A Comprehensive Guide for Coordinating a Global Health Case Competition
Challenging Tomorrow’s Leaders to Develop Solutions Today

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A Note from the Authors

As members of the Emory Global Health Institute’s Student Advisory Committee, planning global health case competitions over the last four years has been one of the most exciting and rewarding experiences throughout our time at Emory. No matter your background or field of study, everyone can contribute to and be involved with global health, and we have loved doing so by coordinating Emory Global Health Case Competitions.

Few other experiences offer students such a realistic opportunity to work within multidisciplinary teams on important global health issues. Therefore, our hope is that other organizations and student groups around the world will organize global health case competitions to highlight the importance of multidisciplinary perspectives in developing innovative, feasible, and sustainable global health recommendations. In line with this vision, we offer this guide as a means of sharing best practices with individuals planning a global health case competition at their college or university.

Acknowledgements

Special thanks to all past and present Emory Global Health Institute’s Student Advisory Committee members. Without your vision, energy, and effort, the Emory Global Health Case Competitions would not be possible.

Many thanks to the Emory Global Health Institute staff - Roseanne, Suzanne, Rebecca, Stacey, and Alice - who have provided invaluable support and guidance since the competition’s inception. And to Dr. Jeffrey Koplan, the Institute’s director, thank you for trusting in the innovative spirit of students.

We would also like to extend our gratitude to Dr. Mohammed K. Ali and Dr. Amy Webb Girard for their dedication as the faculty advisors to the Student Advisory Committee, and for providing their editorial expertise on this manual.
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Introduction to the Emory Global Health Case Competition

Global health case competitions offer an innovative student learning experience that trains future global health leaders. These competitions bring together students from multiple disciplines in a format uncommon at most universities and colleges. The competition structure is borrowed from business school case competitions where student teams formulate recommendations for business-oriented problems.¹ Through global health case competitions, students creatively address critical global health challenges in a competitive and collaborative environment that simulates future workplace settings by requiring a multidisciplinary team composition.²

The Emory Global Health Case Competition (EGHCC) was conceived and initiated by the Emory Global Health Institute’s (EGHI) Student Advisory Committee (SAC), a multidisciplinary group of students that represent every school at Emory University. SAC members bring students’ perspectives to the EGHI, especially in regard to student opportunities and experiences. Throughout the year, SAC members host events on campus and serve as advocates for the Institute’s activities.

The inaugural EGHCC was held in spring 2009 and coordinated by the SAC. The competition included 40 Emory students comprising eight multidisciplinary teams. These teams presented strategies for alleviating severe acute childhood malnutrition in Ethiopia. Since its inception, the SAC has consistently improved and expanded the EGHCC each year. In spring 2012, the SAC coordinated two competitions – an intramural competition and an international event. The intramural competition featured 72 Emory students (12 teams) who addressed childhood obesity in Mexico. The winning team went on to compete in the international competition which included Emory’s team and 23 guest teams from universities around the world. At the international event, teams presented recommendations addressing health disparities in Sri Lanka.


Goal and Guiding Principles of the Emory Global Health Case Competition

While the EGHCC has grown and evolved each year, planning remains centered on a specific goal and set of guiding principles. The goal of the EGHCC is to train the next generation of leaders through a unique competition experience built upon a real-world challenge. To accomplish this goal, the SAC is committed to the following set of key principles:

• Foster participant’s appreciation of multidisciplinary collaboration through both team composition and case topic
  ○ Each team must have a minimum of three academic or vocational disciplines represented (e.g. public health, law and business)
  ○ The case topic will require teams to incorporate the methodologies, perspectives, and vocabularies of multiple disciplines, and the teams’ recommendations must incorporate diverse viewpoints
• Develop a case that is realistic and complex
  ○ The case topic should encourage solutions that are innovative yet feasible (i.e., have the potential to be applied in the real world)
• Hold the event outside the typical classroom setting, and provide limited faculty guidance
  ○ This new learning environment and format will foster interdisciplinary peer-to-peer learning and teaching
• Limit the competition time
  ○ Students will build leadership and team negotiation skills
  ○ Students will rely on one another, articulate opinions, and recognize the complexity of group decision-making processes
• Gather experts from a variety of disciplines to serve as competition judges who critique and evaluate students’ recommendations
  ○ The panel of judges should represent a variety of disciplines appropriate to the case topic and mimic the multi-sectorial nature of decision-making bodies
  ○ Organizers must create a forum for student teams to present their recommendations and interact with the expert judges

Competencies that students can develop through this opportunity include:

• synthesizing information under pressure
• prioritizing issues
• recognizing and working within resource constraints
• working within and appreciating multidisciplinary teams
• integrating various perspectives and methods
• applying evidence-based decision-making to global health problems
Size and Scope of the Event

We hope you will use this guide as an aid throughout your case competition planning process. The recommendations are based on the competition model developed at Emory University, so the examples are specific to Emory. The model and examples can be modified to match your vision and resources as you develop your competition and materials. Be creative, think outside the box, and have fun implementing an amazing student learning opportunity.

Before you begin planning the event, take time to develop goals and objectives for a global health case competition at your school. Be sure to consider the size of your student body, the academic departments represented on your campus, and monetary and other resources available to you.

After developing a vision for your case competition, the size of the event should be one of your first considerations. Set a goal for the number of teams you hope to recruit, and keep in mind that a small competition (four to six teams) is just as successful and beneficial as a large competition. Once you’ve determined the number of teams you will include, think about how you will organize the competition. Depending on resources and availability of judges, you can choose to host one competition stream or split teams among multiple streams (as shown in the diagram on page 9).

Case competitions can be implemented in a variety of ways, but in this guide, we present the case competition as an intramural, multidisciplinary event. Our suggestions are based on a competition hosting eight teams with five people each and a competition with just one stream of presentations. Example budgets, schedules, etc. reflect this model.

Forward Thinking: Case competitions can be organized as a component of a course, requiring less planning and infrastructure. On a larger scale, your case competition could grow to include students from other universities in your surrounding area.
Amer successfully executing your first event, you may consider incrementally increasing the scale of the competition by adding additional streams, teams and/or judges in subsequent years (as shown below). Keep in mind that multiple streams, and therefore additional judges, will increase costs.

