

# VALUES

## OUR GLOBAL JOURNEY



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## OUR WAY CHARTING OUR WAY

When I accepted the role of CASE President and CEO in 2015, I didn't foresee the journey that lay ahead. I had known CASE for decades as a volunteer and faculty member in the U.K. and Australia, but I had scant knowledge about our administrative structure, developmental and service goals, and future plans. But I'm a quick learner. Soon after our launch of a strategic planning process, the limitations of having eleven separate fiduciary bodies became obvious and we moved forward with the necessary and ambitious process of remaking our governmental structure that is documented herein.

CASE has grown immensely—in size, importance, range of services, and global reach—over the past five decades. And the best is yet to come. The volunteers that are the heart of our enterprise are more enthusiastic than ever. Our ability to balance somewhat contradictory values—remaining collaborative and cooperative while at the same time being bold and nimble—has been tested at times, but the quality and energy of our staff, volunteers, and members have never been higher.



And so now in 2020 the CASE governance structure is remade. We have one global Board of Trustees, three regional Councils (Asia-Pacific, Europe, and U.S./Canada), eight District Cabinets (so far!), and myriad advisory and planning committees. It's the CASE way: rely on the collective wisdom and experience of our members and volunteers and deliver what they want and need. As Mahatma Gandhi said (maybe quoting an earlier source), "There go my people—I must follow them because I am their leader."

I am proud to be trusted with the huge responsibility of leading CASE. I wake up every day both excited and daunted by the challenges and opportunities ahead. We are at the dawn of a new CASE—one in which many voices from around the world provide direction, channeled and guided by one global Board.

Thank you for being with me on this journey.

Sue Cunningham  
President and CEO

### GLOBAL GOVERNANCE STEERING COMMITTEE *Institutional affiliation as of February 2018*

CO-CHAIR  
**J. Michael Goodwin**  
Oregon State University  
Foundation

CO-CHAIR  
**Sue Cunningham**  
CASE President and 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

**James 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.)

**Barbara Miles**  
University of  
British Columbia

**James Moore**  
University of Illinois Foundation

**Robert Moore**  
CASE

**Anton Muscatelli**  
University of Glasgow

**David Shepherd**  
United World College  
of Southeast Asia

**Beth Smith**  
Arkansas State  
University (ret.)

**Jeff Todd**  
University of  
British Columbia

## BEGINNINGS

### CASE'S BEGINNINGS

In 1974—after more than a decade of meetings, discussions, and mission-statement sharings—the American College Public Relations Association and the American Alumni Council merged to form the Council for Advancement and Support of Education. In part because of the parent associations' existing frameworks for volunteer leadership and engagement—including multiple autonomous entities sharing a central mission and staff—CASE was born with a complicated structure, which only grew more complex as the association expanded.

Twenty years later, CASE Europe was formed as an independent entity, and less than 10 years after that the CASE Asia-Pacific office was opened—again an independent entity. With the launch of the Latin America office in 2011, CASE found itself a complex international organization, with offices in four global regions serving more than 90,000 advancement professionals in more than 80 countries. Couple this with the foundational structure of eight geographic Districts in the United States and Canada, each operating as an independent fiduciary, and the complications of management only multiplied.

“We had to go from being international—with offices and members in countries throughout the world—to being truly global,” asserts Sue Cunningham, President and CEO of CASE. “This meant both a deep understanding of the cultural realities of all of the regions in which we operate and a stronger degree of uniformity globally in terms of the quality and nature of the services we offer.”

The strategic planning process—launched soon after Cunningham assumed the helm as CEO in 2015—created the opportunity to truly “take the measure” of CASE activities around the world. With the participation of more than 2,500 members and volunteers over a 16-month period, the planning process unearthed the enthusiasm that participants had for CASE, as well as the issues that had to be addressed. “We learned a ton,” says Michael Goodwin, former CASE Board chair and co-chair of the Global

Governance Steering Committee. “Most importantly, we learned that there was greater appreciation for CASE than we had realized. CASE had created a nexus for real learning relationships—and we had to make sure that this culture continued.”

