



The IPAC Case Study Program
www.ipac.ca/CaseStudyProgram



2023 NATIONAL PUBLIC ADMINISTRATION STUDENT CASE COMPETITION

RULES & PROCEDURES



INSTITUTE FOR RESEARCH
ON PUBLIC POLICY



Canada School
of Public Service

École de la fonction
publique du Canada



February 15 and 25, 2023

Host: Carleton University

Online Rules

WELCOME TO THE COMPETITION!

Continuing what has become an exciting milestone in the academic year for programs of public policy, management and administration across Canada, the School of Public Policy & Administration, Carleton University, is pleased to host the 2023 CAPP/PA National Student Case Competition Online. We are grateful to the great technical support at Carleton University and Baseline Communications for making the competition possible during a very difficult period for everyone.

The competition continues to be a collaborative effort, with national leadership, financial support and coordination provided by the Canadian Association of Programs in Public Policy (CAPP/PA), and technical and communications support provided by the Institute of Public Administration of Canada (IPAC).

Sponsorship support is provided by the Institute of Research on Public Policy (Policy Options), Ernst & Young, Carleton University and the Canada School of Public Service. The generosity of these sponsors is appreciated.

Ten teams from coast to coast will be participating in the case competition this year:

- Carleton University
- Concordia University
- Glendon College (York University)
- Johnson-Shoyama Graduate School (University of Regina and University of Saskatchewan)
- Simon Fraser University
- Toronto Metropolitan University
- University of Alberta
- University of British Columbia
- University of Toronto
- York University

GENERAL OUTLINE OF ONLINE COMPETITION FORMAT

There will be a single round of competition. As in previous years, the case will be sent to teams just over one week in advance (the previous Wednesday morning). The teams will prepare their analysis and presentations for the time allotted. Teams will make presentations to six judges. At the end of all presentations, the judges will deliberate, and the top three teams will be announced at an evening online reception. Judges will then provide feedback to all teams in a schedule of private meetings immediately following the announcements of the winning teams at the reception in various online break-out rooms.

To ensure that all presentations are made in the same context, other teams will not be able to attend any online presentations before giving their own presentations. This is the best way to ensure that judges do not differ in their views of the presentations due to audience size or reaction. Coaches and alternates may attend their team presentation, but they will not be permitted to participate. Once teams and coaches have given their presentations, they are encouraged to watch the other teams present by video feed. A link will be provided by email to completing teams after they have given their presentation.

TEAM COMPOSITION AND SCHEDULING

Teams from each program are made up of four students plus one back-up student (alternate), and one or more faculty coaches. Each institution will determine their own process for selecting their team members to participate in the competition. Some schools have held competitions, while others have polled students to vote for those who they believe will best represent them. Selection processes have varied across schools.

Regardless of selection method, all teams must be ready to receive the case one week in advance of the competition, Wednesday, February 15, 2023 at approximately 11 am ET. **Teams will be required to submit their presentations to the local organizing committee by 12:00 pm ET Friday, February 24, 2023.** The presentations may not be changed after submission.

Given that any team could be asked to present first, all teams should be prepared and ready to present on February 25, 2023 as per the schedule. The order of presentation will be determined at the opening reception on Wednesday, February 15, 2023 online. The exception are teams in Saskatchewan, Alberta and British Columbia, who will not be one of the first five teams to present. The schedule is attached to these rules below.

TEAM TECHNICAL REQUIREMENTS

The following technical requirements should be addressed in advance of the case competition:

- All team members should download the latest version of Zoom onto their systems;
- All team members should have a reliable computer with a stable internet connection;
- It is advised that team members do not present from a café or public location. You should present in a quiet and private location. You might also consider a backdrop that is professional and appropriate;
- All team members should have a camera, and a headset with a quality microphone.

GENERAL INSTRUCTIONS FOR DAY OF THE CASE COMPETITION

The following presents a description of the process to be followed for the online case competition day of presentations. A flow of activities is provided with the itinerary contained in this document.