Scaling Up a Global Health Case Competition: A Four Year Plan

<table>
<thead>
<tr>
<th>Year</th>
<th>Budget</th>
<th>Number of Teams</th>
<th>Cost per Participant</th>
<th>Number of Participants</th>
<th>Number of Presentation Streams</th>
<th>Presentations per Stream</th>
<th>Number of Final Presentations</th>
<th>Number of Judges</th>
<th>Number of Mentors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>$5,000</td>
<td>8</td>
<td>$125</td>
<td>40</td>
<td>1</td>
<td>8</td>
<td>0</td>
<td>3</td>
<td>8</td>
</tr>
<tr>
<td>Year 2</td>
<td>$6,000</td>
<td>8</td>
<td>$150</td>
<td>40</td>
<td>2</td>
<td>4</td>
<td>2</td>
<td>4*</td>
<td>8</td>
</tr>
<tr>
<td>Year 3</td>
<td>$9,000</td>
<td>12</td>
<td>$150</td>
<td>60</td>
<td>3</td>
<td>4</td>
<td>3</td>
<td>6*</td>
<td>12</td>
</tr>
<tr>
<td>Year 4</td>
<td>$12,000</td>
<td>12</td>
<td>$200</td>
<td>60</td>
<td>4</td>
<td>3</td>
<td>4</td>
<td>8*</td>
<td>12</td>
</tr>
</tbody>
</table>

* We recommend 2 judges per stream for the first round. For the final round, an odd number of judges is ideal in case of a tie-breaker.
Organizational Structure

The collective time and energy needed to organize a competition will depend on the competition’s size. Regardless, one essential element is a dedicated planning committee. At Emory, members of the Emory Global Health Institute’s Student Advisory Committee (SAC) comprise the case competition planning committee. Additionally, two faculty advisors serve on the planning committee to provide guidance and continuity as SAC membership shifts from year to year.

The ideal planning committee includes between 10-25 members representing a range of schools and disciplines. If you have a smaller committee, a dedicated group of additional volunteers will be necessary for the day of the event.

Once you have formed a planning committee, develop an organizational structure and delegate tasks. The organizational chart below depicts one way of delegating and/or dividing responsibilities. If necessary, these suggested roles can be combined.

Recommenda8on: If your school does not have a pre-formed committee like the EGHI’s SAC, that’s perfectly alright! To build your committee, you could draw on members from student groups, academic departments, and/or courses focused on topics relevant to global health.

Case Competition Planning Committee: Organizational Structure

- Logistics Coordinator
- Volunteer Coordinator
- Case Competition Planning Chair
- Case Writing Chair
- Marketing Chair
- Fundraising & Development Chair

Faculty Advisor
CHAPTER TWO

Case Competition Planning Committee: Roles and Responsibilities

<table>
<thead>
<tr>
<th>Role</th>
<th>Description</th>
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<tr>
<td><strong>Case Competition Planning Chair</strong></td>
<td>Lead competition organizer who oversees and integrates all aspects of the planning process and acts as the liaison between faculty advisors, committee members, and partner organization.</td>
</tr>
<tr>
<td><strong>Logistics Coordinator</strong></td>
<td>Works closely with the Case Competition Planning Chair and oversees all planning related to participant recruitment and team formation, competition rules and logistics, venues, food/catering, technology, and gifts.</td>
</tr>
<tr>
<td><strong>Marketing Chair</strong></td>
<td>Working closely with the Logistics Coordinator and Faculty Advisor or partner organization, this individual develops the marketing and promotional materials, including flyers, press releases, news articles and other signs and posters. This person also schedules and organizes information sessions around campus.</td>
</tr>
<tr>
<td><strong>Fundraising and Development Chair</strong></td>
<td>Develops a budget for the case competition and works with committee members to identify and request funds from potential sponsors. This individual also keeps track of spending and available resources.</td>
</tr>
<tr>
<td><strong>Case Writing Chair</strong></td>
<td>This individual organizes the case writing team, plans meetings for the writing team, ensures that case writers meet deadlines, and takes responsibility for editing the final version of the case with the Faculty Advisor.</td>
</tr>
<tr>
<td><strong>Volunteer Coordinator</strong></td>
<td>Determines the number of volunteers needed throughout the planning process, for the work day and competition day. This person defines the roles of each volunteer, recruits volunteers, and acts as the point person for these individuals.</td>
</tr>
<tr>
<td><strong>Faculty Advisor</strong></td>
<td>This person offers advice mainly to the Case Competition Planning Chair, guides case writing process and is the main liaison with the competition mentors and judges.</td>
</tr>
</tbody>
</table>

**Recommendation:**
As you begin to plan your case competition, identify individuals and organizations that are connected to your community and have knowledge related to global health. You may want to approach them and ask if they can serve as advisors or as your partner organization.

Partner Organization

Because students are the driving force behind the execution of this event, it is important that the planning committee has institutional support from a partner organization. At Emory, for example, in addition to the two faculty advisors who work with the planning committee, the Emory Global Health Institute (EGHI) provides staff support and guidance. The EGHI is a university-wide initiative that promotes global health research and scholarship at Emory and around the world. The EGHI is a natural partner organization as the staff is well connected to the Emory, Atlanta, and public health communities and is specifically focused on global health issues and education.

Depending on your resources, this support may come in the form of: academic department(s), specific school(s) on campus, student organization(s), campus-wide institution(s) or program(s), or some combination of these entities. The partner organization may provide staff time, financial resources, venues and/or connections to other organizations.
General Planning Timeline

A case competition requires a number of months to plan and execute. Here we present a sample timeline for your planning team, but adjustments can be made given the size and scope of your event. Details about these aspects are provided throughout the remainder of this guide.

**7-8 months before the competition**
- Discuss vision and plans for the competition with planning committee
- Identify partner and sponsor organizations and faculty advisor(s)
- Create a budget for the event
- Select a competition date
- Reserve venue(s) for the event
- Brainstorm ideas about the case topic

**5-6 months before the competition**
- Create and distribute promotional materials
- Finalize the case topic
- Organize a case writing team
- Finalize registration logistics
- Develop a fundraising strategy and make sponsorship requests
- Recruit judges and mentors
- Begin organizing catering details

**3-4 months before the competition**
- Host information sessions
- Complete first draft of the case
- Share draft of case with subject matter expert(s) for review
- Meet with IT staff at venue(s)
- Send invitations to faculty, staff, and other special guests

**1-2 months before the competition**
- Draft the logistics packet for participants
- Finalize catering orders
- Order supplies for event
- Open registration approximately 6 weeks before the competition
- Finalize the case, executive summary, and additional documents for mentors and judges
- Submit any necessary requests to campus services

**2-4 weeks before the competition**
- Send teams final confirmation of participation and team rosters
- Develop event program
- Send case and competition logistics to mentors and judges
- Host the “Team Meet and Greet”
- Print directional and informational signs for event

**1 week before the competition**
- Email logistics packet to participants
- Print name tags, programs, and other signs/lists
- Final walk-through with catering and venue staff
General Planning Timeline (Continued)

Week of the case competition
- Email case to team captains
- Host a volunteer meeting to review the event schedule and discuss each person’s role(s)
- Ensure computers, monitors, and microphones at venue are operational
- Be ready for questions from participants and unexpected details to arise

1 month after the competition
- Distribute follow-up survey to participants
- Send thank-you gifts and letters to sponsors, special guests, mentors and judges
- Address administrative aspects of distributing prize monies
- Debrief with the planning committee, case writing team, and partner organization(s)
- Develop final publicity

Recommendation:
After the event is over, host a fun event for the planning committee and volunteers to celebrate a job well done!