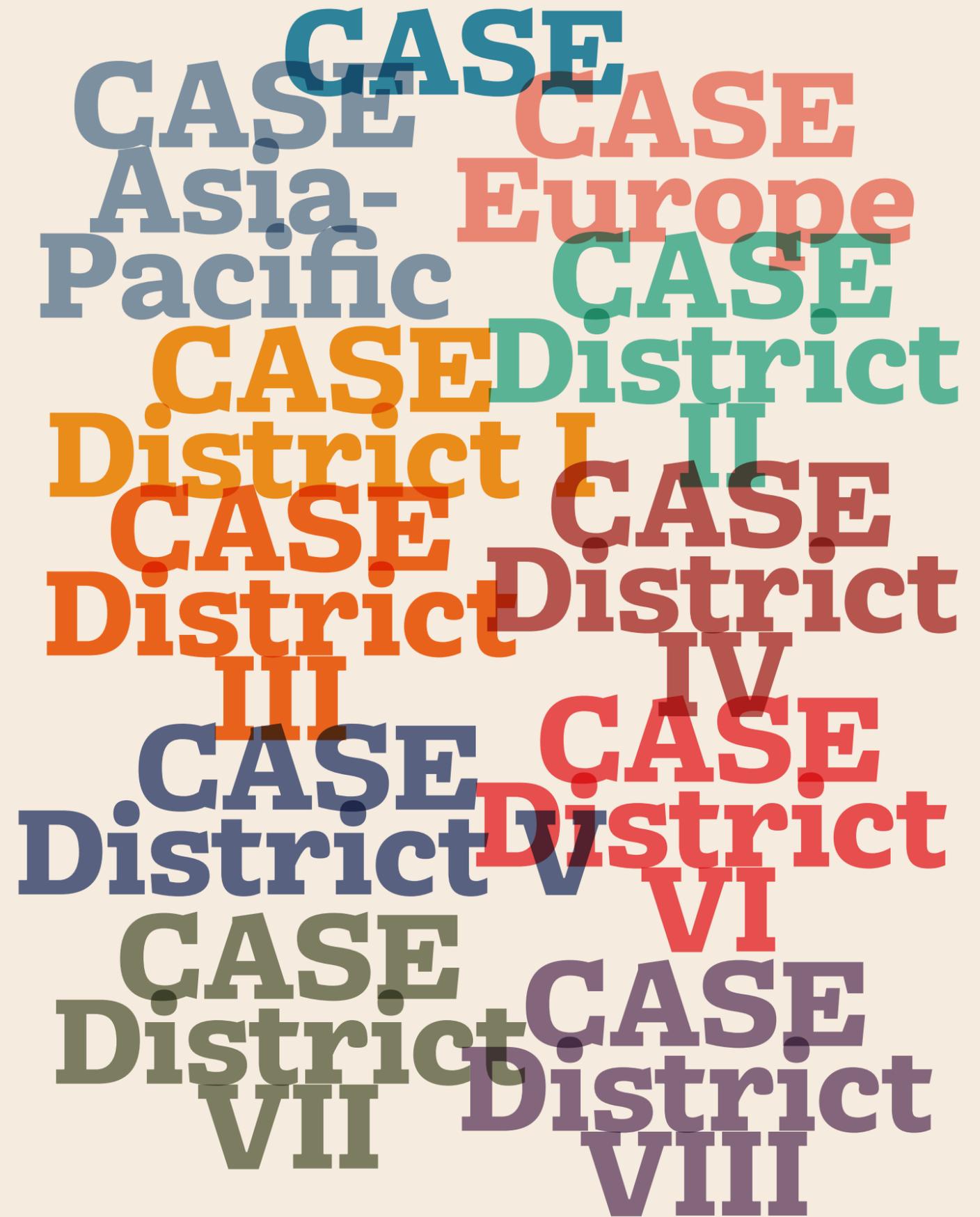
Strategic planning led to an intense examination of the structure of the association. Was maintaining a structure of 11 separate entities—each with a Board, bylaws, and fiduciary responsibility—the best way to move forward as a global entity? Or would a new, more streamlined structure serve members' interests more readily and completely? And, if the latter, what would we be in danger of losing with a more closely integrated structure?

