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The Grassroots.org Social Venture Consulting Program

OVERVIEW

The Grassroots.org Social Venture Consulting Program pairs talented MBA students with Grassroots.org Member Organizations in semester-long project-based consulting partnerships. The program is designed to help entrepreneurial nonprofit organizations increase their organizational capacity by providing them with direct access to free business consulting. For the students, these projects provide practical hands-on consulting experience with the added soft benefit of encouraging engagement with community organizations.

PROGRAM GOALS

Students

- Build new skills in project management and leadership
- Enhance resume with real world experience
- Apply curricular learning outside the classroom
- Gain exposure to the nonprofit sector
- Instill sense of civic responsibility
- Chance to give back to community

Schools

- Assist in student recruitment
- Enhance ties and reputation in the local community
- Demonstrate commitment to the community
- Advance educational mission
- Build/strengthen ties with alumni

Nonprofits

- Become more efficient, effective and scalable for a sustained future
- Benefit from applying business processes to organizational issues
- Develop cross-sector partnerships and alliances
- Raise awareness and broaden reach of programs/services

PROCESS

The process is comprised of five phases, encompassing initial outreach to both populations through final presentation of deliverables and program evaluation, as shown below.



Phase 1: Nonprofit Outreach & Application Collection

This process begins three to four weeks before application due date (late June-early July | late Nov.-early Dec.).

Grassroots.org

Grassroots.org staff recruits nonprofit organizations for participation in the program. Outreach methods include targeted e-mails and newsletter features, blog and website postings (including Grassroots.org's Facebook and Twitter accounts), and community-specific outreach (e.g. request to be featured in the newsletter of a nonprofit umbrella organization located in specific geographic location of interest). Information on the program is visible when member nonprofits log in to their online toolkit. In addition, Grassroots.org staff members reach out personally to organizations they feel would benefit from and/or would be a good match for the program. (See Appendix A for sample Grassroots.org outreach material.)

*Of note: The application is open only to Grassroots.org member organizations. Membership is free and open to U.S. 501c3 nonprofit organizations and Canadian Registered Charitable Organizations that meet Grassroots.org's membership requirements. (See Appendix B for membership terms.) Organizations may apply to be Grassroots.org members in order to participate in the Social Venture Consulting program provided the organization submits its application in advance of the Social Venture Consulting Program application deadline.

Grassroots.org is able to adapt recruitment procedure to fit the needs of the host school. In the case of the Smith School, for example, we recruit heavily from the D.C. metro area and actively seek out innovative organizations to ensure that the program aligns with its emphasis on entrepreneurship.

Host School

After the application form launches, host school staff alerts contacts throughout the school to forward the application information to any interested nonprofit organizations in their networks. This encourages the potential involvement of alumni, friends and faculty of the school. Organizations with budgets greater than \$1M are directed to contact the staff directly to discuss project needs. Otherwise, organizations are directed to join Grassroots.org as members in order to submit their applications. In addition, the applications are advertised on the host school's social networking platforms, including Twitter and Facebook accounts.

2011 Fall Program Phase 1 dates:

Application launch: July 1, 2011

Application deadline: July 31, 2011

(See Appendix C for a sample organizational application.)

Phase 2: Nonprofit Application Review

This phase begins immediately following the application deadline, and lasts two weeks.

Grassroots.org

Once the application period has closed, Grassroots.org staff reviews applications, screening out unqualified organizations and projects that may not be within the scope of the program, and compiles into a packet for distribution to host school liaison. This process normally has a turnaround time of approximately 48 hours.

Host School

The host school staff then conducts second round screening, incorporating phone conversations with applicant organizations to determine the extent to which the organizations and projects meet the following qualifications:

- Adequately scoped projects that meet the time constraints (80 hours over the semester), and have a clear link to skill building
- Organizational commitment, including the identification of a designated contact for the project team, an understanding of the expected time commitment (approximately 3 to 4 hours a week during the semester), and a willingness to complete program surveys
- An understanding of the MBA skill set
- Agreement to overall project engagement, which includes biweekly calls with the student team and a commitment to 24-hour turnaround time for all deliverables and requests for information

This process typically takes place in the two weeks prior to the start of the school semester. Applicants are narrowed down to the final 10 projects, which are then presented to students at the informational meeting.