Time-Saving Tip: If you have limited time to plan your case competition, don’t abandon the idea! Using this sample timeline, work backwards and create a condensed timeline including the essential aspects. Be sure to give yourself at least two months to write the case, or use one of the cases available on the Emory Global Health Institute website.
Detailed Work Day Schedule

The case competition work day gives participants a dedicated time and place to work collaboratively on their recommendations, focus specifically on the case, and finalize presentations. At Emory, we offer classroom spaces from 1pm to midnight, but students are allowed to continue working through the night. Depending on your budget, you can provide meals and/or snacks throughout the day. Create a detailed work day schedule to distribute to participants and the planning committee. See our sample below.

<table>
<thead>
<tr>
<th>Date</th>
<th>Time/Place</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1:00pm - Midnight</strong></td>
<td><strong>Location (Building/Room)</strong></td>
<td><strong>Presentation Preparation</strong></td>
</tr>
<tr>
<td><strong>Team Work Rooms</strong></td>
<td></td>
<td><strong>Details:</strong></td>
</tr>
<tr>
<td><strong>Room # - Team 1</strong></td>
<td></td>
<td>• Registration beginning at 1:00pm</td>
</tr>
<tr>
<td><strong>Room # - Team 2</strong></td>
<td></td>
<td>• Each team is provided a work room equipped with a white board and dry erase markers. Please bring your laptops.</td>
</tr>
<tr>
<td><strong>Room # - Team 3</strong></td>
<td></td>
<td>• Snacks, drinks, and coffee/tea packets will be provided in Location.</td>
</tr>
<tr>
<td><strong>Room # - Team 4</strong></td>
<td></td>
<td>• We advise you to walk back to your cars and/or dorm in groups or with a campus police escort. Call xxx-xxx-xxx for an escort.</td>
</tr>
<tr>
<td><strong>Room # - Team 5</strong></td>
<td></td>
<td>• The doors at Location lock at midnight. You can work past this time, but plan accordingly if you wish to leave the building.</td>
</tr>
<tr>
<td><strong>Room # - Team 6</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Room # - Team 7</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Room # - Team 8</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Friday MM/DD</td>
<td></td>
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<tr>
<td><strong>3:00pm - 4:00pm and 5:00pm - 6:00pm</strong></td>
<td><strong>Assigned Team Work Rooms</strong></td>
<td><strong>Meeting with Mentors</strong></td>
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<td>• You are allotted one 60-minute meeting with your assigned mentor.</td>
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<td></td>
<td>• A case competition volunteer will escort your mentor to your work room.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Please be present at your assigned time.</td>
</tr>
<tr>
<td><strong>4:00pm</strong></td>
<td><strong>Location (Building/Room)</strong></td>
<td><strong>Snack</strong></td>
</tr>
<tr>
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<td></td>
<td>• You may eat in Location or take the snacks back to your work room.</td>
</tr>
<tr>
<td><strong>7:00pm - 8:00pm</strong></td>
<td><strong>Location (Building/Room)</strong></td>
<td><strong>Dinner</strong></td>
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<tr>
<td></td>
<td></td>
<td>• You may eat in Location or take your dinner back to your work room.</td>
</tr>
</tbody>
</table>
Detailed Competition Day Schedule

After hours of preparation, the competition day is filled with excitement as teams present their recommendations to a panel of expert judges. Be sure to arrive early to ensure that the venue is set up, technology is functioning properly, and the planning team is prepared to welcome participants and guests. See our sample competition day schedule below. This schedule is based on a budget that allows for the provision of snacks and a light reception following the competition. If your budget allows for breakfast or lunch, adjust the timing of your event accordingly.

### Competition Day Schedule

<table>
<thead>
<tr>
<th>Date</th>
<th>Time/Place</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>12:00pm - 12:20pm</td>
<td>Location (Building/Room)</td>
<td>Team Check-in and Presentation Deadline</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Team members check in individually at the check-in table between 12:00pm - 12:20pm.</td>
</tr>
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<td></td>
<td>• Teams must submit their flash drives with final presentations by 12:15pm.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Once you turn in your flash drive, we will not return it to you!</td>
</tr>
<tr>
<td>12:30pm - 12:50</td>
<td>Location (Building/Room)</td>
<td>Welcome Address</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Welcome address by competition organizers.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• All teams must be in attendance.</td>
</tr>
<tr>
<td>1:00pm - 3:00pm</td>
<td>Location (Building/Room)</td>
<td>Presentation 1-4</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Teams will have 15 minutes to present, followed by 10 minutes of Q&amp;A by judges.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Teams awaiting their presentation time can wait in the lobby or an available room, but are NOT permitted to watch other presentations.</td>
</tr>
<tr>
<td>3:00pm - 3:30pm</td>
<td>Location (Building/Room)</td>
<td>Afternoon Break and Snacks</td>
</tr>
<tr>
<td>3:30pm - 5:30pm</td>
<td>Location (Building/Room)</td>
<td>Presentation 5-8</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• See details above.</td>
</tr>
<tr>
<td>5:30pm - 7:00pm</td>
<td>Location (Building/Room)</td>
<td>Award Ceremony and Final Reception</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Enjoy light snacks, mingle and network.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Awards will be announced at 6pm.</td>
</tr>
</tbody>
</table>

**Recommendation:** Randomly assign the presentation order before the Competition Day, but keep this a secret until teams submit their final presentations. This assures that all teams prepare for the competition as if they were presenting first.
Creating a Budget

The first step in creating a budget is to discuss the priorities of your competition. Priorities could include large monetary prizes, serving food at every event, or providing travel for an out-of-town or world-renowned judge. After you have determined your priorities, develop a detailed budget that includes line item descriptions. This will help in fund development and ensure that you operate within your budget. Please see our sample budgets below.

Each budget assumes that there are 40 participants (eight teams with five participants each), 10 planners and 15 mentors/judges. Sample Budget #1 prioritizes refreshments and prize money while Sample Budget #2 distributes the funds more broadly based on different priorities.

<table>
<thead>
<tr>
<th>Event</th>
<th>Budget</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Team Meet and Greet</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Refreshments</td>
<td>$600</td>
<td>Provide Dinner ($12/person for 50 people)</td>
</tr>
<tr>
<td>Team Work Day</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Refreshments and Snacks</td>
<td>$400</td>
<td>Pizza/Veggies/Fruit ($50/team)</td>
</tr>
<tr>
<td>Final Presentation Day</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Breakfast</td>
<td>$600</td>
<td>Meals for participants, judges, guests and case competition planning committee</td>
</tr>
<tr>
<td>Lunch</td>
<td>$1,000</td>
<td></td>
</tr>
<tr>
<td>Awards/Prizes</td>
<td></td>
<td></td>
</tr>
<tr>
<td>First Place</td>
<td>$1,000</td>
<td>Shown here, one priority is to offer students many opportunities to receive prize money</td>
</tr>
<tr>
<td>Second Place</td>
<td>$500</td>
<td></td>
</tr>
<tr>
<td>Honorable Mention</td>
<td>$250</td>
<td></td>
</tr>
<tr>
<td>Judges’ Gifts</td>
<td>$200</td>
<td>$50/gift per judge</td>
</tr>
<tr>
<td>Marketing / Other</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Food for Information Sessions</td>
<td>$200</td>
<td>Pizza ($40/information session)</td>
</tr>
<tr>
<td>Printing / Office Supplies</td>
<td>$250</td>
<td>Signs, flash drives, etc.</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$5,000</strong></td>
<td></td>
</tr>
</tbody>
</table>
### Sample Budget #2 for a Global Health Case Competition