“There were three keys to the success of the strategic planning process,” says Jim Harris, who chaired the CASE Board of Trustees as the plan was put in motion. “We were

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coming from a position of strength, both financially and in terms of member satisfaction. Next, we had people from all over the world participating in small group discussions, filtering up their comments and concerns. And we had great leadership.”

“We took the responsibility to represent all regions and disciplines seriously,” says former CASE Europe Board Vice Chair Lee Fertig. “CASE serves advancement staff and leadership at schools, colleges, and universities that operate in every region in the world—and all those voices had to be heard.”



# VISION

## A PLAN AND A VISION

The planning process led to the development and adoption of a new strategic plan—*Reimagining CASE 2017–2021*—with four key pillars:



“The strategic plan came at a critical stage of CASE evolution,” Cunningham says. “We had matured to the point that greater regional engagement and professional coherence was both possible and necessary.”

“It was important that we considered CASE culture and traditions, but at the same time gave ourselves opportunity to think big—to have a vision of what we could be,” Harris says.

“The risk was that we could lose what makes CASE great—the connectivity and engagement that sustain the energy of members and leadership,” says former CASE

Asia-Pacific Board Chair Peter Mathieson. “We worked hard to sustain the spirit that had brought CASE to this point.”

In addition to the details of the plan, with tactics necessary for success assigned to the individuals or teams charged with implementation, the planning process led to new mission and vision statements for CASE.

### Mission

As a catalyst for advancing education worldwide, we inspire, challenge, and equip communities of professionals to act effectively and with integrity to champion the success of their institutions.

### Vision

Advancing education to transform lives and society.

The scope and simplicity of the vision—advancing education to transform lives and society—have guided CASE ever since.

# CONCERNS

## MAJOR CONCERNS

As the planning process went forward, the complications of the governance structure became so apparent that a comprehensive revision of the structure became one of the primary “enablers” of the strategic plan, along with an emphasis on improving and upgrading CASE technology.

“We weren’t 20 minutes into the first meeting of the strategic planning group before the biggest issue came up—global governance,” Goodwin recounts. “And we realized as the process went forward that what we were seeking was as much a cultural change as a structural one.”

One of the specific ways that the general awkwardness of the existing governance structure was evidenced was in the budgeting process. “When I chaired the Budget and Finance Committee, I found myself asking, ‘Why do we not have a more organized way to manage our budgets globally?’” says Jim Moore, current Board chair. “Each of the kettles sat on its own bottom and at the end of the day we found ourselves scrambling to aggregate up to a comprehensive budget. This was not the best way to serve members globally.”

“We had to get the friction out of the system,” Goodwin relates. “Among other issues, the budget process was non-collegial. The regions would do their budgets in isolation and send them forward. There wasn’t a lot of collaboration on strategic goals as part of the budget process. But it wasn’t just about budget—we realized that there is a lot of great work going on in every part of the world, but the governance structure made that exchange unwieldy.”

Asked to describe the existing structure, volunteers called it cumbersome, costly, confusing, siloed, and risk-averse, among other less-than-ideal attributes. Balanced against this were the positives: member-centered, representative, well-established, governed by qualified people.

“I’ve seen a lot of governance structures, and what struck me about this one was its complexity,” says Bill Ryan, of the Ryan Consulting Group, who was brought on

board to help guide the governance review and revision process. “It had enabled a lot of very fine work, but it was starting to get in the way of future progress. The key question we determined to answer was whether the volunteers who committed so much time to CASE were engaged in doing the most consequential work possible. We found that many volunteers were so mired in operational details that they couldn’t engage with bigger strategic questions, such as how to create more value for members.”

