



# 2026 NATIONAL PUBLIC ADMINISTRATION STUDENT CASE COMPETITION

## RULES AND PROCEDURES

**FEBRUARY 11 AND 21, 2026**



Canada School  
of Public Service

École de la fonction  
publique du Canada



## Welcome to the 2026 CAPPAs National Student Case Competition!

Continuing what has become an exciting milestone in the academic year for programs of public policy, management and administration across Canada, we are pleased to host the 2026 CAPPAs National Public Administration Student Case Competition.

The competition continues to be a collaborative effort, with national leadership, financial support, and coordination provided by the Canadian Association of Programs in Public Administration (CAPPAs). We are grateful to the great technical support at Twin Pines Multimedia for continuing to make the online competition possible. Sponsorship support is provided by the Institute of Research on Public Policy (Policy Options). Additional support is provided by the Canada School of Public Service (CSPS). The generosity of these sponsors and supporters is appreciated and ensures that this outstanding opportunity continues to be available to CAPPAs Members.

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### General Outline of Online Competition Format

There will be a single round of competition on Saturday February 21, 2026<sup>1</sup>. **The case and the rubric will be made available to teams ten days in advance (the previous Wednesday morning, February 11, 2026 at 11 AM EST)**. The teams will prepare their analysis and presentations within 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 that same day<sup>2</sup>. Judges or a CAPPAs representative will then provide feedback to all teams in private online break-out rooms immediately following the announcement of the winning teams at the reception.

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 a team does not adjust its presentation based on what another

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<sup>1</sup> Please refer to the Case Competition Day [Draft] Program.

<sup>2</sup> Please refer to the Case Scoring Rubric.

team has presented. Coaches and alternates may attend their team presentation, but they will not be permitted to participate (alternates can participate if a team member becomes unavailable for any reason). Once teams have given their presentations, students and coaches are encouraged to watch the other teams present by video feed. A link will be provided by email to teams after they have given their presentation.

## Team Composition and Scheduling

Teams from each program are made up of a maximum of four students plus one back-up student (alternate), and one or more school coaches. Each school will determine their own process for selecting their team members to participate in the competition.

Regardless of selection method, all teams must be ready to receive the case ten days in advance of the competition, on Wednesday February 11, 2026 at 11 am EST. **Teams will be required to submit their presentations to the organizing committee by 5 pm EST Friday February 20, 2026 – in both PPT and PDF formats at [cappa.casecomp.2026@gmail.com](mailto:cappa.casecomp.2026@gmail.com).** 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 Saturday February 21, 2026 as per the schedule. Technical issues may require teams in the queue to advance. The order of presentation will be determined at the online opening ceremonies on Wednesday February 11, 2026<sup>3</sup>. Teams from the West (British Columbia, Alberta, and Saskatchewan) cannot present before 11:00 AM EST. No other adjustments will be made to the schedule.

## Team Technical Requirements

The following technical requirements should be addressed in advance of the case competition<sup>4</sup>:

- Each team member will participate in their presentation from their individual computer, using Zoom. Each team member is expected to be in a separate room to ensure a level playing field for all teams.
- The competition will be on the Zoom platform. All teams should ensure that they have the latest version of Zoom loaded on their computers. This will ensure that you have access to all features in the latest version, especially as these relate to access to break-out and waiting rooms.
- All team members should ensure they 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. Avoid locations with excessive background noise or echoes.

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<sup>3</sup> Please refer to the Opening Ceremony Agenda.

<sup>4</sup> An additional technical guide from Twin Pines Multimedia is available.

- Find a location with a professional and appropriate background (i.e., do not use a virtual background). Virtual backgrounds use up excess bandwidth that may interfere with your connection.
- Set your screen name to your given name and surname.
- All team members should have a camera and a headset with a quality microphone.

## General Instructions for the Day of the Case Competition

The following is 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 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 immediately.** There will be a brief introduction of your team by the CAPP representative in the presentation room, who will also be responsible for controlling the time. This introduction will not be counted as part of your presentation time.
  - Additional instructions:***
    - i. We will begin the opening and closing ceremonies with a land acknowledgment. A land acknowledgment is not required during the presentation.
    - ii. While the Zoom chat function will be enabled, this is to facilitate communication amongst the organizers, judges, and technical support team. Team members are not to use the Zoom chat function to communicate with other team members, and teams are expected to not communicate outside the Zoom platform (e.g., through a Slack channel).
- 4. Your team will have 30 minutes in total in the presentation room.** The duration of your presentation will be 20 minutes, followed by a Q&A period of 10 minutes.

Time limits will be strictly enforced. 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. 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, please". 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 on February 11, 2026.
6. Note that your presentation and Q&A session will be recorded, and that these will be broadcast live to the Viewing Room, which is a closed channel to invitees only. Also note that the deliberations on each presentation will not be recorded or viewable.
7. **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.
8. **Make certain that you attend the announcement of winning teams (Gold, Silver, Bronze) at the Awards Ceremony (Saturday, February 21, 2026, 7:00 pm EST) online.** A waiting room will be opened for all teams and confirmed guests (a link will be sent by email).
9. **Be sure to attend your team's debriefing session after the awards ceremony.** The debriefing schedule is included in the competition day schedule. A judge or a CAPP representative will be available to debrief each team on its performance.

## Online Viewing Room

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 while in the viewing room. The Zoom 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 viewing room throughout the day.

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 are permitted. However, it also means that any communications about other team presentations in advance of their presentation times are prohibited. If it is determined that there are unfair communications, teams may be disqualified from the competition. This is to ensure that there is no unfair advantage to any time prior to their presentation time.

## Technical Support

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

In addition, Nafisa Nawal from the organizing committee 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, and she will be available to address urgent technical issues. Nafisa will coordinate with Twin Pines Multimedia, including providing all links needed on an as-needed basis throughout the competition.

## 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.
- Implementation issues and suggested course of action (including financial implications).
- Issues related to communication, collaboration, stakeholders, and suggested courses of action.

Teams will organize their thinking into a 20-minute presentation to the panel of judges who will represent key players in the context of the case (these will be described in the case). The presentation is followed by a 10-minute Q&A session to a maximum of 30

minutes). Please see the case scoring rubric<sup>5</sup> for a detailed understanding of how the judges will be evaluating the presentations.

### **Key Contacts:**

Overall organization, online site logistics, event coordination.

- Nafisa Nawal; (416) 301-0193; [cappa.casecomp.2026@gmail.com](mailto:cappa.casecomp.2026@gmail.com)
- Dusty Langlois, Twin Pines Multimedia; [twinpinesmultimedia@gmail.com](mailto:twinpinesmultimedia@gmail.com); [dustylanlois@gmail.com](mailto:dustylanlois@gmail.com)

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

- Ian Roberge, Case Competition Organizer, CAPPA; [iroberge@yorku.ca](mailto:iroberge@yorku.ca)
- Eugene Lang, Case Competition Organizer, CAPPA; [eugene.lang@queensu.ca](mailto:eugene.lang@queensu.ca)
- Jean-François Savard, CAPPA President; [jean-francois.savard@enap.ca](mailto:jean-francois.savard@enap.ca)

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<sup>5</sup> Please refer to the Case Scoring Rubric.