



# Duke University's Fuqua School of Business Recruiting Principles and Job Offer Guidelines Academic Year 2024-2025

## Expectations

The Fuqua Career Management Center (CMC) operates under the principles outlined by the National Association of Colleges and Employers (NACE) in its [Principles for Ethical Professional Practice](#) and expects our recruiting partners to operate under these principles. Regardless of whether an employer utilizes Fuqua services or facilities, the employer will be in partnership with Fuqua and bound by the principles and guidelines outlined below. Please share this with recruiters, interviewers, hiring managers, and representatives of your organization. These recruiting principles and job offer timelines help create an equitable process for all members of the Fuqua community involved in recruiting – current students, alumni, and employer recruiting partners. Fuqua's facilities and services are available only to employers whose practices are consistent with the principles and guidelines outlined in this document. Violating these guidelines will likely impact your organization's reputation with Fuqua students and may involve sanctions imposed by Fuqua.

## Employer and Student Engagement Parameters

Please work with your Account Manager to establish appropriate dates and times for your activity. We will facilitate and promote your recruiting activity through CareerBridge, our recruiting portal powered by 12Twenty. Please inform us of all your engagement activities, whether formal recruiting facilitated by our office, a club engagement arranged by student leaders, or any other initiative your organization wishes to enact. The CMC team will help you maximize your success by minimizing and mitigating conflicts with other events and academics.

## Academic Obligations

Students should not sacrifice academic obligations for a recruiting event or interview. We will work with your organization to optimize the timing of your activities to provide the opportunity for all students to attend.

First-year daytime students must stay in Durham, NC, to complete Spring Term II and final exams through the end of April. In late August, these same students must return to Durham, NC for pre-term activities. Therefore, internships should end by August 22, 2025, so these students can fulfill their academic obligations.

## Interviews

Your Account Manager will work with you to determine an appropriate date for your campus-based or virtual interviews facilitated through CareerBridge. With CareerBridge, we will collect resumes, facilitate interview invitations, and create and manage your interview schedule. This system provides a one-stop portal to manage your candidates and selections, making it convenient for employers and students to manage applications and interviews.

**Selection of alternate candidates:** To ensure your interview schedule contains a full slate of candidates, we strongly encourage employers to identify at least 2 alternate candidates for every 10 invited candidates. Employers rank alternate candidates, and an alternate only receives an invitation to interview if a pre-selected candidate declines. The maximum number of alternate candidates required is 10, though you are welcome to select more if you would like.



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## Timing of Events and Avoiding Conflicts

Minimal event conflict is in the best interest of students and employers. Therefore the Career Management Center makes every effort to work closely with employers to find a time that maximizes student engagement and minimizes conflicts. We encourage employers to engage directly with student club organizations for events and ask you to keep the CMC informed before the activity is confirmed and occurs.

It is critical to the Team Fuqua experience that first-year MBA students are allowed to settle in at Fuqua, focus on academics, and explore their career options at the beginning of their MBA program experience. Therefore, recruiting activity targeting first-year students in the fall terms is limited to information sharing and networking events. Internship interviews are not permitted before pre-term interviews begin on January 6, 2025.

## Organization Activities and Solicitation

Duke University appreciates and welcomes relationships with corporations, governmental and nonprofit organizations. Specifically, the Fuqua CMC seeks to build upon existing relationships and work with new employers to facilitate their hiring of Fuqua students.

To enable these interactions, the Fuqua CMC plans and executes many events throughout the year to increase student awareness of these organizations and give employers access to the Fuqua student population. Organizations must work with the CMC to plan such events to maximize their exposure through appropriate advertising and avoid conflicting events.

Organizations may not use contact information obtained through employer presentations, job postings, candidate search, resume books, club events, or other activities to facilitate commercial selling or solicitation. The purpose of student engagement coordinated through the CMC or student organizations is to advance an employer's goal to identify talent for employment.

## Extending an Offer

Providing sufficient time without undue pressure from company representatives allows students to evaluate their employment opportunities, making the wisest decisions for all parties. All employers must wait to extend MBA internship offers (verbal or written) until January 10, 2025 at 9 am. This allows first-year MBA students enough time to consider various opportunities and employers enough time to evaluate candidates. These timelines create a positive experience for candidates and employers, ultimately reducing renege and attrition rates.

The fundamental terms of an employment offer—including annual salary, base signing bonus, performance bonus, relocation, and job function—must remain unchanged until the expiration date. Financial incentives encouraging students to commit before the deadline are permitted as long as incentives are small relative to the overall value of the offer and still allow the student a minimum of three weeks' decision time. *If your company policies or business practices vary significantly from these timelines, please discuss this matter with your Account Manager before offers are extended to Fuqua students.*



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## MBA Students

Job Offer Expiration Dates for Full-Time Offers	
If the offer is extended as the result of a summer internship:	Job offer must be made in writing and remain open until November 1, 2024, or three weeks from the date the written offer is received, whichever is later.
If the offer is extended prior to January 1, 2025:	Job offer must be made in writing and remain open until December 1, 2024, or three weeks from the date the written offer is received, whichever is later.
If the offer is extended after January 1, 2025:	Job offer must be made in writing and remain open a minimum of two weeks from the date the written offer is received.
Job Offer Expiration Dates for Internship Offers	
January 10, 2025 is the first date an internship offer can be extended to a Fuqua first-year student:	Job offers must be made in writing and remain open until January 31, 2025, or three weeks from the date the written offer is received, whichever is later.
If the offer is extended to a first-year student on or after March 1, 2025:	Job offer must be made in writing and remain open a minimum of two weeks from the date the written offer is received.

