



**International Student Case Competition: Students
Leading for Impact**

21st International Leadership Association Conference
Leadership: Courage Required

Ottawa Canada

October 24-27, 2019

Information Packet

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If, after reading this packet, you have questions related to the International Student Case Competition, please direct them to the coordinator and Leadership Education Member Interest Group (LEMIG) chair –elect, Joy Pillay via email to: casecompetition@ila-net.com

Competition Goals

The International Case Competition, which is organized annually by the ILA Leadership Education Member Interest Group, provides participating teams the opportunity to:

1. Develop a real-world case and learn about the systemic leadership complexities associated with a selected social problem.
2. Comprehensively and collectively develop and articulate a deep understanding and proposed leadership solution to a problem you believe poses a significant societal challenge.
3. Demonstrate an understanding of the complexity of leadership as it relates to contemporary social problems.
4. Work together as a team to articulate a grasp of how a leadership theory or theories and practice can be applied to impact a local, national, and/or international social problem.
5. Engage in dialogue and receive feedback to strengthen their analytical and presentation skills.
6. Compete in an international competition with other students.

Competition Overview

Before the conference, **each student team identifies a significant contemporary social problem** (i.e. access to education, hunger, human trafficking, refugee policies, health care, gender equality, etc.) and conducts research to gain an understanding of how to frame the problem and its complex, systemic causes (i.e., economic, political, social, cultural, and individual factors). The Team then analyzes and develops recommendations that they believe would mitigate or solve the problem, with attention to a leadership theory or theories and actions that can be applied. The case study and plan of action should be realistic and practical—and the suggested actions should not create other unintended problems that could be worse than the original problem.

The 2019 International Case Competition consists of three rounds: 1) ‘Executive Summary’, 2) ‘Poster Presentation’, and 3) ‘Finalist Presentations’. Round One is comprised of the ‘Executive Summary’, Round Two is comprised of the ‘Poster Presentations’, and the Final Round includes the ‘Finalist Presentations’. The final round is comprised only of the teams who have advanced from Rounds One and Two. Each said round is further described in this document below.

The top 3 teams in both the undergraduate and graduate division will be recognized at the conference closing plenary, at which time the winners will be announced by the Leadership Education Chair-elect who will provide the audience with a brief summary about the winning team’s case topics. The first-place team in each division will receive a prize of \$1,000 USD, plus team members will receive a complimentary 1- year ILA membership.

Important Dates and Times

Mon., Sept. 16, 2019	23:59 (11:59 pm) Deadline to register a team (all times are EST) (www.ila-net.org/Awards/SCC/index.htm)
Thur., Oct. 17, 2019	23:59 (11:59 pm) Executive Summary due by Email to: casecompetition@ila-net.com
Thur., Oct. 24, 2019	15:00 (3:00 pm) Team Check-In & Setup 15:00 – 16:00

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Thur., Oct. 24, 2019	16:00-17:30 (4:00-5:30 pm) Poster Showcase
Fri., Oct. 25, 2019	16:00 (4:00 pm) Finalists Announced via email to each team's contact person and posted at ILA Check in and Help Desk
Sat., Oct. 26, 2019	18.30-19:45 Finalist Presentations
Sun., Oct. 27, 2019	No later than 12:00 Team contact person receives feedback
Sun., Oct. 27, 2019	Winners announced and finalists recognized at Closing Session

Competition Rules

Team Composition: Each team will be comprised of three to five students. Students may enter as a team representing their respective college or university, or individuals from multiple institutions may join together to form a team. Schools may enter multiple teams into each division of the competition (i.e. Undergraduate and Graduate).

Registration: Each team must register for the competition by September 16, 2019 via the registration link on the case competition website (<http://www.ila-net.org/Awards/SCC/index.htm>). The cost to participate is included with conference registration so each student must also complete a conference registration form and pay appropriate registration fees. (Note: ILA members enjoy a substantial savings on registration!)

