success look like after the project was completed? What results do you hope to achieve after working with DISI? What impact will this project have on your organization?

In what ways do you anticipate this project will provide an educational opportunity for the DISI student team?

Does your project require knowledge and expertise across multiple disciplines and sectors? Please explain.

If your organization is selected, what do you anticipate will be the duration of the project?

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Can your project be completed by December 10, 2013? If not, what is your preferred timeline for completion?

What part of the project will be the biggest challenge?

Has your business previously engaged in a consulting project with other students or outside organizations? If so, please describe the project and its outcome.

How does your organization measure its social impact?

In the space below, please share any additional information that you would like DISI to know. Please also include any dates or times that you will be unavailable for a follow-up interview between August 12th and August 26th.

Confirmation

By signing/typing my name on the signature line below, I agree that the information above is true to the best of my knowledge.

Signature

Date

[Edit this form](#)

DISI Project Innovator and Project Manager Application

Thank you for your interest in the Duke Interdisciplinary Social Innovators (DISI). Please fill out the following application if you are interested in joining an interdisciplinary DISI project team.

You may apply for either the Project Manager or Project Innovator role. Project Managers (PMs) who are not selected may be considered for the Project Innovator position. Project Managers who are interested in becoming an Innovator will have the option to designate projects they are interested in working on as an Innovator. Projects last for one semester.

Project Innovators integrate their unique expertise on the team to support the analysis, planning, implementation, and evaluation of all projects. Each team will have 4-6 Innovators. For more information, visit our website: <http://www.disiduke.org/become-an-innovator.html>

Project Managers will lead project teams, directly report to Partners, and ensure projects are successfully completed in a timely manner. Each team will have one Project Manager. For more information, visit our website: <http://www.disiduke.org/become-a-project-manager.html>

If you apply to be a project manager, please keep Wednesday from 5 PM-7PM free for our first Project Manager meeting.

Email disiduke@gmail.com if you have any questions about this process. Thanks, we look forward to reviewing your application!

* Required

First Name *

Last Name *

Email Address *

Phone Number

We may call you with further questions or clarifying information from your application.

Which graduate or professional school are you in? *

- Pratt
- Fuqua
- Sanford
- Nicholas
- Law
- Graduate School
- Other:

Which degree are you currently pursuing? *

MEM (Nicholas)

MEM (Pratt)

MENG

MBA

MDIV

MPP

MMS

JD

MS

MIDP

PhD

Other:

What year are you in your Graduate studies? *

Year 1

Year 2

Year 3

Year 4

Year 5+

What did you study as an undergraduate? *

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DISI Project Innovator and Project Manager Application

* Required

Basic Information

Were you involved with DISI last semester?

- No, but I'm excited
- Yes, as an Innovator
- Yes, as a Manager
- Yes, as a Committee Member
- Yes, as Executive Board
- Yes, as a Volunteer

How did you first find out about DISI? *

- From a friend in DISI
- From a friend outside of DISI
- Info session
- Department/program email
- GPSC Newsletter
- Net Impact Newsletter
- Other:

How many hours do you expect to work on DISI per month, including meetings? *

Last semester, most DISI teams had about 5 hours per month of meetings, either on a weekly or bi-monthly basis.

- 5
- 10
- 15
- 20
- 25
- 30
- 35
- 40
- Other:

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DISI Project Innovator and Project Manager Application

* Required

Would you like to apply to be a Project Manager with DISI? *

Please choose "No" if you are only interested in becoming a Project Innovator.

- Yes
- No

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DISI Project Innovator and Project Manager Application

* Required

Project Manager

Please rank the projects for which you are interested in being a project manager, up to your top 6.

Note: scroll to the right to see all projects!!! View Spring 2014 Project descriptions here: <http://goo.gl/ltQqNS>. Some projects aren't listed here because last year's managers are continuing.

	AJ Fletcher Foundation	Arts for Life	Carolina Refugee Resettlement Agency	Durham Project Graduation of Durham	Dynamic Community Charter School	Food for Thought	Healing with CAARE
Rank 1	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Rank 2	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Rank 3	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Rank 4	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Rank 5	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Rank 6	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Describe a leadership role you have previously held.

Include what responsibilities you had and anything you learned from the experience. Please be concise.

The two key characteristics DISI looks for in Project Managers are reliability and leadership skills.

Describe examples when 1) you fulfilled your responsibilities under stressful circumstances and 2) when you motivated busy people to turn in an exceptional product. Please be concise.

We are holding interviews from January 8-14th. We are also holding our first project manager meeting the 15th. Please specify below which dates and times work best for you.

Feel free to leave blank if you are uncertain. We can also conduct interviews by phone or via webcam.

Would you be willing to work as a Project Innovator? *

This will not affect your consideration as a project manager.

- Yes
- No

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DISI Project Innovator and Project Manager Application

Project Innovator Project Selection

In this section you can select your degree of interest for our spring projects. Please view our spring projects here: <http://goo.gl/ltQqNS>


Please rank your interest in working on each project as a project innovator.

	Highly Interested	Interested	Somewhat Interested	Not Interested
AJ Fletcher Foundation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Arts for Life	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Carolina Refugee Resettlement Agency	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
CJRC Conrad	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Durham Connects	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Dynamic Community Charter School	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Food for Thought	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Healing with CAARE	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hub Farm	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kids for Peace	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Let's Be Well Red	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The North Carolina Healthy Start Foundation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Noise Free America	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Rural Advancement Foundation International	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Vaccine Ambassadors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Highly Interested	Interested	Somewhat Interested	Not Interested
Wade Edwards Learning Lab	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Achievement Academy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Which project is your top choice?
Please leave blank if you do not have a top choice.

Which project is your second choice?
Please leave blank if you do not have a second choice.

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DISI Project Innovator and Project Manager Application

* Required

Thank you for taking the time to fill out this application. In this final page you can elaborate on your level of interest for specific projects, and any relevant skills you might have.

Why are you interested in your top project choices? *

Please elaborate if you are particularly motivated to work on specific projects.

Do you have any of these skills?

Note: not having a skill requested by a partner does not disqualify you from the project. We only would like to see that at least one person on the team possesses the skills requested.

	Yes, proficient or highly experienced	Yes, beginner or some experience	No
Microsoft Excel	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
SPSS or Stata	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
SAS	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
HTML/CSS	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Access	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
PHP	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Python, Java, C or C++	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Database management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Adobe InDesign	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Adobe Illustrator	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Adobe Photoshop	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quickbooks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Salesforce	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Finance experience	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Marketing experience	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Yes, proficient or highly experienced	Yes, beginner or some experience	No
Consulting experience	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Project Management experience	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Business planning and strategy experience	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Writing/Communications	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fundraising and/or grant writing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Social cost-benefit analysis	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Survey design	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Stakeholder analysis	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Knowledge of local ordinances and municipal government	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Social media analytics: facebook, twitter, mailchimp etc.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Do you have any other skills that you would like DISI to know about?

E.g. juggling, fire-breathing

Other comments or questions?

Please write your full name confirming that everything in this entire application is true, complete, and accurate. *

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