- 1. Be prepared to show up online one presentation time slot ahead of your scheduled presentation time.** To avoid any problems with the schedule backing up due to potential technical difficulties, you will be provided the link to the waiting room for your presentation before the judges 45 minutes in advance of your scheduled time. You should be prepared to enter an assigned waiting room 30 minutes before your assigned time. This will ensure that there is always one team in the queue.
- 2. To avoid any potential technical problems, we may contact your coach to be in the queue early.** That is, the team scheduled two time slots before their presentation time may be asked to enter the waiting room IF the team that precedes them is having technical issues. These will be resolved by a technician, but every team should be on **stand-by** effectively **two time** slots ahead of their presentation time. While in the waiting room, a CAPP representative will provide the team with entry instructions.
- 3. Once you have been admitted to the presentation room, you should be prepared to begin quickly.** There will be a short introduction of your team by the CAPP representative in the presentation room, who will also be responsible for controlling the time. This brief 30 second introduction will not be part of your presentation time. Please note that the chat function will be disabled for teams.

4. **Your team will have 30 minutes in total in the presentation room.** You should aim to time your presentation so that it does not exceed 15-20 minutes. You should also aim to leave 10-15 minutes for the Question & Answer portion. Note that this time allotment is up to your team to manage. However, the more time you use up for the presentation, the less time you leave for the Q&A portion. Points may be deducted if you do not leave at least 10 minutes for Q&A. Also note that judges' interventions in this 30-minute time slot (including during your presentation) are considered part of your overall time. **The clock will not be paused at any time once it is started.** When your team is presenting, each member will be "spotlighted" so all members are seen, not just the current speaker. Judges who wish to pose questions will also be spotlighted when they intervene.
5. **Your presentation will be pre-loaded into the system.** The technical support team will ensure that your presentation is available and ready to go when you enter the presentation room. As your presentation is being viewed in separate rooms, control over advancing slides can only be provided in the presentation room. It is suggested that the coach advance the slides for the team.
6. **Once your team has completed the presentation before the judges, you will be directed to the viewing room.** You will be sent a link by email at this time so your team can access the online viewing room where you will have no access to your microphone, but you will be able to view the presentations that follow yours.
7. **Make certain that you attend the announcement of winning teams (Gold, Silver, Bronze) at 6:00 pm ET online. A waiting room will be opened for all teams and guests at 5:30 pm ET (link will be sent by email).**
8. **Make certain that you attend your team's assigned feedback break-out room.** A schedule will be made available to all coaches in advance of the announcement of winning teams. However, it is also posted in this rules document (tentative schedule) below. A judge and CAPP representative will be on hand to debrief each team about their performance.

ONLINE VIEWING ROOM OF PRESENTATIONS

Instructions for attending the online viewing room are as follows:

1. Your team (including coaches) will be provided with access to the viewing room only after your team has presented before the judging panel.
2. You will not have the ability to engage your microphone or camera. The "chat" function will be enabled for all participants, but keep in mind that it is visible to the public. It should only be used to communicate technical difficulties.
3. There may be other invited guests in the waiting room.
4. Once you have access to the viewing room, you are not permitted to share the link with anyone else. Access to the viewing room will be strictly enforced, and the feed may be on a time lag.
5. All teams are on the honour system. This means that all communications with your team prior to your presentations should be restricted, except those from your team-mates and coach(es). This means that any communications about other team presentations in advance of your own are prohibited. If it is determined that there are unfair communications, your team will be **disqualified** from the competition.

TECHNICAL SUPPORT FOR TEAMS

Technical support for the competition is being provided by Baseline Communications of Ottawa. The team is being led by Jim Huber. The role of technical support is to ensure that all rooms and break-out rooms are managed and coordinated. The team is also responsible for producing video recordings of all presentations, and ensuring the format is appropriate for online posting.

In addition, Mary Giles, Special Events Coordinator, School of Public Policy & Administration at Carleton University, is responsible for coordinating the scheduling of all teams, and ensuring that the schedule is followed. Her instructions outside the presentation and break-out rooms will be provided throughout the competition. Should you have any technical issues, you should call for support on her mobile phone. She will make certain that all coordination with Baseline team is carried out, including providing all links needed on an as-needed basis throughout the competition.

The competition will be on the **Zoom** platform. All teams should make absolutely certain that they have the latest version of Zoom loaded on their computers. This will ensure that you have access to the advanced features of the latest version, especially as these relate to access to break-out and waiting rooms.

THE CASE CHALLENGE

Public administration is a complex field. The case presented will require teams to go through the stages of case study review:

- The overall policy and operational effects of this series of events to define the problem and issues.
- The risks inherent in responding and in not responding.
- Strategic options with preferred approach.
- Suggestions for the process for moving towards the strategic approach.
- Issues of implementation and suggested course of action (including financial implications).
- Issues of communication, collaboration, stakeholders, and suggested courses of action.