Competition Divisions: The competition will consist of two divisions: Undergraduate and Graduate (Master and Doctoral). Teams including students of both divisions will compete in the Graduate Student Division.

Case Preparation: In preparing their submissions, teams may explore any public information source that would be accessible by any scholar, student, or professional consulting group. Teams may consult books or articles, search libraries, use the Internet, and so forth.

Assistance: Teams may be advised by faculty, coaches, or other individuals prior to the competition; however, advisers, coaches, or other individuals may not contribute to any of the team's products (i.e. executive summary, poster, and presentation). Teams are free to receive verbal feedback on initial drafts and practice presentations. More information regarding team *coaches* will be provided later in this document.

Team Check-In: A representative from each competing team must check-in by 3:00 pm (15:00) on Thursday, October 24, 2019 in the poster showcase location. An LEMIG International Student Competition committee member will be present to assist and answer questions at that time.

Executive Summary: Teams will prepare an executive summary of no more than 2 single-spaced pages (excluding references) due on October 17, 2019. The 'Executive Summary' is Round One.

Poster Presentation: All team members must be present for the entirety of the presentation schedule. A photo no smaller than 4x6 of all members of the team with their names must be attached to the poster. A 3x5 or 4x6 card with your team number shall be displayed prominently at the upper left side of your poster. The 'Poster Presentation' is Round Two.

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Finalist Presentations: The top 3 teams in each category from the Poster Presentation will deliver a 12-minute oral presentation to a separate panel of judges. Teams will then participate in a question and answer period for an additional 6 minutes. The ‘Finalist Presentation’ is the Final Round, comprised of only teams who have advanced from Rounds One and Two.

Summary of the Competition Rounds

Teams have until September 16, 2019 to register for the competition. We encourage teams to register prior to June 10, 2019 to take advantage of the Early Registration price. All registered teams will receive a final confirmation about their participation in the competition on September 23, 2019 via an email to the contact person listed in the team’s registration materials.

More information, guidelines, and the criteria used for evaluation are included after this summary.

Round One -- Executive Summary:

Teams will prepare an executive summary of no more than 2 single-spaced pages (excluding references). The executive summary must be submitted electronically to the ILA LEMIG (casecompetition@ila-net.com) no later than October 17, 2019. Round One is related and pivotal to Round Two, being that executive summaries will be distributed to competition judges to help prepare them for the poster presentations, and will be included in the judges’ overall score of their poster presentation in Round Two.

Round Two – Poster Presentation:

Each team will then conduct a poster presentation based on the case information provided in Round One, the ‘Executive Summary’. Round Two, the ‘Poster Competition’ will begin at 4:00 pm (16:00) on Thursday, October 24th, 2019. Three ILA judges will be assigned to each poster presentation. See page 7 for more details concerning poster composition and the criteria used for evaluation. The top three teams in each division will advance and go on to participate in the Final Round.

The Final Round – Finalists’ Presentations:

The Final Presentations this round will be held on Saturday, October 26th, 2019 at 18:30 (6:30pm). This final round is independent of rounds one and two, with only the remaining teams from rounds one and two advancing to the final round. A computer and projector will be provided. The remaining three teams from each category will deliver a 12-minute oral presentation to a separate panel of judges followed by a question and answer period for an additional 6 minutes. The final presentations are open to all ILA Conference attendees and anyone in the audience is invited to ask questions. Teams are encouraged to answer questions directly and concisely, leaving room for multiple questions from the audience. Judges will evaluate and score the final presentations and submit their results Saturday evening. Results will be announced to conference attendees on Sunday, October 27, 2019 during the closing Plenary Session of the conference, with a presentation from the Leadership Education Chair-elect providing the audience with a brief overview of the winning team’s case competition topic.