## Pre-MBA and Diversity Recruiting

Some MBA students and hiring organizations will engage in early recruiting activity through organizations such as Consortium or MLT, and/or participate in events such as Forté, NBMBAA, ROMBA, Prospanica, etc. Some organizations offer pre-MBA internships or camps to students the summer before the first year of an MBA program. These activities sometimes result in an employment agreement between the organization and the student. These employment agreements follow a separate timeline and are not subject to the dates outlined above.

## Master of Management Studies: Foundations of Business (MMS)

## Master of Quantitative Management: Business Analytics (MQM)

Offers extended to an MMS or MQM student should be made in writing and remain open for at least two weeks from the date the written offer is received. Please provide flexibility if a student requests a reasonable offer extension.



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## Working Professional Students and Fuqua Alumni

Students currently enrolled in one of the following programs are working professional students and do not follow the same academic calendar as students enrolled in our Durham-based programs:

Weekend Executive MBA (WEMBA)	Global Executive MBA (GEMBA)
Master of Quantitative Management: Health Analytics (MSQM: Health Analytics)	Master of Quantitative Management: Business Analytics-Online (MSQM: Business Analytics) (includes Accelerated MSQM)

Providing the candidate with enough time to make a thoughtful decision remains crucial to a positive recruiting experience for all. Therefore, we recommend that all offers made to working professional students or Fuqua alumni remain open for at least two weeks from the date the written offer is received. Please provide flexibility if a student requests a reasonable offer extension. ***If the offer results from a campus interview or career-center-facilitated event, please see the dates in the table above.***

## Offer Rescinds or Reneges

The Fuqua School of Business expects both students and employers to honor offers and acceptances of employment as serious commitments of intent to work/employ according to the terms of the offer. Sometimes, an employer may have to revoke an offer based on changing organizational or business needs. Similarly, there are times when a student's circumstances change, and they can no longer fulfill their obligation. While both rarely occur, the CMC investigates each situation independently and determines appropriate action based on individual circumstances.

## Student Privacy Rights and Non-Discrimination

The [Family Educational Rights and Privacy Act \(FERPA\)](#) (20 U.S.C. § 1232g; 34 CFR Part 99) is a Federal law that protects the privacy of student education records. The law applies to all schools that receive funds under an applicable U.S. Department of Education program, including Duke. Recruiting organizations may only access information approved by students for distribution. This includes but is not limited to, the candidate search database, resume books, registration to employer events, and application to job opportunities. No one affiliated with Duke University may give out student information to employers without the student's explicit consent.

Duke University's Fuqua School of Business forbids discrimination based on sex, race, color, religion, age, national origin, marital status, sexual orientation, gender identity, gender expression, arrest record, or disability. Learn more through the [Duke University Office for Institutional Equity](#).

In compliance with the Immigration Reform and Control Act, interviews must be made available to all interested students who meet the permanent work authorization requirements, regardless of their citizenship. If your company requires United States citizenship, please indicate this requirement in the job description of any position you are recruiting for. Please see the US Department of Justice's "[Best Practices for Recruiting and Hiring Workers](#)" for more information and guidelines.



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## Recruiting Conduct

The Career Management Center is committed to upholding the [Fuqua Community Standard](#) principles in all academic and nonacademic endeavors. Student and employer behavior in the recruiting process, whether on- or off-campus, must uphold the fundamental principles of mutual respect, honesty, integrity, and professionalism at all times.

It is important that both the employer and student communicate openly throughout the interview, offer, and evaluation processes. All companies should establish and maintain, at most, a four-week window of communication with candidates throughout the process. For example, if you conducted your interviews on January 13, please send a follow-up communication no later than February 13. All candidates not selected for further consideration also should receive notification of their final status once you conclude the selection process.

In support of [Duke Sustainability](#), employers should refrain from bringing large quantities of giveaway items to distribute to students. Alternatively, a company may bring a few products to display or conduct a raffle-style giveaway for a few attendees. We recognize many recruiters view these giveaways as visible ways to demonstrate commitment to Duke candidates and to showcase the company and its products. Yet packaging, shipping, and distribution – necessary to make the giveaways possible – consume natural resources and create waste.

## Severe/Inclement Weather Procedures

Duke considers the Fuqua Career Management Center staff and activities "Delayed Service" under the [Duke Severe Weather and Emergency Conditions Policy](#). If Duke activates the severe weather/emergency conditions policy, we will not host interviews or events on campus until the University returns to normal operating status. As soon as we know the school is closed or will have a delayed opening, the Employer Engagement team will reach out and work with our recruiting organizations to make alternate arrangements. You can also visit the [Duke Alert](#) website, which immediately updates the University operations status.

Our guiding principle is scheduled interviews be honored by the employer and student, even if inclement weather impacts the original date, time, and format. If your recruiters are traveling and find they cannot get to Duke, call the CMC recruiting desk at +1 919-660-8081 as soon as possible. CMC staff on duty for the interview day will assist you in communicating your team's status to the students on the schedule.