



CASE Global Governance Project
Volunteer Leadership Structure Version 2.0
Approved, CASE Board of Trustees
16 November 2018

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Preface

Last year CASE embarked on a journey to reimagine who we are as an organization and what we do. Our strategic plan, *Reimagining CASE 2017-2021*, was the culmination of 12 months of work with over 2,500 CASE members contributing to the process and the outcomes.

Throughout that journey members encouraged us to dream large and be bold and bodacious. Through our Plan we have imagined a significantly expanded vision for the organization. One in which CASE has a bigger voice in the world. One in which CASE is building to a new level of far-reaching member services. One in which members, regardless of institutional type, location or size, see value in being part of a cohesive, inclusive organization.

A vision that we become OneCASE.

The CASE Strategic Plan includes two primary enablers to advance its success: one is governance. The re-envisioning of the governance structure to better reflect and support CASE's work has not been an easy task. We are profoundly grateful to the hundreds of CASE volunteers who have been working on the redesign for the past two years. Their work has been vital in moving this iterative project forward.

We are pleased to enclose herein a copy of the final governance design, version 2.0. The 20-member Global Governance Steering Committee recently voted unanimously to recommend adoption of this final design to all CASE Boards. It is our hope that this final design will be formally approved by the CASE Board of Trustees at their November 2018 meeting, with a goal of having it fully operational by July 2020.

As you review this version 2.0 we wanted to share our thoughts on the purpose of the governance redesign, and what we hope it will achieve for CASE.

First, and most importantly, the governance redesign sets CASE up for success with our OneCASE vision for the future. Our institutions operate in a global environment, and as an international organization, clarity around governance will help us focus squarely on consistent service and value across regions. It will enable better connections for our members both within their regions and also around the world, leading to improved sharing and learning from many places.

It is our hope and intention – based on the advice of many throughout this process – that our current and future volunteers can focus on what is core to advancement: programmatic content creation, enhanced member engagement, and increased connections with colleagues.

We do, however, acknowledge that change isn't always easy and often requires a bit of faith.

We have greatly appreciated the time that our volunteers worldwide have spent reflecting upon, questioning, challenging, and seeking to understand the rationale for this important governance work. It is our hope that you will be confident in the direction we are taking, and are ready to take the steps necessary to advance our OneCASE model.

Fundamental to all of this is our commitment, the CASE Board of Trustees' commitment, and the CASE staff's commitment to the centrality of the importance and culture of volunteerism to CASE. This is a volunteer-driven organization. The ongoing work of our regions and districts will continue to have at their core the culture of volunteerism and camaraderie that has been cultivated and nurtured over many years. We believe strongly that this new governance structure will ensure that this culture will not only continue but flourish.

J. Michael Goodwin
Sue Cunningham
Co-chairs, Global Governance Steering Committee

Introduction

The new governance structure outlined in this paper has its origins in our current strategic plan, *Reimagining CASE 2017-2021*. The consultation process that led to the plan gathered input from over 2,500 members, including hundreds of current and past volunteer leaders. During that process, stakeholders underscored the need for a new governance structure that would align with and support a growing and increasingly global OneCASE. The result is the CASE Volunteer Leadership Structure Version 2.0 – the first major revision to our governing and leadership bodies in our 44-year history.

The paper has three main parts:

1. This *Introduction*, providing background on the overall project and including:
 - *Key Benefits of Version 2.0*, outlining how members will be better served by combining the adoption of new approaches with the preservation and improvement of existing ones.
 - *The Design Process*, describing the volunteer-driven, inclusive, and iterative process that resulted in Version 2.0.
2. The *Version 2.0 Structure*, detailing the leadership bodies, their roles and functions, and the key design features of each one.
3. The *Version 2.0 Systems*, describing the collaborative processes by which the volunteer leadership bodies will develop OneCASE budgets, strategies, and approaches to foster learning and exchange across Districts and Regions.

The Appendix includes rosters of the project Steering Committee and Design Teams. Companion documents to this report include, among other things, draft resolutions to be voted on by all existing CASE boards; a proposal for the use of reserve funds currently held by the District Boards; a plan for administering votes on the proposed structure by CASE member institutions; and an overview of key issues associated with the transition to the new structure.

Key Benefits of Version 2.0

Version 2.0 equips CASE to better serve its members by combining new approaches to governance with existing approaches that have served us well since our founding. Specifically, Version 2.0:

- **Offers members better access to a global OneCASE.** Our greatest assets are the knowledge, experience, and expertise of our members around the world. Version 2.0 offers more opportunities for members to share and access those resources by providing more venues and better coordination for learning across district, national, and regional boundaries. Along with more learning and exchange, Version 2.0 will give us a more powerful voice in advocating for policies that advance our shared mission.