Guidelines: Round One – Executive Summary

Due Thursday, Oct. 17th, 2019 via email to casecompetition@ila-net.com

Guidelines for Writing an Executive Summary

An executive summary is a concise and impactful summary of the social problem or challenge being addressed. It highlights the specific framing of the problem, briefly summarizes the major points to be covered in reference to the problem, including the history and causes of the identified problem, and outlines the recommendations that will be offered to address the problem. We ask that the theme of the International Leadership Association's 2019 conference, *Leadership: Courage Required*, be integrated into this portion of the case competition.

Although it is an abbreviated representation of the case/project to be presented, a judge should be able to acquire the information needed from the Executive Summary, i.e. 'Round One' to adequately prepare for the poster presentation, i.e. 'Round Two'. Based on the executive summary, judges should have a fundamental understanding about the problem being addressed, the reasons it exists, and the actions being recommended to help mitigate it.

Your Executive Summary Should...

- Be presented as a WORD document that presents your case in an organized, concise, and compelling manner
- Be no more than 2 single-space pages
- Be written as a formal document

When Writing an Executive Summary, Refer to These Guidelines:

- Write the executive summary after you have completed the analysis and decided on your recommendations.
 - Tips:
 - Make the summary concise, but be sure to show why you've arrived at your conclusions.
 - Don't introduce any new information that you do not intend to cover in the case competition.
- Clearly frame the purpose or the problem being addressed in a complete, concise sentence. Remember that your reader/judge may not have much time, so they should know this information immediately.
- Present the major points in the same order you intend to address them in your presentation. Organization is key for communicating your message.
- Summarize the recommendations in a clear, compelling manner. Inform your reader/judge directly but thoroughly about what corrective actions you will suggest. Avoid elaborating on each recommendation in your executive summary; that is the purpose of the full case presentation.

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- Reread the summary carefully and ask yourselves, "Is our problem statement clear? Did we include key recommendations? Could our judge peruse this without missing the main points? Are we creating interest in hearing the full case based on this summary?"
- Proofread and edit.
- Have someone not familiar with your case read the summary—a classmate, professor, staff member, etc. How did they react? What parts were confusing or unclear? Their reaction might be similar to that of a judge. Revise as necessary.

Round One Judging Criteria

Criteria	Weight	Example
<p>Grasp of the issues, feasibility of recommendations</p> <p>Do the team members have an understanding of all the facets: leaders, followers, and context? Do they correctly identify the problems before recommending solutions?</p>	20%	12-14=Average Team 15-18=Above Average 19-20=Exceptional
<p>Articulation, persuasiveness, comprehensiveness</p> <p>Are the team members thoughtful about the problems, understand the feasibility of and believe in their recommendations?</p>	20%	12-14=Average Team 15-18=Above Average 19-20=Exceptional
<p>Demonstrated relationship between theory and practice</p> <p>Do the team members demonstrate an understanding of human behavior, leadership theories, and the ability to apply them in the abstract and practically?</p>	20%	12-14=Average Team 15-18=Above Average 19-20=Exceptional
<p>Awareness of the complex nature of leadership</p> <p>Do team members understand what is possible and what is not? Do they have knowledge of the limitations and the responsibilities of leaders? Of the contexts?</p>	20%	12-14=Average Team 15-18=Above Average 19-20=Exceptional
<p>Organization, how well presented</p> <p>Is the summary self-explanatory? Does it include all salient points, is not too dense, is readable and attractive?</p>	10%	7 = Average 8=Above Average 9-10 = Exceptional
<p>Executive Summary</p> <p>Does the executive summary present a foundation for understanding the problem and contribute to the presentation? Do team members understand what an executive summary contains?</p>	10%	7 = Average 8=Above Average 9-10 = Exceptional

Guidelines: Round Two – Poster Presentation

Overview: The poster presentations offer teams of students a forum to demonstrate their understanding of leadership and the systemic issues relevant to an identified social problem communicated in the ‘Executive Summary’, i.e. ‘Round One’. Posters will be on view for all conference participants. At a designated time, judges will visit with each team to review the poster, listen to a brief presentation, ask questions and hear students’ perspectives about the social problem or challenge they’ve identified. At the conclusion of the presentations, judges will submit assessments based on the criteria below. We ask that the theme of the International Leadership Association’s 2019 conference, Courage Required, be integrated into this portion of the case competition.