While the planning process generated agreement that the structure impeded greater collaboration among the entities that comprised CASE, pressing questions remained.

How do we balance global consistency with the need for local nuance?

How do we align strategic priorities in all the regions and areas where we serve?

How can we truly develop a more global focus?

How can this new model offer the myriad ways for new volunteers to get involved that were inherent in the existing structure?

If responsibility for the fiscal health of a region or District becomes a more central function, will there be less interest in really engaging the issues?

But even with these concerns, enthusiasm was high for the development of a new governance model. Asked to describe what an ideal CASE governance approach would deliver, the terms used most often included effective, global, member-centered and -responsive, nimble, and representative.

So that defined the task ahead.

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**If responsibility for the fiscal health of a region or district becomes a more central function, will there be less interest in really engaging the issues?**

# JOURNEY

## THE JOURNEY

Early in 2017, CASE convened the Global Governance Steering Committee, co-chaired by Goodwin and Cunningham. This 25-member committee tackled the challenge with enthusiasm and energy.

“The ‘aha’ moment for me was when I was invited to speak at the Marketing Institute in the U.K.,” says CASE Board member Terry Flannery. “I discovered that the marketing issues we were facing in the U.S. were very much like those in England or Scotland, and that institutions in the U.K. had developed some of the best ways to meet those challenges.”

“There had never been any meaty, significant collaborative discourse between different parts of the world,” explains Fertig. “In this governance process, we created a dialogue that was slow, methodical, meticulous, and detailed so all the ideas and concerns could scaffold up towards a possible solution.”

In the Districts, one of the realities of the existing structure was that it required volunteer leaders to carry a significant operational load in their volunteer capacity—particularly in regard to conference planning and implementation. A senior advancement officer might find herself worrying about how many hotel rooms to reserve or whether chicken or fish was better to satisfy appetites at the awards lunch. A senior volunteer fully engaged with actual institutional work might have to set aside the predictive analytics that would help generate a full and lively incoming class in favor of finding a pro bono agency to design the conference program. A group of high-level volunteers—capable of strategic insight and professional leadership—might spend all their time discussing the profit/loss implications of conference programming, rather than the more fundamental issue of what members need in order to function at a high level. This led to the question that became the driver of the process moving forward: How do we ensure that our volunteers are engaged in the most meaningful work possible?



“The willingness to change was there,” Ryan says. “And there were high-quality conversations taking place at all levels. The job of the Steering Committee was to make sure that the content of those conversations was surfaced, addressed, and integrated in the process.”

“We had to understand both the concerns and the needs going forward of the entities that comprised CASE,” Goodwin reiterates. “Each of our 11 Boards would have to understand what they were giving up and what they were getting in the new structure, because that understanding was essential to their willingness to change.”

And not just change: in many cases, essentially vote themselves out of existence as an independent fiduciary, in exchange for participation in a more streamlined, responsive, and nimble association. One unified budget rather than 11 independent budgets. One audit rather than 11 audits. One global standard for quality. One governing Board responsible for mission and operations globally, rather than 11 separate Boards. New volunteer engagement opportunities and structures to replace the previous Boards.

# GATHERING

## GLOBAL GATHERING

At a two-day meeting in Singapore in 2017, the Global Governance Steering Committee dug deep into the issues with the existing structure and the potential—and pitfalls—of a new structure.

“Location. Location. Location. Holding this meeting in Singapore sent a strong message that we were serious about our global aspirations,” former Asia-Pacific Board Vice Chair Jo Agnew asserts. “We were very aware that American institutions would have to change the most in a new governance model, and gathering from all points of the compass in a meeting in Asia-Pacific added to the global perspective.”