<table>
<thead>
<tr>
<th>Event</th>
<th>Budget</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Team Meet and Greet</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Refreshments</td>
<td>$300</td>
<td>Light Snacks for 50 people</td>
</tr>
<tr>
<td><strong>Team Work Day</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Coffee and Snack Station</td>
<td>$200</td>
<td>Teams provide their own meals - only coffee and snacks are provided during the workday</td>
</tr>
<tr>
<td><strong>Final Presentation Day</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Awards Reception</td>
<td>$750</td>
<td>Host your competition in the afternoon and serve heavy hors d’oeuvres and beverages</td>
</tr>
<tr>
<td>Travel for Judge</td>
<td>$500</td>
<td>Airfare and hotel for an out-of-town judge</td>
</tr>
<tr>
<td>Professional Photographer</td>
<td>$500</td>
<td>Hire a professional for your competition day</td>
</tr>
<tr>
<td><strong>Awards/Prizes</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>First Place</td>
<td>$600</td>
<td>Instead of providing large cash prizes, think of other ways to honor the winning team. (i.e, present their recommendations in different forums, meeting to share ideas with a VIP)</td>
</tr>
<tr>
<td>Second Place</td>
<td>$300</td>
<td></td>
</tr>
<tr>
<td>Participation Gift</td>
<td>$700</td>
<td>T-shirt, mug, or water bottle for all participants, mentors, and planning committee members</td>
</tr>
<tr>
<td>Judges’ Gifts</td>
<td>$200</td>
<td>$50/gift per judge</td>
</tr>
<tr>
<td><strong>Marketing / Other</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Food for Information Sessions</td>
<td>$200</td>
<td>Pizza ($40/information session)</td>
</tr>
<tr>
<td>Printing / Office Supplies</td>
<td>$250</td>
<td>Signs, flash drives, etc.</td>
</tr>
<tr>
<td>Venue Rental</td>
<td>$500</td>
<td>Fees to use off-campus venues</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>$5,000</td>
<td></td>
</tr>
</tbody>
</table>
Fundraising

After you have created a budget, check with your school’s development office to identify any rules or restrictions on fundraising, and ask if they can assist with your efforts. Next, make a list of potential sources of support. For instance:

- Your partner organization at your university
- Student organizations or student government association
- University leadership or administration
- Private/corporate sponsorship
- In-kind donations (ex. food, beverage, etc.)

When making a funding request within your university, provide a sponsorship request letter that outlines the event and describes how any awarded funds will be used. A template letter is provided on page 19.

When making a funding request to a community organization or private/corporate sponsor, we suggest creating a similar sponsorship request letter, but also consider incorporating the following:

- Describe how sponsorship can benefit the donor (e.g. display of their logo, recognition at the Awards Ceremony, the opportunity to have a recruitment booth at the event, the opportunity to engage with students, etc.)
- Provide an FAQ page with information about tax-deductible donations, how funds will be used, etc.
- Include an invitation to the competition

It is very important to publicly recognize all sponsors of your case competition. Include their name or logo on event signage and programs, on your website, and verbally at the beginning and end of the event.
Sample Sponsorship Request Letter for University Organizations

PUT Your Case Competition Logo Here!

**TITLE of your event**

**Dates | Times | Location**

### What is the Global Health Case Competition?

Use the information you have already developed to briefly describe what a case competition is and why it is a great idea for your campus. Be sure to highlight that the case competition is a unique problem-based learning opportunity, promotes a multidisciplinary team approach, and is an opportunity for students to develop innovative and creative solutions to a real-world global health challenge. You should also include a few details about how the competition works and what issues the case could potentially include, such as health care policy, public health implementation, business partnership/investment, medical research, cultural understanding, international law, etc.

### Who can participate?

Describe who is encouraged to participate – is this a cross-university activity, or only for a specific group of students (i.e., graduate or undergraduate)? Also describe how teams will be formed and the requirements of each team (i.e., five students/team, each team must have students from at least three disciplines, etc.).

### Case Subject and Evaluation

Be very clear that the case topic is kept secret until the case is released to the participants. Also note here that the panel of judges will represent multiple disciplines and evaluate the teams’ recommendations on the selected case.

### Important Dates

Include the dates, times and locations for the following: 1) Team Meet and Greet, 2) when the case will be released, 3) the competition workday, and 4) final presentations and awards reception.

### Awards

Describe monetary prizes and other awards available to top teams. Be sure to include the amounts of these prizes and explain that members of all teams will be recognized for their participation.

### Registration

Include the registration details – how, where, when, etc.

### Organizing Team

Give a list of the case competition planning committee members. Include students’ names, emails, school affiliations and roles on the committee. This will highlight the multidisciplinary student involvement in not only the competition, but also in the planning process.

### Marketing Plan

Describe your marketing plan – many student organizations want to know how you will advertise and gain participation in your event. Specify the media channels you will use including school publications, school specific listservs, information sessions and printed/digital signage across campus.

### Budget

Include your budget and, if necessary, highlight items that your potential donors may want to sponsor (e.g., 1st place prize, welcome lunch, etc.).

### Funding Request

Describe what monies you have secured and how they will be used. Make the formal request for a particular amount of money and specify what this potential donor would be sponsoring.

### Important Contacts

Include the contact information for your fundraising chair and the case competition planning chair.
Case Topic Selection

Case development is one of the most time-consuming elements of case competition planning, but also the piece that student organizers learn from and enjoy the most.

The first task in case development is brainstorming possible case topics. At Emory, this begins the summer before the case competition takes place, as members of the planning committee and/or faculty are asked to submit topic ideas. Submissions are considered possible case topics if they meet the following three criteria:

1. **Manageable** - The topic needs to have the features that permit the writing team, with expert help, to develop the case.

2. **Complexity** - Potential solutions to the case question(s) should not be “Google-able,” but at the same time should not be impossible to solve.

3. **Interdisciplinary** - Issues presented in the case need to engage a variety of disciplines such as law, business, medicine, ethics, public health, etc.

At our first case competition planning meeting (typically 7 months before the event), all submitted case topic ideas are presented to the group. Collectively, the planning committee talks about each proposed topic, what the possible case question could be, and what experts are available within the university and surrounding community to provide advice.

The planning committee votes to narrow the list and eventually selects the case topic. The voting process can be accomplished during a meeting or online through Survey Monkey or a similar website. In some instances, several ideas are combined to make a stronger and more complex case.