Teams will organize their thinking into a short 15-20 minute presentation to the panel of judges who represent, as the case will define, key players in the context of the case. This is followed by a 10-15 minute Q&A session.

CASE SCORING CRITERIA

Presentation Weight = 75%; Q&A Weight = 25%

CASE PRESENTATION SCORING RUBRIC		
Team:		
Case Presentation Rubric		
Criteria	Score	Comments
Identifying the Problem in the Case accurately	/15	
Identifying the risks of responding/not responding	/10	
Identifying two to three options to address the problem	/10	
Identifying the preferred approach to addressing the problem and rationale for this selection	/10	
Identifying strategic implementation options for the preferred approach	/20	
Assessing feasibility of implementation	/20	
Quality of presentation	/15	
Total	/100	
Question and Answer Session		
Comprehension of the questions	/25	
Clarity, depth and quality of responses	/40	
Team coordination in addressing questions	/20	
Precision of responses	/15	
Total	/100	

ITINERARY AND PROCESS FOR OPENING RECEPTION

Wednesday, February 15, 2023

1. Distribution of the Case Study

Distribution of the case study will be at 11 am Eastern Time (ET) on Wednesday, February 15, 2023.

2. Opening Reception for Competition: 1:00 - 2:15 p.m. Eastern Time

Teams will join a group Zoom call with all coaches students, guests and VIPs for an opening reception to the competition. During this reception, each school's coach will introduce their team to the group and facilitators will review the rules of the competition for all. Then, the facilitators will draw presentation times for each time to determine when they will present their brief to the judges on the competition day. Following the formal proceedings, teams will have the opportunity to ask general questions of the organizers and tech coordinators about the competition.

Note that should a western team (UBC, SFU, UAlberta, or Johnson-Shoyama) be drawn for the first five timeslots in the schedule, they will be removed, and returned to the sorting hat.

3. Tech Troubleshooting Sessions

Once the reception has ended, each team will meet separately with the tech coordinators for the competition in order to test out the competition platform and presentation tools. Each team will have 10-15 minutes with the tech team, during which time their audio, video, and coach's screen sharing abilities will be tested. Given that no teams will have their slide deck at this time, we will provide them with a mock presentation which they can use in order to practice screen sharing. The tech run is intended to be something of a dress rehearsal for the competition day, so its Zoom call format will be identical to that of the competition day's. This means that students and coaches will be expected to sign into the Zoom call in advance of their time slot and wait for admission into the call from a technician (this may take a few minutes). Once they are welcomed into the call, they will be greeted by an organizer and technician in the call's lobby. Then, the organizer will admit them to a breakout room, which will serve as the presentation room where the technicians will be waiting to facilitate the mock presentation meeting.

It will be imperative for teams to attend their time slot below in order to avoid any hiccups on the competition day that could cost their team time during their presentation. Therefore, we recommend adhering to the same tech guidelines as outlined for competition day, namely that all participants come with a reliable internet connection, they do not use any virtual backgrounds, they set their screen name to their full name, and they broadcast into the session from a space in their homes that is unencumbered by excessive background noise or echoes (generally, headphones with a microphone attached are the best guarantee of a good sound quality).

Teams will be asked to sign into the tech run Zoom call ten minutes in advance of their time slot on February 15. Mary Giles will provide a Zoom link for each team in advance. All times listed are in Eastern Time. There will be two technicians working with teams – one in each timeslot. The order of the tech runs is by school as follows:

1. University of British Columbia (2:15-2:30 ET)
2. York University (2:30-2:45 ET)
3. University of Alberta (2:45-3:00 ET)
4. Carleton University (3:00-3:15 ET)
5. Glendon College (3:15-3:30 ET)
6. Toronto Metropolitan University (3:30-3:45 ET)
7. Concordia University (3:45-4:00 ET)
8. Johnson-Shoyama (4:00-4:15 ET)
9. Simon Fraser University (4:15-4:30 ET)
10. University of Toronto (5:15-5:30 ET)