**Our members identify themselves as members of CASE, not CASE Europe or CASE Asia-Pacific. Through this new structure, we could better pool our resources and deliver member benefit.**

“I am not famed for my patience,” says Mathieson. “The question I kept asking was, ‘Why is this taking so long?’ From my perspective on the Asia-Pacific Board, I thought we could scale up much more readily—but in Singapore we had a meeting of the minds and realized the importance of having the same goal and moving forward collectively.”

“In Singapore, Peter Mathieson said we had to make sure this was done right by membership,” Moore recalls. “Whatever governance model we adopt has to work for

members everywhere. Then Jim Harris said, ‘Let’s just rip the bandage off and get this done.’ So, we rolled up our sleeves and got to work.”

The realization that the existing structure wouldn’t suffice came early in the conversation. “We quickly recognized that we had to offer a more integrated and global experience for members,” Flannery says. “We had to simplify and streamline to maximize the experience for members everywhere in the world.”

With Ryan leading the process, four possible models were presented and interrogated through small group discussions. Remarkably, all the discussion groups coalesced around one possible model. “Once we were able to look at models of how a new governance structure might work—a single fiduciary and executive body, a global Board and global homes in regions around the world, local focus on delivery of programmes—we were able to dig into details,” CASE Board member Michael Lavery recalls. “Is this the right balance of hub and spoke? What impact will this have on our members?”

“Whenever we tipped the conversation to, ‘This is about the members,’ we made progress,” Cunningham says.

“Our members identify themselves as members of CASE, not CASE Europe or CASE Asia-Pacific,” Lavery says. “Through this new structure, we could better pool our resources and deliver member benefit.”

Coming out of two intense days in Singapore, a governance model that came to be known as Version 1.0 was taken to all regions for discussion, debate, and pressure-testing. With relatively minor adjustments, Version 2.0 was taken forward for a worldwide membership vote in May 2019.

## VOTE GET OUT THE VOTE!

Not surprisingly, with 11 independent entities—each with their own Board and bylaws—the voting process was complicated. In the different regions and Districts, the legal quorum able to pass the motion to institute the new governance structure was as low as 11 voting members and as high as 250, depending on the pertinent bylaws—with each institution’s vote being cast by its membership coordinator. Achieving the varied quora requirements, as well as ensuring that members everywhere knew both “the what” and “the why” of the new leadership structure, called for an unprecedented level of engagement activity by volunteers and staff.

The campaign to generate interest, understanding, and participation in the vote utilized every outreach mechanism possible: first-class mailings to membership coordinators and chief advancement officers, frequent email outreach to all individuals on the roster of more than 3,600 institutions worldwide, homepage visibility on *case.org*, presence in *Currents* and on every podium where

CASE representatives found themselves, and telephone calls by volunteers and staff to engage members who had not yet voted and encourage them to participate.

“My confidence level was high about the vote,” Goodwin says. “We’d been hearing support for the new model throughout the process. The only concern was that there wouldn’t be a high enough turnout to meet the quora requirements. The vote showed an amazing level of confidence in CASE.”

The results of the vote rewarded that confidence. When the new global structure was presented to membership worldwide for an up/down vote in May 2019, the CASE community rallied in support of the new structural model, with 1,254 affirmative votes from a total of 39 countries, and less than a handful of no votes. Fully 37.5% of member institutions voted—the highest voting tally in CASE history.

And with this authorization, the implementation process began in earnest.

## STRUCTURE THE NEW MODEL

The new structure—fully implemented as of July 1, 2020—creates a governance model “better aligned with the strategic plan and the future direction of the profession” according to CASE Board member Sergio Gonzalez. It establishes the “simplified and streamlined” basis for budgeting, planning, and management that Flannery describes as essential to good governance.

The new model features one global Board, consisting of trustees from all regions of the world where CASE is active. The Board is responsible for global budgeting, policy development, and strategy—but not in a vacuum. One of the key elements of Version 2.0 is its incorporation of fluid communication within and throughout the entire structure.

“When we saw the diagram of the proposed new structure, it helped to see that the information flow wasn’t just into the center and out again,” Agnew says. “Instead, information can flow around and through all groups and locations. With that understanding, we were on the same page from that point forward.”