Phase 3: Student Recruitment & Selection

Outreach

Outreach efforts for the fall begin during orientation. Methods include fliers and plasma screen displays, e-mail announcements, and verbal mentions of the information session during orientation sessions. Copy should be updated on any websites and/or Facebook or other social media to reflect dates and times of initial meetings. (See Appendix D for sample student outreach materials.)

The target dates for information sessions are during the first week of classes. At the information session, selected projects are described, along with details and expectations for the program and the application process. At the conclusion of the meeting, students have one week to submit applications via a Web-based form. (See Appendix E for sample student application.)

In addition to basic contact information for each applicant, the application asks for the following information:

- Students' first and second choices for projects
- A resume
- A cover letter that details why they chose those projects, what skills they hope to develop, what skills they bring to the table, and what they hope to achieve for the client

Fall 2011 Phase 3 dates:

Informational meetings: August 29-30, 2011

Student application deadline: September 2, 2011

Application Review

Review of student applications begins immediately following application deadline, and lasts one week. Host school staff reviews information collected via the online application and arranges in-person interviews with all appropriate applicants.

The host school staff uses the following criteria when selecting and matching students:

- A clear articulation of interest in a particular project
- Commitment to the program, including willingness to complete pre- and post-program surveys
- Prior experience, so that the student has something from which he or she can draw when working with the client
- Willingness and ability to be flexible in process and creative in problem-solving

Fall 2011 dates:

Student interviews: September 6-9, 2011

Selection

Students are matched with nonprofits in teams of two. Each student is expected to complete 40 hours over the course of the semester to total 80 hours FTE.

Notification

Accepted projects and team names are e-mailed back to Grassroots.org. Grassroots.org sends e-mails informing non-selected applicants of their standing, and encourages them to re-apply in the following semester. The host school informs those selected of their inclusion in the program. Any applications that were made directly to the host school are handled by the host school. Organizations that are selected are told what they may expect over the course of the school semester and are required to participate in a pre-program survey. (See Appendix F for a sample pre-program organizational survey.)

Students are notified of their acceptance via e-mail and are required to participate in a pre-program survey to capture initial data on perceptions of business and individual responsibility. (See Appendix G for a sample pre-program student survey.)

Second-Year Coaches

Prior to the start of the consulting phase, students who have previously participated in the program are recruited to serve as coaches to the student teams. Coaches are selected based on the quality of their work and communication skills, as demonstrated throughout their own consulting projects. The coaches are available to meet with student teams throughout the semester, as well as answer questions and review deliverables via e-mail.

Fall 2011 dates:

Projects announced: September 7, 2011

Phase 4: Consulting

This phase begins immediately following the notification of accepted students and organizations. Students are expected to contact their clients within 24 hours of notification to set up an initial call or in-person meeting. Staff from the host school are preferably present for this initial meeting, which must take place within a week of notification.

In general, there are three phases to the consulting engagement: Information gathering, implementation and evaluation/review. This process is further outlined in the Consultant Handbook.

Information gathering

In preparation for the initial client meeting, student teams are expected to complete thorough preparation. They must review the project description provided by the host school, develop a list of questions to be asked and documents to be requested during the meeting, and begin work on the scope document.

The deliverable for this phase is the scope document, which must be approved by the host school staff before the project moves to implementation.

Implementation

Following approval of the scope document, the student teams proceed according to the scope and timeline for the projects. This is an iterative process, with reviews occurring during biweekly calls with the client, in addition to biweekly meetings with the host school staff. Host school staff is invited to attend client calls/meetings as needed. Each team must meet with the program director for a midpoint review, occurring after 5 or 6 weeks of working with the client.

Grassroots.org, the host school, and second year coaches (students who have previously participated in the program) are available as resources to each group. However, the project team is to interact with its client autonomously, devoting a minimum of 40 hours per team member to the project. Deliverables throughout the process are cc'd to the host school staff.

Evaluation/Review

Final deliverables are prepared by the student teams through the help of a feedback loop with the clients.

Fall 2011 Dates:

Midpoint reviews: October 17-21, 2011

Presenting Deliverables

Final deliverables are due to the client with copies to the host school staff by the end of the semester. Students are expected to give a final presentation to the client, during which they present their deliverables and any recommendations. **Please note** that this is distinct from the final school presentation outlined below.