- **Increases ability to collaborate worldwide.** The streamlined structure and emphasis on consultation and partnership provides an increased ability to develop significant initiatives in support of our membership worldwide.
- **Meets the distinctive needs of members in different places.** While connecting members to the abundant resources of a global OneCASE, Version 2.0 also ensures that conferences, programs, and other offerings are developed by volunteer leaders closest to the membership – at the District and Regional levels. These leaders understand best their own distinctive culture, needs, and priorities. They know how to serve the different branches of the profession and types of member institutions in their area. And in recruiting volunteers to lead their District or Region, they know best how to define and advance diversity and inclusion in light of their own context.
- **Nourishes a vibrant volunteer culture.** Volunteer leaders created CASE over four decades ago and have grown and guided it ever since. Version 2.0 keeps volunteer leadership at our heart. The OneCASE Board, Regional Councils, and District Cabinets described in these pages will together have over 350 seats for volunteer leaders who will shape CASE strategies, budgets, and programs. Scores more will continue to participate in planning for conferences, awards programs, and special initiatives. In the US/Canada Districts, more staff support will enable volunteer leaders to focus less on operations and more on member engagement and program innovation. Even with more staff support, we will continue to have ample opportunity for early-career professionals, who often get involved as volunteers by working on the nuts-and-bolts of hosting conferences and events.
- **Stewards member dues responsibly and efficiently.** Moving us as it does from 11 different legal entities to a single, streamlined OneCASE, the new structure offers more shared services and purchasing power, which will deliver more efficiency. And the shift from 11 boards to a single legal board will eliminate overlapping and confusing roles, fostering greater accountability and more effective governance.

The Design Process

Version 2.0 is the product of an extensive, iterative design process. Led by CASE volunteers working in partnership with senior staff, and supported by Bill Ryan and Susan Katz McFall of Ryan Consulting Group, the work began in January 2017 and features three phases:

- In **Phase One**, volunteer leaders offered their assessment of the current CASE governance structure, identified key elements of the ideal structure, and then provided feedback on the first two governance designs drafted by a project Steering Committee of 20 volunteer leaders from all regions, types of member institutions, and branches of the profession. Those consultations included a survey; over 90 one-on-one interviews; deliberations by all 11 CASE boards; discussions with: the CASE 50; the Industry Advisory Council; the Commissions on Alumni Relations, Communications & Marketing, and Philanthropy; and the Council of Alumni Association Executives. Support for what became Version 1.1 of the governance structure was universal (with the exception of one District Board that deferred voting on the proposed design

until more information was in hand), and culminated with a vote of support by the CASE Board of Trustees in November 2017.

- In **Phase Two**, nearly 30 volunteer leaders from all regions, types of member institutions, and branches of the profession worked in four Design Teams, guided by a project Steering Committee, to convert the broad outline of Version 1.1 into the fully developed Version 2.0. (See the Appendix for members of the Steering Committee and Design Teams.) Over the course of 30 meetings, the eight US/Canada District Boards, the CASE Asia-Pacific Board of Directors, the CASE Europe Board of Trustees, and the CASE Board of Trustees all provided feedback and guidance to the Design Teams. Meanwhile, CASE's President and CEO, with her Executive Leadership Team, developed financial, staffing and operational plans to ensure the right infrastructure would be in place to align with and support Version 2.0.
- If Version 2.0 is approved, **Phase Three** will proceed from December 2018 to July 1, 2020, at which point the new governance structure will be fully implemented. During that period, CASE membership will vote on the structure; the legal steps required to convert the existing boards into the new OneCASE structure will be taken; transition plans for each of the current boards will be finalized to ensure there is no disruption during the transition; and new CASE staff will be hired to support the structure. As with Phases One and Two, volunteer leaders will continue to guide CASE through the transition. Among other things, they will identify any adjustments that could improve the way the new governance system operates.

In many ways, this inclusive, iterative design process models the kind of consultative Version 2.0 processes for strategic planning, budgeting, and learning and knowledge exchange described later in this paper.

Version 2.0 Structure: The Volunteer Leadership Bodies

This section includes: an overview of the volunteer leadership bodies (with accompanying diagram) that comprise Version 2.0; a description of each body's role and functions; and an outline of the key design features of each body.