Poster Preparation

Posters will be displayed on a metallic frame measuring 3 feet (0.93 meters) wide x 7 feet (2.30 meters) high. **The poster should be no larger than 3 feet (1 meter) high by 3 feet (0.93 meters) wide.** It should encompass the general ideas presented in the Executive Summary. Self-standing boards, 3 feet (0.93 meters) wide by 3 feet (1 meter) high, will be provided at the conference. **Team members should bring their double-sided scotch tape** to attach the poster to the board, the photo of team members, and the 3x5 or 4x6 card with your team’s number. ILA does not provide tape for presenters.

Procedures for Judging Poster Presentations

Posters must be set up and all team members must be ready to present by the specified time (4:00 pm). Each team will be visited by three judges who are specifically assigned to their poster. Judges will circulate to each of their assigned posters in intervals of 10 minutes. Time will be monitored.

All team members must stay with their poster during the poster judging round. Since the poster sessions are also open to the general ILA population, non-judging members may also visit teams during their presentations. Therefore team members are expected to work together to manage the mix in their viewing audience. Judges will be identified with a ribbon so teams can easily distinguish them from other conference members. Judges will also have a score sheet like the one on the preceding page.

Judges will score each criterion, and include written feedback for the teams to which they are assigned. LEMIG Case Committee members will tally the submitted scores for each team, and the three highest scoring teams will advance to the finals.

Winning teams will be notified of their advancement to the final round by 4pm Thursday afternoon via an email to the contact person listed in the team’s registration materials. Winning teams should be prepared to participate in the Oral Presentations Final Round, Saturday at 18:30 (6:30pm).

Scores and feedback for all participating teams will be emailed to the team contact person.

Round Two Judging Criteria

Criteria	Points	Specifics
Appropriate and Effective Framing of the Problem	15 points	Is the problem being addressed framed in a manner that allows a focused, yet comprehensive analysis of its existence? Do team members understand the framing of the problem and why the specific framing is so vital to the plan they ultimately propose?
Grasp of the issues and systemic nature of analysis	20 points	Do the team members demonstrate an understanding of all the factors underlying the problem—social, economic, political, contextual, individual (leaders, followers)? Do they demonstrate a contextual understanding of the problem by incorporating a perspective from the host country? Do they correctly identify the most pertinent causes of the problem before recommending actions?
Awareness of the complexity of implementation	15 points	Do team members demonstrate an understanding about the feasibility (what is possible and what is not) and potential impacts of the recommended actions? Do they demonstrate an understanding about the need for leadership and the responsibilities of leaders and others in implementing their recommendations? Do team members demonstrate an understanding of the contexts in which the actions should be implemented?
Application of Leadership Theory	20 points	Do team members demonstrate a grasp of applicable leadership theories, and are they able to employ them in addressing their specific problem.
Articulation, Organization, and Presentation	15 points	Do the team members speak about their theories and conceptual frameworks in a clear and understandable manner? Do team members present their arguments in a coherent and compelling manner? Is the overall case and recommended actions easy to follow and understand?
Poster Display	15 points	Is the poster self-explanatory? Does it include all salient points, and is it readable and attractive? Does it avoid being too dense? Does it incorporate the appropriate visuals?

Final Round – Finalists’ Presentations

Overview: The final presentation ,i.e. ‘Final Round’, allows only teams who advanced from rounds one and two to formally present their case to a new set of judges, incorporating all they have gathered from judges, other interested individuals, and their time attending the conference. Although these said incorporations are expected of students to be made in the final round, the final round is independent from rounds one and two, as it involves only students who advanced from rounds one and two. Rounds one and two will determine what teams advance to the Final Round. Both divisions—undergraduate and graduate—will have their own room and audience.