At the conclusion of the program, staff, faculty, clients, classmates and other interested parties are invited to a final school presentation, during which each consulting group presents their

projects and recommendations. The focus during these presentations is on why the teams made their recommendations, and what they learned from the process. Host school staff reviews each presentation ahead of time. Presentations are approximately eight minutes each, with time for a short question-and-answer session. The presentations are followed by a networking reception. Invitations for the event are distributed several weeks beforehand via personal networks.

A write up of the program, presentation highlights and any photos can be distributed to various media channels, including the program website and any social networking platforms.

Fall 2011 Dates:

Final school presentation: December 13, 2011

Phase 5: Program Evaluation

The host school administers a post-program survey to the participating nonprofits, comparing results with the pre-participation survey. Additional follow-up is conducted to determine long-term success of the projects. The host school shares the results of these surveys with Grassroots.org. (See Appendices H and I for sample post-program organizational surveys.)

Surveys are distributed by the host school to participating student consultants via Survey Monkey. Additional follow-up via e-mail or phone may be necessary to ensure timely feedback from the students. Students are again surveyed upon graduation, and again two years after graduation to capture data on changes in perceptions on business and individual responsibility. (See Appendices J and K for sample post-program student surveys.)

HOW TO GAUGE SUCCESS

- Deliverables arrive on time, are of professional quality, and are useful to the client
- Students indicate that they have learned new skills or honed old ones
- Students indicate a belief that they have made a meaningful contribution to their client/the community
- Students and nonprofits indicate that expectations for the project have been met
- Students and nonprofits report high satisfaction with the project and related interactions
- Post-program surveys reveal a long-term, quantifiable impact on both students and nonprofit clients

CRITICAL SUCCESS FACTORS

1. Setting expectations

Students must understand the time commitment associated with the project, along with the goals, the timeline and the deliverables for each component of the project.

Nonprofits must understand what is expected of them, and what they will receive from the team in terms of deliverables. Critical to this is outlining clearly whether strategy, or strategy AND implementation is expected, so that the students' work will ultimately be both valuable to and valued by the organization.

2. Clearly defining the project scope

The scope document is an integral part of a project's success, although scope definition tends to be the part of the process in which students are least inclined to participate. Preparation of the document requires students to sit down with the client and define project success/deliverables.

3. Meeting with clients face to face

The program provides funding for students to travel to client sites during the project.

4. Recognizing problems early

Dedicated staff and/or faculty coaches are critical to identifying and promptly addressing project challenges.

BEST PRACTICES

1. Sharing deliverables electronically among team members

The Smith School has found that Google Docs and/or Blackboard are effective ways for team members to share their work throughout the consulting process.

2. Scheduling “smart”

Scheduling around students’ breaks and exams assists them greatly in managing the process. Staff at the host school should keep these dates in mind when scheduling applications, mid-point meetings, final presentations, etc.

3. Regular meetings

Biweekly, consistent meetings—both student/client and student/staff—are essential for keeping projects on track and for identifying any issues in a timely manner. These meetings should have an agenda set in advance to ensure efficient use of the time.

4. Signed scope documents

Careful review of these documents by host school staff and clients ensures that the teams are progressing toward desirable outcomes.

5. Dedicated client point-of-contact

It is crucial for nonprofits to have a dedicated liaison to the student teams. In addition, student teams should appoint a team leader to handle all client communications. This minimizes any confusion stemming from multiple points of contact.

6. Coaches

Second-year coaches can serve as a valuable resource for student teams, encouraging exchange of knowledge and reinforcing the skills learned by both parties.

7. Terms of participation

Both clients and student teams should sign off on a simple ‘terms of participation’ agreement prior to the commencement of the consulting phase. This will ensure that both parties clearly understand the expectations and will lead to more satisfying experiences.

8. Student visits

Face-to-face visits should happen at least once during the semester so that students have the opportunity to experience the nonprofit and its services in person. Sponsorship funding can make these trips possible for teams whose clients are located out of the immediate area. These site visits should be conducted with a clear agenda set in advance and with a clear emphasis on student teams displaying professionalism at all times.