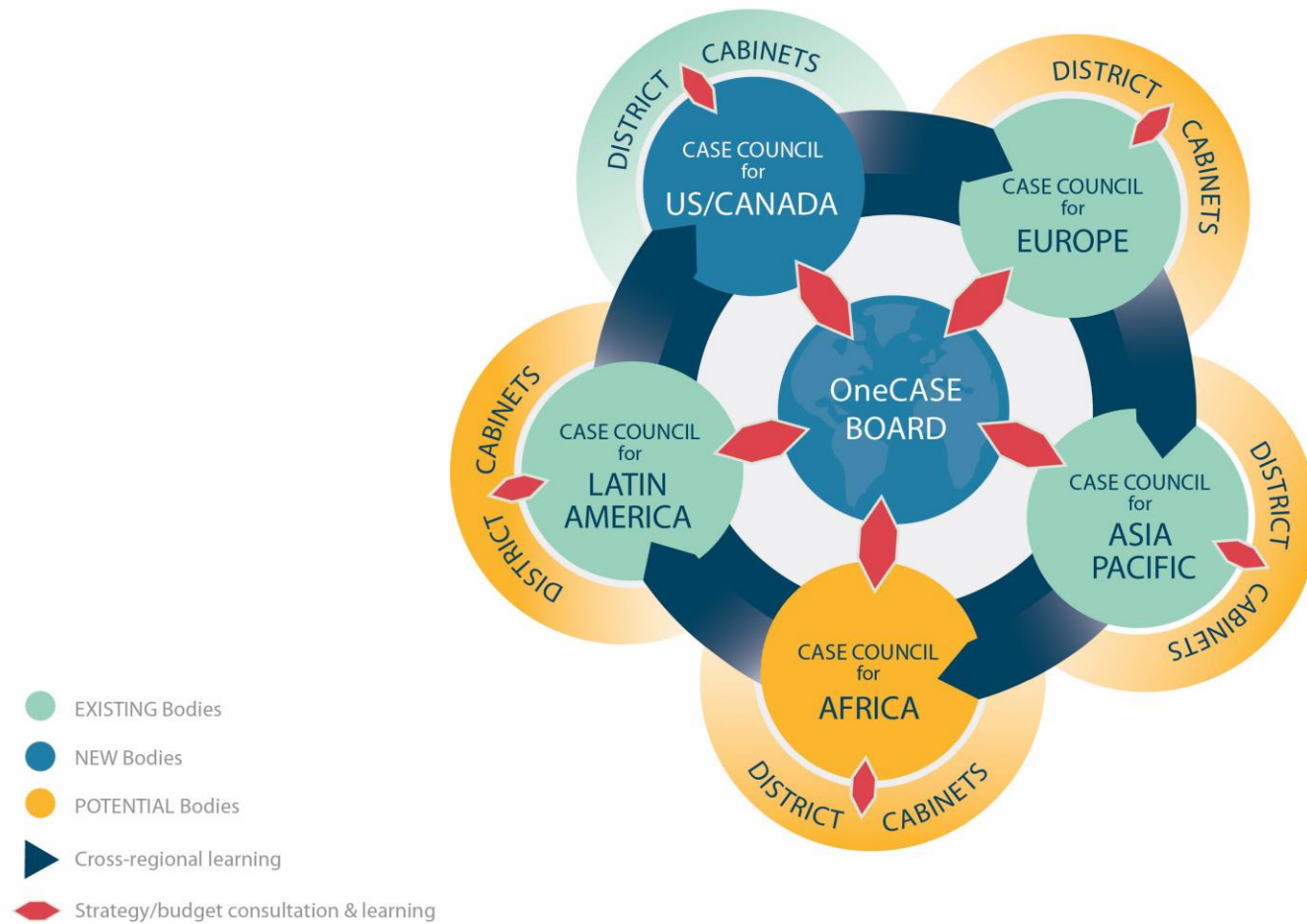
Overview of the Volunteer Leadership Bodies

1. **A new OneCASE Board** to govern CASE worldwide and advance CASE's increasingly global reach and identity. The OneCASE Board will be the sole fiduciary body of CASE, and oversee regional offices.
2. Replacing the current Regional Boards, **Regional Councils** with uniform advisory functions focused on creating regional strategies and budgets that align with OneCASE strategies, while empowering local volunteer leaders to meet the distinctive needs of their own areas. The new Regional Councils will be part of OneCASE and will not have fiduciary responsibility. (Moving forward, the Regional Councils will be referred to as noted in the diagram on the next page.)