Opening Program

TIME	ACTIVITY	SPEAKER
1:00 pm ET	Program Begins	Link to be provided.
<i>3-5 minutes</i>	Welcome and Opening Remarks Thank Sponsors	Robert Shepherd , CAPP Organizer
<i>3-5 minutes</i>	IPAC remarks	David Fulford , CEO, IPAC
<i>up to 5 minutes</i>	CAPP remarks	Brooke Jeffrey , CAPP President
<i>Up to 20 minutes</i>	Coaches to Introduce their teams	
<i>15 minutes</i>	Explain Rules Draw Order of Teams with Canada toque	Robert Shepherd Mary Giles will record the team schedule, and email to all coaches.
<i>up to 3 minutes</i>	Closing remarks	Robert Shepherd
2:15 to 4:45 ET	Technical Support will test team technologies.	Baseline Communications

ITINERARY AND PROCESS FOR CASE COMPETITION DAY

Saturday, February 25, 2023

Friday, February 24

1. Submitting Presentations

All decks must be emailed to Mary Giles at mary.giles@carleton.ca by **5:00 p.m. ET on Friday, February 24, 2023**. In order to minimize the number of technical problems on the day of presentations and ensure that all decks will be compatible with all computers, all final slide decks must be submitted in both PowerPoint and PDF format. This means that teams will be presenting using the PDF file provided, rather than a PowerPoint document (which is provided as a backup only). It is recommended that teams keep their decks simple and professional, as any transitions or animations on their slides will not show well during their presentations.

During presentations, the tech coordinator on the call will open the PDF deck on their computer, share their screen and will be responsible for advancing through the slides as the team presents. One of your team members can say “next slide.” Teams will not be given control of the slides to create an equal environment for all teams in case of lag in bandwidth. Teams will be given the opportunity to practice this screen sharing process during their tech run on **February 15**.

Saturday, February 25: Competition Day

1. Joining the Call

Thirty minutes before their allotted presentation time, team members and coaches will follow the Zoom link for the competition. Teams will not be immediately admitted into the call, so they will be asked to wait on a loading page until a facilitator lets them into the call. Once they are admitted into the call by the host, each team will be greeted by an outside organizer in the virtual “lobby” of the event. At this time, each team member and coach should ensure that their screen name is set to their full name, that they have no virtual backgrounds showing, and that they are fully prepared to brief the judges. A technician will also be on hand to address any last-minute technical issues with team members.

Teams will have an opportunity in the prep room to have a screen shot taken of their participation in the case competition.

2. Presentations

When entering the presentation room, the coach(es) and the team alternate(s) should turn off their video and audio.

The person in control of the presentation will be determined in the waiting room, and permission assigned to that person once in the viewing room.

The inside organizer will introduce the team at the outset and will indicate that the digital timer will start. The timer will not be stopped for any reason once the presentation begins.

The team will manage their own time in the presentation room once the digital timer is activated. However, sufficient time should be left for Q&A as this element represents 25 percent of the score. Once the briefing presentation is complete, teams will be removed from the presentation room.

The chat function will be activated in the presentation room. However, a technician will brief teams in the prep room that they should not “chat to everyone,” otherwise the audience will see it on the screen. If you need the chat, it is to address any technical or other concerns. Should there be a technical problem with a team member, teams should have a contingency plan in place to have the alternate step in, or another team member take over that portion of the presentation.

Between each briefing, the judges will need time alone in the presentation breakout room to deliberate the previous team’s presentation. When deliberations are over, the inside organizer will alert the outside organizer in the virtual lobby that they are prepared to see the next team. At this time, a technician will admit the waiting team into the presentation breakout room for their presentation, the technician will share their screen with the team’s PDF deck, they will give control of their screen to the team’s alternate or coach, and the thirty-minute timer will commence for the presentation by the inside coordinator.

A reliable internet connection and good audio conditions are essential during presentations in order to ensure that the students are audible and can hear the judges’ questions and comments. In the event of a team member’s technology failing, teams must be prepared to carry on with their briefing — the timer will not stop for any reason once the presentation has begun.

Please note that all presentations will be streamed live and broadcast to an audience of invited guests and participants, who have already presented their briefs.

3. Streaming Presentations

When a team completes their briefing, they will be emailed a secure link to a livestream of the presentation room to view. Students and coaches will be welcome to watch the proceeding teams’ presentations for the rest of the day. Given that the coaches will require time to deliberate between presentations, anyone viewing the YouTube link can expect ten minutes of “dead air” time between presentations as the live feed will be halted to give the judges the privacy needed to discuss each brief in turn.

4. Awards Ceremony and Reception

After the presentations have concluded for the day, the judges will be given an hour alone to compare briefs and pick the competition’s top three winners. At 6:00 pm ET, teams will join the awards ceremony on Zoom. Judges, invited guests, and competition organizers will give comments about their work and the competition, and the winners will then be announced. Teams will attend the Zoom call, but a livestream link of the evening will be sent to the participating schools should any of their non-participating students or staff wish to view the event.