Appendix A—Sample Grassroots.org Outreach Material

Apply for a free business consultant for your nonprofit! | Free Web Services for Nonprofits - Grassroots.org - Mozilla Firefox

File Edit View History Bookmarks Tools Help

http://www.grassroots.org/blog/apply-free-business-consultant-your-nonprofit

Latest Headlines Robert H. Smith Scho...

REGISTER LOGIN

 **Grassroots.org**
Resources for Change

Home About Services Support Media Contact Donate

Search SEARCH

Sign up now
IT'S FAST AND FREE
GET THE TOOLS YOU NEED

Recent blog posts

- Apply for a free business consultant for your nonprofit!
- Golden Ear's Hearing Dogs -- Site Building and Beyond
- Getting Tools To City Schools
- Donating to Grassroots.org
- Pike County Skaters: Site and Park Building
- First day at Grassroots.org: Insights from an Intern
- My Grassroots.org Aspirations
- Onboard Grassroots.org: An Intern's Adventure
- Social Ventures Consulting Project Spring 2009
- Millenium Scholars Academy -- Do-It-Yourself for Free

more

Done

Apply for a free business consultant for your nonprofit!

Submitted by [Laura](#) on *Mon, 07/13/2009 - 14:17*.

It's that time again...the application for the Social Ventures Consulting Program is now open!


This invaluable service pairs teams of MBA students from University of Maryland's Smith School with Grassroots.org's nonprofit members in semester-long projects designed to increase organizational capacity. Pairings last for one school semester and include biweekly meetings (phone or in-person, depending on nonprofit location) and 60-90 hours of consulting work per project.

Each project is designed to address an issue —be it financial, operational, marketing, organizational or strategic— and to develop the necessary steps to solve the problems and improve the organization. Since Fall 2006, nearly 60 MBA students have assisted 26 non-profits.

Read about the experience of [Children's Rights Council](#), one of the projects that was chosen last semester. Or view the list of [past participants](#).

You can find out more information [here](#) and remember to [apply](#) by July 31! Questions about the program? [Contact us](#).

[Laura's blog](#) [Login](#) or [register](#) to post comments



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Appendix B—Grassroots.org Membership Terms

Membership is open to U.S. nonprofits with 501(c)(3) designation and to Canadian Registered Charities with a Confirmation of Registration letter from the Canada Revenue Agency.

Agreement

Grassroots.org members must agree to the following service terms

- (i) Member organizations must be willing and able to provide information to Grassroots.org for the purposes of creating a case study or testimonial on this program.
- (ii) Member organizations must be willing and able to complete an annual survey.
- (iii) Member organizations must place a Grassroots.org banner on their homepage.

Requirements

In order to become a Grassroots.org member (and be eligible for our free services) you must meet the following requirements*:

- (i) Your primary purpose is charitable and you are registered 501c3 organization in the US or the equivalent in Canada.
- (ii) Your primary purpose is non-religious. (Social service groups sponsored by a religious organization and serving the community at large may be eligible. Houses of worship or educational institutions with a solely religious curriculum, such as seminaries, are not eligible.)
- (iii) Your primary purpose is non-political. (No more than 20% of your total annual expenditures may be spent on lobbying or other political activities, and the Limited Free Service may not be used to support any such activities.)
- (iv) You are not primarily a trade or sector association. (Trade or sector associations serving exclusively charitable, nonprofit organizations may be eligible.)
- (v) You do not individually discriminate on the basis of race, ethnic or national origin, religious affiliation, gender, sexual orientation, age, disability, physical appearance, language, educational background or veteran status.
- (vi) Your primary purpose is not the promotion of an athletic team, event, tournament or competition, except as a fundraising activity for charitable purposes.
- (vii) Your primary purpose is not the promotion of conferences or seminars, unless such conferences or seminars promote nonprofit efficacy and/or charitable activities.
- (viii) You are not an individual.

*Grassroots.org reserves the right to deny services to any organization, for any reason, under any circumstances.

Appendix C—Sample Organizational Application

Please be as thorough and thoughtful as possible when completing your organization's application. Only 10 organizations will be selected for the consulting program.