Finalist teams will have a total of 20 minutes: 2 minutes max to set up, 13 minutes to present a formal presentation in front of an audience, and 5 minutes for questions. Student teams should have a strong, prepared presentation on their analysis of the situation. We ask that the theme of the 2019 conference, *Leadership: Courage Required*, be integrated into this portion of the case competition.

At the conclusion of all the presentations, judges will submit a score and rank ordering of teams based on the final presentation. This ranking will help determine the final results of the competition which will be announced at the closing plenary of the conference on Sunday, October 27.

Procedures: All team members should check in at the specified time. If the presentation requires the use of a computer, be sure to bring a flash drive and save you files to the computer in your designated room to be ready to present when your team is called. Time is tight and you will have a total of 20 minutes on "stage" (including 2 minutes to set up). Be ready so you don’t waste time on set up! Each team will have 13 minutes to conduct their formal presentation, followed by 5 minutes for questions from the judges and the audience (judges questions take priority). Time will be monitored. Teams should anticipate the types of questions to be asked based on the feedback they received from the Poster Round. Team presentations will be judged on the criteria below and winners will be announced at the closing plenary on Sunday:

Final Round Judging Criteria

Criteria	Weight
Presentation Substance: Do students demonstrate a grasp of applicable leadership theories and are they able to employ them in addressing their specific problem? Do students incorporate theory and research to construct relevant and persuasive arguments? Are the arguments adequately supported by evidence? Do the arguments demonstrate a systemic understanding of the problem? Is there evidence that teams participated actively in the ILA conference?	50 points
Presentation Structure and Organization of Ideas: Is the information and arguments organized logically and coherently; does the information flow from point to point in a coordinated manner? Are the main points of the case easy to identify and do they reasonably build off each other?	30 points
Presentation Style and Articulation: Do team members deliver the presentation in a manner that is clear and understandable? Do team members articulate their arguments in a compelling and persuasive manner? Do team members appear passionate and knowledgeable about the social issue they’ve identified?	20 points

Guidelines for Team Coaches: Helpful Tips

Teams may be advised by faculty, coaches, or other individuals prior to the competition; however, advisers, coaches, or other individuals may not contribute to any of the team's products (i.e. executive summary, poster, and presentation). Teams are free to receive verbal feedback on initial drafts and practice presentations. Listed below are some helpful tips and expectations for team coaches in helping to prepare their respective teams for the International Student Case Competition.

- Coaches are allowed to and should be actively involved in guiding the teams' problem statement, analysis, and recommendations relevant to their present case.

-Coaches should ensure that the teams are framing problems in a manner this is consistent with the competition's expectations.

-It is the expectation that team coaches ensure that student teams conduct a systemic and thoughtful analysis of the problem, and that they provide recommendations that are both doable and advantageous.

-Coaches should also make sure that students are applying leadership concepts in a manner that is consistent with the leadership theories they support; thereby advising students to be explicit in recognizing the concepts and theories being utilized.

-Finally, while coaches should help students prepare the oral defense of their projects where needed, coaches **SHOULD NOT** do the work of the student teams.

While at the International Leadership Association conference, it is expected that coaches serve as the main contact person for the teams. Additionally, team coaches should make sure students are present and prepared for the competition, be prepared to receive announcements and share information with the teams during the conference. Coaches to student teams should also make sure teams are being strategic in their conference attendance; attending those sessions that will be most helpful in helping them continue to develop their case.

It is the intention of the Leadership Education Member Interest Group to conduct webinars leading up to the International Leadership Association's annual conference that further illuminate these helpful tips to International Student Case Competition coaches.

If you have questions related to the International Student Case Competition, please direct them to the coordinator and Leadership Education Member Interest Group (LEMIG) chair –elect, Joy Pillay via email to: casecompetition@ila-net.com.

Remember, each team must register for the International Student Case Competition and team members must all register for the conference. If your university is covering the students' registration fees, you may contact conferences@ila-net.org to set up a pre-paid registration code for your students.