5. Feedback Sessions with Judges

Once the winners are announced, each team will have a one-on-one breakout room session with a judge who will offer them a debrief of their presentation including its strengths, and areas for improvement. These sessions will be 30 minutes each. There are six judges, so there will need to be two shifts of feedback sessions. During the first thirty minutes, facilitators will transfer seven teams to seven separate breakout rooms while the remaining six teams mingle in the main “lobby” of the call. Then, when their time is up, facilitators will remove groups from breakout rooms and shuffle the remaining six teams into seven breakout rooms for their feedback sessions. Once a team has finished their feedback session, its members are welcome to remain in the “lobby” of the call to mingle, or they may leave the call as they wish.

The teams that will participate in the first round of feedback sessions (6:45 pm ET) will be:

1. Carleton University
2. Concordia University
3. York University
4. Toronto Metropolitan University
5. University of Toronto

The teams that will participate in the second round of feedback sessions (7:15 ET) will be:

1. Simon Fraser University
2. University of Alberta
3. Johnson-Shoyama
4. University of British Columbia
5. Glendon College

SCHEDULE OF PRESENTATIONS

Saturday, February 25, 2023

Order	Enter Waiting Room	Presentation Start/End Times (ET)	Team Order
1	7:30 am	8:00 – 8:30	Concordia
2	8:15 am	8:45 – 9:15	U of Toronto
3	9:00 am	9:30 – 10:00	Glendon
Break for Judges: 10:00 – 10:30 am			
4	10:00 am	10:30 – 11:00	Carleton
5	10:45 am	11:15 – 11:45	U of Alberta
6	11:30 am	12:00 – 12:30	Toronto MU
Lunch Break for Judges: 12:30 - 1:30 pm			
7	1:00 pm	1:30 – 2:00	U British Columbia
8	1:45 pm	2:15 – 2:45	Simon Fraser
9	2:30 pm	3:00 – 3:30	Johnson-Shoyama
10	3:15 pm	3:45 – 4:15	York U
Judges' Deliberations: 4:30 – 5:30 pm			
6:00 pm: Evening Online Reception			
	6:00 – 6:45 pm	Winners Announced Judges Provide Individual Team Feedback 6:45 to 7:15 pm (5 Teams) 7:15 to 7:45 pm (5 Teams)	
	6:45 – 7:45 pm		
<p>Note: Schedule timing is subject to change until the day of competition.</p>			

Final Reception Program
Saturday, February 25, 2023

TIME	ACTIVITY	SPEAKER
6:00 pm ET	Guests arrive, judges and speakers arrive	
6:05 pm ET	Program Begins	
Up to 5 minutes	Welcome and Opening Remarks	Robert Shepherd , Case Competition Organizer
2 to 5 minutes	Carleton SPPA Remarks	Jennifer Stewart Host, Carleton University
2 to 5 minutes	IPAC remarks	David Fulford , IPAC
2 to 5 minutes	E&Y remarks	Mark MacDonald , E&Y
2 to 5 minutes	CSPS remarks	Josianne Paul , CSPS
2 to 5 minutes	CAPPA remarks	Brooke Jeffrey , CAPPA President
10 to 15 minutes	Comments on Team Performances	Taki Sarantakis , Head Judge
Up to 5 minutes	Announcement of Top 3 Teams Teams announced in 3, 2, 1 order.	Robert Shepherd and Brooke Jeffrey
5 minutes	Closing Remarks Explanation of Debriefing	Robert Shepherd and Brooke Jeffrey
6:45 to 7:45 pm ET	Break-Out Team Feedback Sessions	Judges & CAPPA Reps