**Remember:** Ensuring the secrecy of the case topic is essential, so be sure that information is shared easily among the writing team, but is not available publicly.

**Time-Saving Tip:** If you do not have enough time to develop your own case, you can always use an existing case. The Emory Global Health Institute has several cases available for your use. Please visit our website at [www.globalhealth.emory.edu](http://www.globalhealth.emory.edu).
The Case-Writing Process

After the case topic is selected, a case writing team is identified. At Emory, the case writing team usually consists of 5-7 students representing a variety of disciplines: public health, clinical or allied health, business, law, and social sciences. If your university does not have many disciplines, be sure your case writing team includes people with diverse interests, backgrounds, and expertise. Including a student who is a topic or country expert can also add valuable perspectives to the team.

At Emory, faculty advisors play a major role in guiding the research and case writing process. Together with the faculty advisors, the team meets to establish expectations including the level of engagement necessary for participation and regular meeting attendance. After the team develops a case writing timeline, the research and writing phases begin. Initially, team members should focus on researching distinct aspects of the issue and geographic location. Assignments are often divided according to interest or expertise.

Box 1: Example Components of a Case

1. **Country overview** - basic data about the country of interest (e.g. population size; racial/ethnic composition; GDP; other economic factors such as sources of wealth, distribution of wealth, etc.). Pick indicators that are relevant to the case and use resources including the CIA World Factbook, WHO, UNICEF, etc.

2. The **health issue of interest** in that country:
   - background about the condition
   - how common it is and other epidemiological aspects
   - health effects
   - economic effects and impact
   - causes or perpetuating factors

3. Describe **potential areas for intervention** and any factors that make these options difficult to implement.

4. **“Complicating” issues** that influence the health issue and potential areas for intervention, such as political, economic, religious, and/or cultural factors.
WRITING YOUR CASE

From our experience, it is best for the case writing team to meet twice a month early in the research phase to ensure that case development is progressing in a timely manner. Research summaries should be emailed to the group or uploaded to a shared file (e.g. Google Docs or Dropbox) a few days before scheduled meetings. All members should review the summaries and come to meetings prepared to discuss each element of the case.

During meetings, the writing team begins to carve out the **storyline**: the narrative that accompanies the case competition question(s). See Box 2 for an example of how the case question is woven into a compelling storyline.

Box 2: Example “Storyline”

The 2009 EGHCC case centered around **Aamina**, a one year old, malnourished girl in **Ethiopia**. The case opens with a brief story about Aamina’s mother and her struggle to feed her family and save Aamina’s life. Case competition teams were asked to act as consultants to the **“Phil and Linda Bates Foundation,”** which was seeking strategies to reduce the burden of uncomplicated, severe acute malnutrition in the Oromiya Region of Ethiopia. As consultants to the “Bates Foundation,” case competition teams were tasked with developing appropriate, up-to-date, and effective recommendations on **how to spend US $1 million** pledged by the “Bates Foundation” in the effort to reduce malnutrition in this region.

Photo By: Sonya Datta-Sandhu
CHAPTER FIVE

Recommendation: Proper referencing is deceptively time consuming, so plan ahead.

It’s not uncommon for the case writing team to modify the case topic during the research phase. In some situations, new resources and data are discovered that require the writing team to consider modifying the direction of the case.

After primary research is complete, the writing team begins drafting sections of the case. A smaller group (two to three people) works to synthesize these elements into a first draft. It is important to limit the number of case writers in order to expedite the writing process.

The goal is to complete a full first draft of the case three months before the competition and a final draft one month before the competition. Share the final draft with content experts for reviews before releasing the case.

The final case is typically five to six pages in length with approximately 30 references and five to eight appendices. Appendices should include diagrams, maps, and tables that are useful to participants.

In addition to developing the case and writing the storyline, the case writing team should consider writing an executive summary and notes for mentors and judges. While you may create a standard judging rubric to be used from year to year, the case writing team should outline any case-specific criteria upon which student teams should be judged.

Forward Thinking: If you decide to have both a first round and final “playoff” round, consider adding a “twist” that finalist teams must address. For example, you could tell finalists that the budget has been cut by 45% and they need to reevaluate their original recommendation. At Emory, we give the final round teams an additional 45 minutes to address the “twist” before they come back to deliver their final presentation.
MENTORS AND JUDGES

CHAPTER SIX

MENTORS AND JUDGES

Mentors

On the work day, each team is provided a mentor who serves as a “lifeline” for their assigned team. (S)he provides the team with an opportunity to discuss their proposed recommendation and offers broad mentorship and guidance.

Mentors can be content or location experts or more experienced and friendly “guides” who help the students navigate the variety of health, political, and socio-economic issues in the case. Mentors can be university faculty, PhD candidates, campus institute or center staff, representatives from local public health agencies, businesses, non-profits, or members of local organizations related to the case topic. Don’t forget that alumni are also a group that can serve as mentors or connect you with their colleagues.

Mentors are instructed not to focus on specific solutions (i.e., mentorship is not “here, this is what you should do...”). Instead, mentors can comment on what the team has developed, provide some direction on their recommendations or give the team an opportunity to practice their presentation.

During the Emory event, mentors are only permitted 60 minutes with their team. We have held firm to this limitation because we want recommendations to emerge from the teams themselves and do not want teams to be dependent on their mentors.

Forward Thinking: As your competition expands, you will need to assess whether or not you can find a mentor for each team. You may need to ask mentors to meet with two teams each, or get creative with the types of “lifelines” you offer to the teams.
MENTORS AND JUDGES

After people have agreed to serve as mentors, provide each person logistical and case information. If possible, send this early to allow mentors adequate preparation time. This information should include:

• A copy of the case and the appendices
• A Mentors’ Notes document - including a summary of the case highlighting noteworthy components and a rundown of the mentors’ roles and responsibilities
• Logistics document - including times and locations for mentor meetings, parking information, and contact information for the case competition planning committee
• Invitation to the competition day - while it is not required for mentors to attend, teams greatly appreciate this gesture of support

You may want to identify one member of the planning committee or a volunteer to act as the ‘mentor liaison.’ (S)he will coordinate the recruitment of mentors, provide them with necessary information, schedule meeting times and greet mentors as they arrive on the work day.

Recommendation:
Offer potential mentors specific time slots (for example, 4:00pm or 5:00pm) instead of allowing teams to schedule meetings throughout the entire day.
CHAPTER SIX

MENTORS AND JUDGES

Judges

The role of case competition judges is to evaluate each team’s recommendations. After each team has presented, the judges ask critical questions to better understand the proposals and test the proposed recommendations. In this way, student teams are required to defend their ideas and think on their feet.

A three person judging panel with one topic expert, one health sciences expert (medicine, public health, etc.) and one business/international relations/law expert is ideal. If possible, a larger judging panel is always beneficial.

The composition of the judging panel will be determined by the case topic, your budget, and the goals and objectives set by the planning committee for the competition. At Emory, we recruit judges from a wide range of disciplines. Judges have included leaders of large corporations, law and consulting firms, public health agencies, non-profit organizations, government agencies, and academics.