Organization Name

Last Name

First Name

Phone Number

E-mail Address

Web Address

Street Address

City

State

Country (USA/Canada)

Mission

Number of paid staff

None

Only PT or volunteer

1-4

5-9

10+

Budget

Service Area

Animals

Arts, culture & humanities

Education

Environment

Health

Human services

International, foreign affairs & national security

Mutual/membership benefit

Public, societal benefit

Religious/faith-based

Year Founded

EIN

Project Overview

Describe the project for which you are requesting assistance. Explain how this project relates to your organization's strategic goals. Keep in mind that the project consulting will take place over the course of a school semester (10-12 weeks), and must include time for information gathering, planning, and execution phases. Please prioritize your projects if you have more than one. Please also note that teams will not provide grant-writing or web design services.

Expertise Needed

Please explain the specific type(s) of expertise you are looking for in a consultant. What skills, experiences or characteristics do you think would make a consultant a good fit for your organization and project?

Project Category

- Board development
- Fiscal management
- Fund development
- Human resources
- Outcome management
- Strategic planning
- Technology
- Volunteer management

Have you ever worked with outside consultants before? If so, please outline any previous engagements and their outcomes.

Have you ever worked with students before? Please outline any previous engagements and their outcomes.

How did you learn about this program?

- Host school program staff
- Grassroots.org
- Other host school contact
- Past program participant
- Web search/social media
- Other

Appendix D—Sample Student Outreach Material

develop **skills** outside the classroom

gain real world **experience**

improve the world around you

be a **social venture consultant**

Consult for a 501c3 nonprofit this fall

Kickoff meetings in 3570 VMH

August 26th 3-4 p.m.

-OR-

August 27th 12-1 p.m.

You will be paired with a fellow consultant and spend a total of 40 hrs. during the semester learning new skills and having a direct impact on your client. Final presentations will be December 3rd.



More Info?

Contact Julie Lloyd
csvc@rhsmith.umd.edu

 @CreatingValue



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Center for Social Value Creation

Appendix E—Sample Student Application

About the Program: The Grassroots.org Social Venture Consulting Program pairs talented MBA students with Grassroots.org Member Organizations in semester-long project-based consulting partnerships. The program is designed to help entrepreneurial nonprofit organizations increase their organizational capacity by providing them with direct access to free business consulting.

For you, the students, these projects provide practical hands-on consulting experience, opportunities to learn new skills or hone your existing ones, and the chance to positively impact the world around you.

Name

Program

Full time

Part time (evening)

Part time (accelerated)

E-mail Address

Phone Number

Campus

Project First Choice

Project Second Choice

Resume (please paste text in the field below)

Cover Letter (please past text in the field below)

In your letter, please be sure to outline why you've chosen the above projects, how your particular skill sets and experience are suited to those projects' needs, what skills you hope to develop during this program, and what you hope to achieve for these clients.

Statement of Responsibility

By checking the box below, I acknowledge my understanding of the professional responsibilities of participating in the SVC program. I understand that I will be expected to complete 30-40 hours during the course of the semester. I will maintain professionalism at all times in representing the Smith School, UM, and the SVC program. In addition, I understand that I am expected to participate in a final presentation on the evening of December 8, 2010 and am expected to have all project requirements completed by that date.

Appendix F—Sample Pre-program Organizational Survey

1. Approximately how many people do you reach?
2. Does anyone in your organization have a degree in business?
 - Yes
 - No
 - Unsure
3. Do you currently have partnerships/alliances/other relationships with business?
 - Yes
 - No
 - Unsure
4. If so, please describe.
5. What is the bottleneck in your current operation?
6. How do you think business/business processes can help your organization?
 - Operational efficiency
 - Budgeting
 - Marketing/generating awareness
 - Scaling products/services
 - Evaluating impact
 - Employee/volunteer management
 - Other

Appendix G—Sample Pre-program Student Survey

1. What role(s) do you think businesses have in non-economic areas of society? (You may choose more than one.)

- No role
- Businesses should donate to charity/nonprofits
- Businesses should encourage their employees to volunteer with nonprofits
- Businesses should partner with nonprofits to share best practices on an ad hoc basis
- Businesses should have formal relationships with nonprofits, sharing best practices

2. What role do you think businesses have in building alliances with nonprofit organizations? If you think there is a role, do you think nonprofits can build these alliances?