To comply with relevant **charity laws in Singapore**, where CASE staff for Asia-Pacific is based, a separate small board with a remit limited to ensuring CASE's office in Singapore is properly registered with Singapore authorities will exist. Similarly, to be able to accept tax-efficient donations in compliance with the **charity laws of the United Kingdom**, where CASE staff for Europe is based, a trust overseen by a small board, will operate alongside the London office.

3. Joining the Regional bodies that now exist in Asia-Pacific and Europe, a **new U.S./Canada Regional Council** to focus in an advisory capacity exclusively on the affairs of this region. These are currently handled by the CASE Board of Trustees, which has had the dual responsibility (with the growth of CASE operations outside of North America over the last two decades) of attending to both US/Canada and global affairs. Other Regional Councils may be formed as programs reach critical mass (e.g., as now under way in Latin America and perhaps later in Africa).
4. The evolution of the **existing US/Canada Districts into District Cabinets**, advisory bodies whose focus would become increasingly strategic with the introduction of appropriate levels of staff support for the delivery of operational activities.
5. The option of Regional Councils to establish new **District Cabinets** that cultivate member engagement, ensure design of high-quality programs and services, and provide input in the strategy and budget processes. The Cabinets will be modeled on the longstanding and highly successful US/Canada District Boards, which would functionally remain in place, with an adapted remit, as District Cabinets within OneCASE.
6. **In a new management structure**, US/Canada will have its first-ever Executive Director, and staff in all locations will be managed in a new matrix management system.

**Version 2.0:
Volunteer Leadership Bodies**



**Appendix:
Project Teams**

Steering Committee

<i>Mike Goodwin, Co-Chair</i>	Oregon State University Foundation
<i>Sue Cunningham, Co-Chair</i>	CASE President & CEO
Jo Agnew	University of Western Australia
Lauren Brookey	Tulsa Community College
Germán Campos Valle	Universidad Anahuac México Norte
Mary Carrasco	Sidwell Friends School
Brett Chambers	CASE
Linda Durant	CASE
Ian Edwards	More Partnership
Liesl Elder	University of Oxford
Lee Fertig	The International School of Brussels
Terry Flannery	American University
Sergio Gonzalez	Brown University
Jim Harris	University of San Diego
Lori Houlihan	University College London
Tricia King	CASE
Michael Lavery	Brand & Reputation Ltd.
Ron Mattocks	CASE
Peter Mathieson	University of Edinburgh
Rickey McCurry	University of Tennessee Foundation(ret.)
Jim Moore	University of Illinois Foundation
Rob Moore	CASE
Anton Muscatelli	University of Glasgow
Dave Shepherd	United World College of Southeast Asia
Beth Smith	Arkansas State University (ret.)
Jeff Todd	University of British Columbia

Bill Ryan + Susan Katz McFall, Project Consultants
Ryan Consulting Group

Regional Council Design Team

<i>Terry Flannery, Chair US/Canada Sub-Group</i>	American University	US/Canada
<i>Michael Lavery, Chair Europe Sub-Group</i>	Brand & Reputation	Europe
<i>Dave Shepherd, Chair Asia-Pacific Sub-Group</i>	United World College of SE Asia	Asia/Pacific
Gord Arbeau	McMaster University	US/Canada
Tracy Barlok	College of the Holy Cross	US/Canada
Lauren Brookey	Tulsa Community College	US/Canada
Mary Carrasco	Sidwell Friends School	US/Canada
Paul Clifford	Penn State University	US/Canada
Liesl Elder	University of Oxford	Europe
Lee Fertig	International School of Brussels	Europe
Simone Garsky	Queensland University of Technology	Asia/Pacific
Stephen Large	King's College London	Europe
Jim Moore	University of Illinois Foundation	US/Canada
Gillian Morrison	University of Toronto	US/Canada
Peter Rooney	Atlanta Youth Academy	US/Canada
Beth Smith	Arkansas State University (ret.)	US/Canada
Philip Sohman	YK Pao School	Asia/Pacific
Cassie Warman	Pacific University	US/Canada

District Cabinet Design Team

<i>Beth Smith, Chair</i>	Arkansas State University (ret.)
Mike Bergler	Concordia University Irvine
Chris Clarke	Duke University
Mo Cotton Kelly	University of Connecticut
Mark Koenig	Oregon State University Foundation
Susie Nicholson	Arkansas Tech University
April Novotny	Capital University
Bob Otterson	South Dakota State University
Chuck Wright	The College of New Jersey
Rickey McCurry	University of Tennessee Foundation (ret.)