Similar to the mentors, judges need not have content or location expertise. Through a well-written case, these leading professionals can quickly synthesize the key issues and are able to evaluate proposals based on their years of experience.

Once they have agreed to participate, we suggest sending the following information to each judge as soon as possible:

- A copy of the case and the appendices
- A Judges’ Notes document - a summary of the case highlighting noteworthy components and describing their judging assignment (i.e., the ‘role’ judges should play during the competition. For example, ask judges to evaluate recommendations as though they represent a Ministry of Health or UN delegation.)
- **Judging criteria** - You should consider the criteria on which teams will be judged based on the goals and specifics of the case. At Emory the criteria includes:
  - Justification for the recommendations proposed (data and evidence)
  - Creativity and innovation
  - Organization and clarity
  - Delivery (voice, body, eye contact)
  - Case-specific information around feasibility, sustainability, and acceptability of the proposed ideas
- Logistics document - including times and locations for the competition day, parking information, contact information for the planning committee, and biographies of the entire judging panel

Recommendation: While high profile judges are a draw for students, we’ve also found that judges truly enjoy networking with students during and after the event. When recruiting judges, be sure to highlight this opportunity.
CHAPTER SIX

MENTORS AND JUDGES

Feedback from the Judges

Competition participants greatly value the feedback they receive from the judges, including tips on presentation styles, comments on the feasibility of proposed recommendations, and acknowledgement of the time and effort teams put into the competition. Here are a few suggestions about how to ensure that participants receive feedback:

• **Written Feedback** - After each presentation, give the judges five minutes to write down feedback for each team. If you do this, you will need to provide judges with a standard feedback form and determine the best way to disseminate this information to each team.

• **Brief Oral Feedback** - After all presentations are complete, but before the announcement of the winning teams, one or two judges could offer brief comments. This would be less tailored to each team, and more about the judges’ overall impressions of the recommendations and the competition in general.

• **Judges Panel** - Another option would be to hold an intentional 30-40 minute feedback session during which judges share general thoughts about the competition and respond to questions from participants and audience members.

**Forward Thinking:** If your competition includes both a preliminary and playoff round, you could host a feedback session by a panel of judges immediately before the final round of presentations.
LOGISTICS AND PLANNING

CHAPTER SEVEN

Participant Recruitment

When you first introduce the idea of a global health case competition to your campus community, you’ll often be asked: “What is a case competition?” While this model is common in business school education, many other disciplines have never heard of case competitions. At Emory, we have found that the best way to increase awareness and draw potential participants is to hold information sessions. We recommend hosting one information session in each school on your campus.

Information sessions should be held on different days and at a variety of times. This allows students who cannot attend the information session at their own school to attend one somewhere else on campus. Information sessions can be advertised through school email listservs, on your partner organization’s website, in-person announcements in classes, and other information-sharing channels at your university.

What you will need to host an information session:

• **Information session facilitators** - These individuals might be past participants or planning committee members who can describe what a case competition is, know the details about your school’s case competition, and are able to relate to that particular student audience.

• **PowerPoint presentation** describing the following: 1) what is a case competition, 2) why students should participate, 3) registration details, 4) the expected time commitment, 5) and the schedule of events for the competition.

• Providing **refreshments** during information sessions is always a great draw for students. This is of course optional and contingent on your budget and campus culture.
Team Registration and Formation

After all information sessions have occurred, **registration** forms are made available online. We use SurveyMonkey and ask each potential participant for the following:

- Contact Information (name, email, and phone number)
- Student Type (undergraduate, graduate, PhD)
- School (e.g., Medicine, Public Health, Business, Theology, etc.)
- Degree Program and Area(s) of Concentration
- A space for students to describe why they are interested in participating in the case competition (50-250 words). This is included to encourage students to think seriously about their commitment to the case competition and ensure that only serious applicants apply.

We also ask registrants to agree to two statements on the online registration form:

- First, an agreement to the time commitment - “I acknowledge that by registering for the case competition, I am agreeing to make myself available the week of the event, and I accept the extensive time commitment required to participate.”
- Second, an agreement to the multidisciplinary team composition - “I agree to participate, knowing that I will be randomly assigned to a team with students from different academic disciplines.”

We recommend that online registration be available for a number of days (three to five days is common at Emory), allowing students from all disciplines adequate time to register.

After the registration window closes, **team formation** begins. Determining a formula for team formation has been a learning process for the Emory planning committee, but we feel that the fairest method is random assignment based on discipline. In SurveyMonkey, you can create a filter that groups registrants by discipline (e.g. Public Health, School of Medicine, etc.) then randomly select participants from each category and assign them to teams.

The multidisciplinary team composition will vary depending on the schools and disciplines present at your university and the number of students registering from each school. The Emory planning committee attempts to put together 5-6 person teams that each have:

- 1 public health student
- 1 allied health student (includes medicine, PT, PA, nursing, NP, etc.)
- 1 business student
- 1 law student
- 1 or 2 students from other categories (social sciences, undergraduate, PhD, etc.)
LOGISTICS AND PLANNING

Hosting a “Team Meet and Greet”

As soon as teams have been selected, introduce team members by email and encourage them to get together before the case is released. We’ve found that when team members get to know each other before the competition begins, they form a more cohesive team and have a more positive experience. When they meet early, team members are able to discover each other’s strengths and set expectations for themselves and their colleagues.

To facilitate the team-building process, we also suggest hosting a Team Meet and Greet about a week before the case is released. During this gathering:

- Team members officially meet and get to know each other, discuss strategies, and participate in coordinated team-building activities.
- Team members designate a captain. This person will be the point person for any communication from the case competition planning committee.
- All participants sign an honor code and other necessary paperwork.
- Planning committee members can field questions about logistics, rules, etc.

Box 3: Sample Advice for Presentation Styles and Strategies

1. Try to let all team members participate. Everyone does not need to speak during the formal presentation, but involve all team members during the Q&A.

2. Play the role and act professional. Know who the judges represent; are they a ministry of health, an advisory council or a funding organization?

3. Be sure to pay attention to the budget and reality. Also be clear about your strategy - you need a targeted, comprehensive solution and be sure to describe how various elements will work together.

4. There is value in practicing your presentation and critiquing the delivery.

5. Think about what questions will be asked in the Q&A. Determine ahead of time which team member will answer questions on particular topics.

Money-Saving Tip: The Team Meet and Greet at Emory is typically held in the evening during the dinner hour. One way to save money is to host this event during a time that does not require heavy refreshments (if any at all).
Promotional Materials

To advertise your competition, identify appropriate marketing channels available at your school. This may include printed or digital flyers, announcements through school emails and listservs, postings on Facebook groups, an article in your school newspaper or magazine, web and blog postings, etc.

A few of the promotional materials you may want to develop include:

“Save the Date” Flyer - this flyer is simple to make and is intended to spark interest around campus.