- No role, and it cannot be done
- No role, although it could be done
- Nonprofits should actively seek alliances with business and vice versa, and it can be done

3. What do you see as your role or responsibility in a corporation/business?

- To do whatever job I am assigned
- To do my job and also look to see where I can add other value (for example, social value)
- Not sure

4. What do you see as your role or responsibility as a leader in a corporation or business?

- Drive economic value
- Drive social value
- Drive economic and social value
- Not sure

5. To what extent do your short term career goals include non-economic metrics?

- Not at all
- Not much
- Neutral/I haven't thought about it
- Somewhat
- Very much

6. What is your main reason for participating in the SVC program?

- To improve my project management skills
- To improve my team leadership skills
- To add real-world experience to my resume
- To learn more about the management of a nonprofit organization
- To make a difference in the community
- Other (please state)

7. What factors influenced your decision to apply? (Check all that apply)

- Conversation with past participant
- Conversation with CSVC staff
- CSVC website

- CSVC Facebook/Twitter
- Orientation session
- Other

Appendix H—Sample Post-program (immediate) Organizational Survey

1. To what extent have your goals for the project been met?

- Very much
- Somewhat
- Neutral/Unsure
- Not much
- Not at all

2. Did you feel that you received adequate support from the SVC program to carry out the goals of the project?

- No, not at all
- No, not really
- Neutral/Unsure
- Yes, a little
- Yes, a lot

3. Please rate your degree of satisfaction with your communication with the student team.

- Very satisfied
- Somewhat satisfied
- Neutral/Unsure
- Unsatisfied
- Very unsatisfied

4. Please rate your degree of satisfaction with your communication with the SVC program staff.

- Very satisfied
- Somewhat satisfied
- Neutral/Unsure
- Unsatisfied
- Very unsatisfied

5. If it were possible, would you like to continue working with the student team?

- Yes
- No
- Unsure

6. Would you recommend the program to other organization?

- Yes, definitely
- Yes, if it comes up in conversation
- No, probably not
- Definitely not
- Unsure

7. To what extent were your expectations for the SVC program met/exceeded?

- Far exceeded my expectations
- Exceeded my expectations
- Met my expectations
- Did not meet my expectations
- Unsure

8. Post-SVC, do you expect your products/services to be more scalable?

- Yes
- No
- Unsure

9. Post-SVC, do you expect your business model to be more sustainable?

- Yes
- No
- Unsure

10. Post-SVC, do you expect your marketing/fundraising/operations to improve?

- Yes
- No
- Unsure

11. How many more people/target of your organization do you expect to be able to reach?

- None
- 1-10% more
- 11-20% more
- 21-30% more
- 31-40% more
- 41-50% more
- 51% or more

12. Do you expect it to be easier to identify and manage other organizational programs now? (i.e. those not addressed in the SVC project)

- Yes
- No
- Unsure

13. Do you expect to gain any new business relationships/partnerships/alliances?

- Yes
- No
- Unsure

14. Overall, to what extent do you expect business/business processes to help your organization?

- Very much
- Somewhat
- Not sure/undecided

- Not much
- Not at all

15. Please take a moment and offer your suggestions on ways we can improve the program.

Appendix I—Sample Post-program (long-term) Organizational Survey

1. Are your products/services more scalable?

- Yes
- No
- Unsure

2. Is your business model more sustainable?

- Yes
- No
- Unsure

3. Has your marketing/fundraising/operations improved?

- Yes
- No
- Unsure

4. How many more people/target of your organization have you been able to reach?

- None
- 1-10% more
- 11-20% more
- 21-30% more
- 31-40% more
- 41-50% or more
- 51% or more

5. Is it easier to identify and manage other organizational programs now? (i.e. those not addressed in the SVC project)

- Yes
- No
- Unsure

6. Do you have any new business relationships/partnerships/alliances?

- No
- Yes, a few, and they are helpful
- Yes, a few, and they are not helpful
- Yes, many, and they are helpful
- Yes, many, and they are not helpful
- Unsure

7. Overall, to what extent have business/business processes helped your organization?

- Very much
- Somewhat

- Not sure/undecided
- Not much
- Not at all

8. Would you recommend the program to other organizations?

- Yes, definitely
- Yes, if it comes up in conversation
- No, probably not
- Definitely not
- Unsure

Appendix J—Sample Post-program (immediate) Student Survey

1. If you were not already, have you decided to take courses related to social value as a result of your SVC program participation?