TEAM DEBRIEF SCHEDULE

TEAM	COACH	JUDGE	CAPPA REP	TIME (ET)
Carleton	Jennifer Stewart Dong Ngo	Shirley Carruthers	J.F. Savard	6:45 pm
Concordia	Ceren Belge Sarah Cox	Randall Germain	Kim Speers	6:45 pm
York	Ken Ogata Ana Kaprolos	Ellen Burack	Robert Shepherd	6:45 pm
Toronto Metropolit an	Andrea Migone Frank D'Onofrio	Ronald Morrow	Brooke Jeffrey	6:45 pm
U of Toronto	Drew Fagan Brian Lewis	Peter Routledge	Genevieve Tellier	6:45 pm
SFU	Kennedy Stewart	Shirley Carruthers	J.F. Savard	7:15 pm
U of Alberta	Jared Wesley Feodor Snagovsky	Randall Germain	Kim Speers	7:15 pm
Johnson- Shoyama	Derrick Lepine Nancy Carlson	Ellen Burack	Robert Shepherd	7:15 pm
UBC	Vina Nadijbulla	Ronald Morrow	Brooke Jeffrey	7:15 pm
Glendon	Francis Garon Andrew Mackey	Peter Routledge	Genevieve Tellier	7:15 pm

COACHING GUIDELINES

Thank you for agreeing to coach your university's team. Coaches play a vital role in preparing a team for the competition. Through the process of developing the national competition, various questions have arisen from coaches. The following set of guidelines attempts to provide answers as well as set out the rules that apply to coaches. It should be read in conjunction with the Competition Rules endorsed by CAPP and IPAC.

It's About the Students

Above all, the case competition is about students' experiences. They own what they analyze, develop, present, and defend, winning or lose on their own merits. Students benefit from your help and coordination, but are impeded by a coach who takes authoritative or dominant roles.

Coaches' Responsibilities

The Coach serves many important roles in this process:

- Once your institution has registered and been accepted and you are identified as the coach, you will be the primary point of contact for the host university. All communications with the host or organizing committee should be through you if at all possible.
- Oversee the process of selecting your team. At present, no guidance is provided by CAPP/IPAC as each university varies considerably in terms of how teams are formulated. Experience has shown, however, that a form of internal competition adds considerably to the interest in the case competition. Further, it advances the use of the case study method as one form of teaching and learning. Some universities hold a competition in which one team wins and represents their school or department. Others use a process that identifies the best candidates overall, creating, in the end, a team out of the competitive process.
- Provide or arrange for training for the team on the case study approach.
- Gather material, or have the team do it, on the past competitions. Material is posted on the CAPP website.
- Run, where feasible, simulated exercises.
- Ensure that the team is organized, has the resources it needs, and is self-managing very quickly.
- Ensure that key roles such as convenor, recorder and scribe are identified so that they can be assigned once work on the case is received.
- You will receive the case by email one week in advance of the competition day, before noon ET. You then have to distribute the case to the team.
- Meet with the team to discuss the case, clarify their understanding of the facts of the case, any contextual matters that you deem important and participate in a general discussion of the case.
- Leave the team to move into analysis and planning of response to the facts of the case. It should also start to develop its key messages, means of presenting them and anticipate questions.

- Provide the team with advice and support in developing its presentation. You can do this in a number of ways:
 - Personally interact with the team at key points,
 - Arrange for other members of the school/department to provide an audience and road test,
 - Provide suggestions for improving the arguments and presentation or remind the team of issues that may have been ignored (a key challenge for these cases which are deliberately complex to reflect the complex public sector which we study and work in).
- You will not approve the presentation. You will not personally revise it. Your role is to guide.
- Provide support to your team in terms of ensuring the logistics, such as ensuring the CAPPAs organizer has a digital copy of your presentation on time.
- Like your team, on the day of competition, you cannot attend the other presentations until your team's presentation has concluded, at which time you are invited to join the other observers in the viewing room.
- Take notes and provide feedback to your team on its performance. In addition, judges will keep notes and formal feedback will be given to each team in an online feedback session.
- Provide feedback to your school on what you learned, and hopefully, find a place to hang the plaque your team has won and get ready to defend the title next year.

KEY CONTACTS

School of Public Policy & Administration, Carleton University:

Overall organization, online site logistics, event co-ordination.

- Mary Giles, Special Events Coordinator, (613) 581-2397 (cellular);
MaryGiles@cunet.carleton.ca
- Jim Huber, Technical Coordinator, Baseline Communications, (613) 266-5132,
info@baselinecommunications.com

IPAC:

National communication and publicity, sponsorship.

- Ashley Cabral, Outreach/Communications: acabral@ipac.ca ; (647) 241-1054

CAPPAs:

National/Local coordination/liaison, communications among schools, sponsorship, publicity, case preparation.

- Robert Shepherd, Organizer, CAPPAs; 613-302-6833 (cellular);
robertp.shepherd@carleton.ca
- Brooke Jeffrey, CAPPAs President, brooke.jeffrey@concordia.ca