Mark your calendar
Emory Global Health Case Competition
Connecting Students from Diverse Fields to Address a Global Health Challenge

Saturday, March 19, 2011
Rollins School of Public Health, Claudia Nance Rollins Building

Competition begins at 9:00a
Final presentations from 1:30-3:30p

“One pager” about what a case competition is. This will be useful when recruiting professors to get involved and soliciting sponsors.

Press releases for your school newspaper or other media channels.

Invitations for key faculty members and special guests.
LOGISTICS AND PLANNING

**Competition Flyer** - include the date and time as well as registration details and prizes.

![Emory Global Health Case Competition Flyer]

**Case Release Flyer** - after the case has been released to competition teams, distribute a flyer with the title of the case and a brief summary of the case around campus. Send this to any professors or organizations with a particular interest in the case topic and ask them to share the flyer with students and others who may enjoy watching the competition.
Print Materials and Other Supplies

Case Competition Day requires many printed materials. It is best to begin designing these materials early. Below is a list of suggested print materials and supplies for the competition day.

**Materials for the Competition Day**

- Directional signs
- Large posters: schedule for the day, sponsorship acknowledgement, and a jumbo check for the winning team
- Check-in sheets for judges and participants
- Name tags for participants (with team numbers), judges, mentors, planning committee members, volunteers, etc.
- Competition program including sponsor information, competition day schedule, brief case summary, case competition teams, short bio-sketch of each judge, list of case competition mentors, list of case competition planning committee, and any necessary acknowledgements
- Information for spectators - in addition to the program, spectators may want information about the partner organization or events happening on your campus
- Judges’ name plates - to reserve their seats in the presentation room but also so team members can address the judges by name
- Time-keeper signs for use during the presentations (e.g., “5 minutes or 2 minutes remaining” and “Time is Up”)
- W-9 Tax Forms for the winning teams who will receive prize money

During the work day and competition day, a few other supplies you will be happy to have:

- First-aid kit
- Feminine hygiene kit
- Extra pens and markers
- Blank sticky name tags
- Tape, scissors and string

**Money-Saving Tip:** Investigate all of your printing options. Often school printing is much more affordable than chain office supply stores. If you are going to print a banner, be sure it does not include dates or specific case topic information so you can reuse this sign.
LOGISTICS AND PLANNING

CHAPTER SEVEN

Logistics Document for Participants

A great way to disseminate relevant case competition information to participants is to provide a comprehensive logistics document. Routinely, we have distributed this around the time of the Team Meet and Greet. Tailor the information to your competition, but we suggest that you include the following:

Basic Information

- **Contact Information** - direct students to the specific people for questions about event logistics, questions regarding the case, etc.
- **Dress Code Information** - students will ask, so explain the attire for your event. At Emory the competition day dress code is business professional.
- **Overview of the week** - students often want to know what the week will look like so they can fit other activities into their schedule.
- **Prizes** - tell students the possible prize levels or types of prizes they could receive.
- **Directions and Parking** - not all students, mentors, and judges will be familiar with every building on campus, so provide a campus map and written directions.
- **Information about Sponsors** - include sponsors’ logos and the level of sponsorship.

Information about Team Mentors

- At Emory, we provide limited support to the teams, a “lifeline” of sorts, in the form of a 60 minute meeting with an expert mentor on the work day. Each team is randomly assigned a mentor who is asked to provide the team with feedback and advice. In the logistics document, we describe the role of the mentors and list the times when each team will meet with their assigned mentor on the work day.

Presentation Logistics

- Specify what format students should use to develop their presentations (e.g. PowerPoint).
- Specify a time and location that each team’s final presentation will be collected to ensure that each team has an equal amount of preparation time. Determine how teams should turn in their final presentations. At Emory, each team is given an official competition flash drive, on which they save and submit their presentations.
- Tell students how they will be able to control their presentations (keyboard, handheld remote, etc.) and who is responsible for loading the final presentation onto the computer (a case competition volunteer, team captain, etc.).
- Explain how much time each team will have to deliver their presentation. At Emory, each team has a total of 25 minutes: 15 minutes allotted to present recommendations and 10 minutes for Q&A with judges. Timing is strictly enforced.
- Describe any limitations or recommendations on how many team members can participate in the presentation and Q&A.
CHAPTER SEVEN

LOGISTICS AND PLANNING

Judges and Scoring

• Revealing the judges’ identities before the competition day may hint at the case topic or push students to focus too much on the judges rather than the assignment. If you decide not to release the judges’ names in advance of the competition, explain that they will be subject matter experts and/or leaders in their fields.

• Give participants the judging criteria. At Emory, judges consider the following aspects when evaluating teams’ recommendations:
  ○ Justification for the recommendations proposed (data and evidence)
  ○ Creativity and innovation
  ○ Organization and clarity
  ○ Delivery (voice, body, eye contact)
  ○ Judging criteria may also include case-specific information around feasibility, sustainability, and acceptability of the proposed ideas.

Competition Rules and Guidelines

• Describe the rules of the competition. While some rules may be unique to your competition, others are fairly standard, including:
  ○ Teams should not discuss their case presentations or the case content with other teams until the judges have completed final scoring.
  ○ Teams should not discuss the case with the case competition planning committee.
  ○ Teams should not meet with their mentor for more than the allotted time.
  ○ Describe what resources teams can/can’t use - Can teams contact university staff or faculty? Can they use all library and electronic sources? Can they contact professionals actually working on the case topic or working abroad? At Emory teams are not permitted to talk about the case with any faculty or staff, they are however, allowed to utilize any personal contacts/resources outside of Emory.
  ○ Explain who team captains should contact if they have a question about the case. Also describe how the case competition planning committee will respond to these questions. For example, when a team asks a question, the Emory case competition planning committee emails the response to all team captains so that information is fairly disseminated.
  ○ Determine if teams can watch other presentations before or after their own presentation and explain this in the rules. Restricting teams from watching other teams’ presentations keeps the competition fair as no team is more or less prepared for the types of questions the judges might ask. But if there is no playoff round in your competition, allowing teams to watch after they have presented encourages a festive atmosphere.
LOGISTICS AND PLANNING

CHAPTER SEVEN

Venues

Work Day

If you are going to have an all-day work day before the competition day, it is important to choose a venue with several small breakout rooms that you can reserve in advance. As long as the meeting spaces are private, this could be an academic building’s classrooms or small meeting rooms at a conference center. Wherever you host the work day, we recommend that the rooms be equipped with Wi-Fi and have space for students to write on a whiteboard or to post large flip-chart papers.

Competition Day

The venue for the competition day essentially needs two specific spaces: a large presentation room and a reception space. The presentation room (or rooms if your competition has more than one stream) should have IT capabilities for teams to show their presentations and a speaker system with microphones for the presenters. The space should also allow ample seating for the judges and spectators. We recommend an auditorium or lecture classroom with stadium style seating and entrances at the rear of the classroom.

The reception space can be an atrium, a patio, or other gathering space. This space needs to be large enough to hold all of the participants, judges, spectators and members of the planning committee. We encourage you to think about what this event would look like (i.e., a seated meal, a cocktail hour, or a networking event) and choose the space accordingly.