The new model consists of a global Board responsible for oversight of all significant directions of the association, three regional Councils (Asia-Pacific, Europe, and U.S./Canada, with Latin America planned for 2021) to coordinate knowledge and develop strategies in terms of member needs and professional progress in the geographic area they represent, and eight District Cabinets in the U.S. and Canada that further concentrate the perspective of local member needs and interests.

“In the past, the CASE Board had responsibility for both U.S./Canada oversight and global concerns,” Gonzalez says. “With the new U.S./Canada Council, we will be able to focus more intently on the issues of this, our largest, region.”

With Gord Arbeau, former CASE Board member serving as vice-chair, Gonzalez has stepped into the role of the first chair of the U.S./Canada Council. “The Council will be representative of the Districts and the professions,” he says, “allowing for greater engagement with improving member value everywhere we operate.”

While the U.S./Canada Council and Latin America Council (planned for 2021) are new entities, the Europe and Asia-Pacific Councils are next-generation extensions of what had each been independent governing bodies.

“In October 2019 at University College London, we held a two-day meeting,” Lavery says. “On the first day we met as a Board and completed all the paperwork necessary to conclude our work as an independent charitable trust. On the second day, we had our first meeting as a Council, embracing the new governance model and starting

to unpack some of the opportunities for developing a District model in Europe as a fantastic new way to extend a core CASE value—greater engagement and a greater value for members in all locales.”

A parallel process allowed the Asia-Pacific Board to transition to a Council, and leaders in Latin America to begin designing a Council focused on issues of importance in this region of growing importance for CASE. One intention of the CASE Europe Council to look into the question of establishing new Districts—modeled to some extent on the history that CASE has with Districts in the U.S. and

### The new structure creates a governance model better aligned with the strategic plan and the future direction of the profession

Canada—already shows the importance and potential of intra-regional learning. Initial planning indicates Districts being formed in U.K./Ireland and Nordic countries. And as new Districts are forming, knowledge and expertise flows in all directions.

The Districts have long been essential to CASE activities in the U.S. and Canada. But as independent fiduciaries with one primary source of income—annual District conferences—much of their focus was on making the conference a financial success, and planning committees were buried in the minutiae of operations: hotel contracts, catering decisions, parking discounts, and the like.

“In the old model, all the time and energy of the District volunteers was dedicated to conference planning and execution, even though the conferences really only served 600-700 members,” says Lisa Grider, who served as District II chair during the transition process. “The single largest benefit of the new structure is that it will free volunteers to take a more strategic approach. We can focus on providing value to all our members—not just those who are located near an Amtrak station.”

The District structure had also long been the first contact point for individuals who want to engage more closely with CASE. “Volunteers were all vitally interested in the Districts’ role in the membership journey,” says Goodwin. “They’d say, ‘We’ve been the pipeline for recruiting new volunteers—how will that be sustained when we change the model?’”