- Yes (Which ones? _____)
- No

2. Has your SVC experience impacted your MBA concentration?

- Yes (It was _____, now it is _____.)
- No

3. First-year students: Will you look for different internship experiences than you had originally planned after your participation in the SVC program?

- Yes
- No
- Undecided

4. Second-year students: Will you look for different post-graduation experiences after your participation in the SVC program?

- Yes
- No
- Undecided

5. Did your SVC program experience incline you to participate more in the Center for Social Value Creation?

- Yes
- No
- Undecided

6. If yes, in what ways? (Check all that apply.)

- I will attend Center events
- I will volunteer for Center events
- I will take a leadership role in Center Events
- I will make suggestions to improve the Center and try to implement them
- I will participate in a student club
- Other (_____)

7. What do you see as your role or responsibility in a corporation/business?

- To do whatever job I am assigned
- To do my job and also look to see where I can add other value (for example, social value)
- Not sure

8. What do you see as your role or responsibility as a leader in a corporation or business?

- Drive economic value

- Drive social value
- Drive economic and social value
- Not sure

9. To what extent do your short term career goals include non-economic metrics?

- Not at all
- Not much
- Neutral/I haven't thought about it
- Somewhat
- Very much

10. To what extent do you feel your project management skills have improved?

- Very much
- Somewhat
- Not sure/undecided
- Not much
- Not at all

11. To what extent do you feel your team leadership skills have improved?

- Very much
- Somewhat
- Not sure/undecided
- Not much
- Not at all

12. To what extent did you feel you received support for development of these skills from the SVC program?

- Very much
- Somewhat
- Not sure/undecided
- Not much
- Not at all

13. Would you recommend this program to your classmates? To others thinking about going to the Smith School?

- Yes, definitely
- Yes, if it comes up in conversation
- No, probably not
- Definitely not
- Unsure

14. In broad terms, has the SVC program met your expectations?

- Yes, very much
- Yes, only slightly
- Not sure/undecided
- No, not really
- Not at all

15. What role(s) do you think businesses have in non-economic areas of society? (You may choose more than one.)

- No role
- Businesses should donate to charity/nonprofits
- Businesses should encourage their employees to volunteer with nonprofits
- Businesses should partner with nonprofits to share best practices on an ad hoc basis
- Businesses should have formal relationships with nonprofits, sharing best practices

16. What role do you think businesses have in building alliances with nonprofit organizations? If you think there is a role, do you think nonprofits can build these alliances?

- No role, and it cannot be done
- No role, although it could be done
- Nonprofits should actively seek alliances with business and vice versa, and it can be done

17. Please take a moment and offer your suggestions on ways we can improve the program.

Appendix K—Sample Post-program (long-term) Student Survey

1. What do you see as your role or responsibility in a corporation/business?

- To do whatever job I am assigned
- To do my job and also look to see where I can add other value (for example, social value)
- Not sure

2. What do you see as your role or responsibility as a leader in a corporation or business?

- Drive economic value
- Drive social value
- Drive economic and social value
- Not sure

3. To what extent do your long-term career goals include non-economic metrics?

- Not at all
- Not much
- Neutral/I haven't thought about it
- Somewhat
- Very much

4. Are you involved in your corporation's social responsibility program?

- Yes
- No

5. Do you participate in your corporation's matching funds for charities?

- Yes
- No

6. Do you participate in your corporation's employee volunteering program?

- Yes
- No

7. Have your perceptions of partnerships among business and nonprofits changed as a result of SVC program participation?

- Yes
- No
- Unsure

8. To what extent are your activities on the job related to sustainability/social responsibility?

- They are not related
- I do some social value work, but it is not encouraged at my organization
- I do some social value work, and it is encouraged at my organization
- I do some social value work, and it is required at my organization
- I would like to do social value work, but it is impossible at my organization

9. To what extent are you involved in civic engagement activities? (You may choose more than one.)

- I vote
- I volunteer
- I organize in my community
- I lead a community organization(s)

10. Have you served on the board of a nonprofit?

- Yes
- No, but I would like to
- No, and I have no interest at this time