Money-Saving Tip: While conference centers can charge incredibly high fees for the use of their meeting spaces, universities often do not charge university groups or student organizations for the use of spaces or IT resources.
CHAPTER SEVEN

LOGISTICS AND PLANNING

Technology

Since students present their case recommendations using a digital format, functional technology is vital. Schedule meetings with the IT department for both the work day and competition day venues well in advance to discuss your technology needs and IT staff availability. This is especially important if you are hosting the competition on a Saturday or Sunday, when IT staff will likely not be working.

Things to consider for the competition day:

- Does the venue have hand-held, podium, or lapel microphones?
- Will presenters have access to presentation remotes during presentations or will they need to manually advance their slides?
- Will you archive your event? If so, will you keep a copy of each presentation, create a video recording of the presentations, or rely on photographs?

As your competition expands, you may decide to invite other schools to participate in the competition. At this point, demands on technology grow. Visiting students will need internet and building access, and perhaps access to library resources. These aspects will require extra planning.

Photography

Documenting your event is a great idea. Participants, volunteers, judges, sponsors, and everyone involved love to see photos from the work day, competition day, and reception. You can create online photo albums to share, design commemorative books, and/or use the photos for promotional materials the following year. If your budget allows, you may decide to hire a professional photographer.

Money-Saving Tip: Appoint one or two volunteers to act as photographer(s) throughout the competition. Make sure these individuals have a background and interest in photography. Talk to your student activities center or photography department about renting or borrowing cameras.

Recommendation:
If IT staff do not work on the day you plan to host your competition, consider building funds into your budget to pay for IT staff time, and pay someone to be present on the competition day. If your budget does not allow for this, make sure planning committee members are well trained by IT staff to operate all technology and problem solve.
Providing refreshments during competition events can rapidly increase your budget. We encourage you to think about the timing of your events to determine when you will need to offer refreshments. For the Emory competitions, we provide lunch, a mid-afternoon snack, and dinner to participants on the work day. Meals for the competition day depend on the timing of presentations. When we host the competition in the morning, we provide breakfast and lunch. When presentations start in the afternoon, we provide a light snack and hors d’oeuvres at an evening reception.

When considering caterers, you may choose to work with one caterer for all events. This will reduce the amount of time needed to coordinate meals. No matter who your caterer is, be sure to contact them well in advance of the event. For the reception (and potentially for other events) plan to do a walk-through at the venue with the caterer. This will allow you to work out all of the details and avoid any frustration the day of the competition.

If you are going to serve beer or wine at your reception, be sure to investigate your university’s policies for checking IDs. We have found that checking IDs prior to the reception and adding a unique identifier (a particular color sticker or stamp) to participants’ name tags is a great way to streamline the process.

**Money-Saving Tip:** Explore a range of vendors to find catering fees that fit in your budget, and think about hosting your the work day and competition at times that do not require many meals. For instance, start the work day at 1pm, and ask teams to eat lunch before arriving. Similarly, start the competition in the afternoon, and host a simple reception afterwards.
Awards Ceremony and Reception

There are numerous ways you can organize the awards ceremony and reception, so here we offer some general advice as you determine the appropriate set-up for your event.

**Atmosphere:** After a long day of presentations, case competition participants are eager to relax and mingle while they wait to hear which teams will receive awards. Therefore, we recommend hosting the reception in a space where people can walk around and talk casually rather than a venue with lots of seating. When selecting the venue, keep in mind that you may need a microphone for the announcement of award recipients.

**Timing:** Immediately following the final team’s presentation, escort judges to their deliberation room. Judges will need about thirty minutes to determine award recipients, so it is important that participants, volunteers, organizers, and spectators have something to occupy their time while decisions are being made.

**Money-Saving Tip:** If your budget does not allow for a reception, think about alternate ways to engage people while judges are deliberating. You could invite a special guest to provide general feedback about the competition or the case topic, or you could invite teams to pose questions to one another in an organized manner.
Once the competition is over, take a moment to celebrate all your hard work! But you’re not quite done yet...

Showing Your Appreciation

During the competition, be sure to keep a running list of all individuals or groups who contributed time and/or resources to the case competition. At Emory, we offer small gifts as a token of our appreciation. However, thank-you gifts are not essential for hosting and executing a successful case competition. Simple hand-written thank-you notes are a great way to show your appreciation.

Below is a list of people you may want to thank and examples of thank-you gifts:

- **Mentors**: university mug or a luggage tag
- **Judges**: high-quality pen or coffee table book
- **Faculty advisors to the planning committee**: potted plant or a gift certificate
- **Building staff at the venue(s)**: fruit basket or a bouquet of flowers
- **Sponsors**: a personalized book commemorating the case competition
- **Case competition participants and volunteers**: a t-shirt, coffee mug or sustainable water bottle with event logo

**Money Saving Tip**: If your budget is limited, offer the same thank you gift to everyone (e.g., a coffee mug or t-shirt). You can save money by ordering in bulk, and if you do not include the year of the event, the same gifts can be used in subsequent years.
Evaluation

Evaluating the successes of the case competition and obtaining feedback on areas that require improvement are useful for planning future events and for promotional materials. There are a number of ways to conduct an evaluation, so be sure to develop a feasible plan that will capture adequate information without burdening your target audience. Here are some suggestions:

- **Online survey**: Create a survey using SurveyMonkey or similar website so you can email the survey to participants one to three weeks after the competition. Keep the survey brief but allow individuals space to freely write their feedback.
- **Interviews**: If time and resources allow, you may want to conduct interviews with a few of the participants. Conducting interviews provides a means to delve deeper into how the competition impacted the participants and gain substantive feedback.
- **Debriefing Meeting**: Invite volunteers and the planning committee to attend a feedback session. Before the meeting, create a list of topics you want to cover, but be sure to save time for attendees to share openly their experience, thoughts, and suggestions.
- **Meet with advisors**: Schedule meetings with faculty advisors and/or staff from your partner organization to obtain their feedback and discuss plans for moving forward. At this meeting you may also wish to discuss how to share best practices of hosting a global health case competition.

Final Publicity

To grow the visibility of the case competition and build anticipation for the next event, consider ways to publicize the competition around campus or around your town/city. Volunteers, members of the planning committee, or participants can write articles about the competition for your university’s paper, website, or alumni newsletter. For example, write an article about the case and describe the winning team’s recommendations and include a photo of the team. Local media organizations (radio/TV stations, newspapers) may also be interested in covering the event. Don’t be shy about contacting these organizations as a global health case competition is a unique, innovative opportunity organized by and for students - and that’s impressive!
NOTES FOR YOUR CASE COMPETITION

CHAPTER NINE
NOTES FOR YOUR CASE COMPETITION

CHAPTER NINE
We would love to hear from you and learn how you used this manual. Do you have suggestions for how to improve this manual or questions on implementing a global health case competition?

**Contact Us**

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