**39**  
countries  
represented

**1,254**  
votes  
YES

**37.5%**  
of membership  
who voted



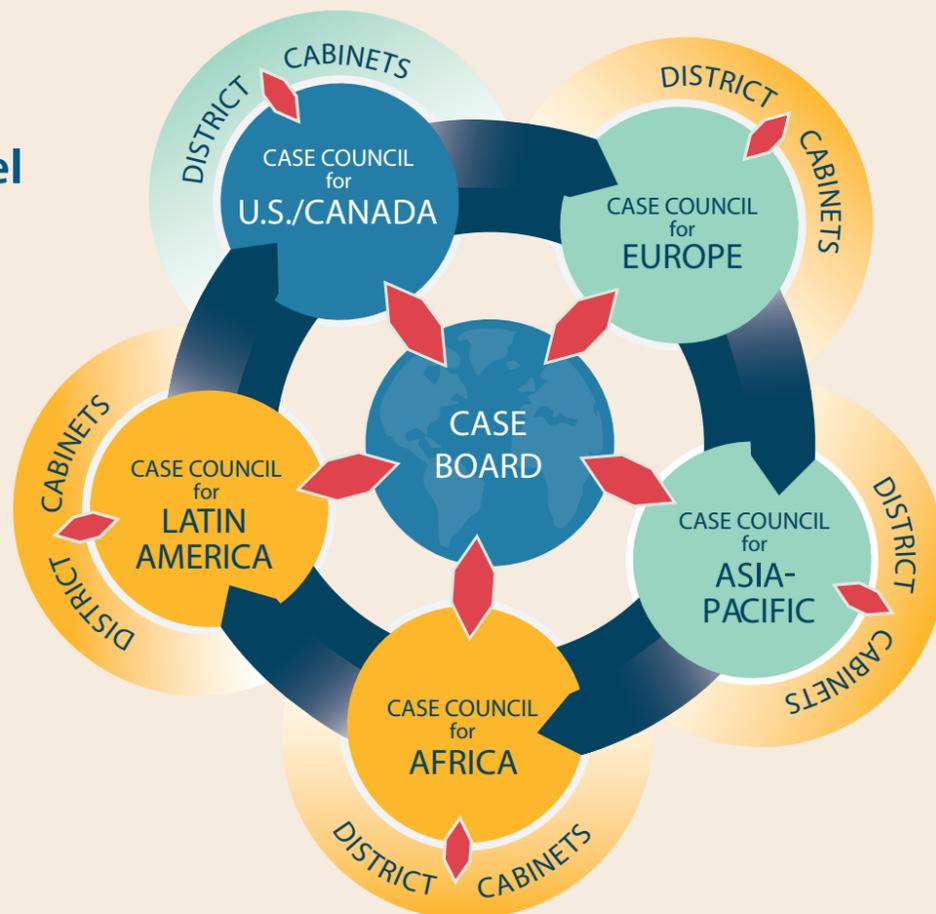
In the new structure, District Cabinets and conferences will still be the locus of engagement with members, volunteers, and prospective volunteers. Now, though—in- stead of worrying about the distribution of coffee service stations during session breaks and the overhead projector that had a burned-out bulb—they can focus more intent- ly on content. Which speakers can get us really focused on the issues we face? Are we developing robust session tracks and are they aligned with each other? How can we

make sure that first-timers have a great initial experience? How do we develop a program to keep connecting and learning throughout the year? How do we enhance mem- ber value?

“We believe there are hugely exciting opportunities as a direct result of volunteer leaders being liberated of their fiduciary responsibilities,” Lavery says. “They will be freed to fully exploit their capacity as strategic thinkers.”

## CASE Volunteer Leadership Model

- Existing bodies
- New bodies
- Potential bodies
- ▶ Cross-regional learning
- ▶ Strategy/budget consultation and learning



## THE FUTURE TOWARD THE FUTURE

Leading up to and following the membership vote in May 2019, CASE leadership and staff worked to co-create the model, providing the perspective and documentation necessary for the transition from the historic structure to the new model.

Numerous transition meetings took place all around the globe, torrents of flowcharts hydrated acres of decision trees, notes were taken and resolutions resolved, strategies were considered and tactics aligned. The transitions of regional Boards to Councils were planned, implemented, and documented, alongside the complex details of transition- ing District Boards to Cabinets. A cascading sequence of steps to legal and financial integration followed, and beta programs were set up with three existing Districts to de- sign and field-test the operational and marketing support necessary to keep their conferences running smoothly.

“This has been one of our peak professional experienc- es because of the people and their commitment,” Ryan says. “I was struck by how volunteer leaders really dug in and tackled the issues, aired their differences, and found a way forward.”

Stage by stage, step by step, planning and implemen- tation groups met in all regions and Districts, charting out the journey to one unified CASE. And as July 1, 2020 approached—the legal date of full transition to the new model—volunteers, members, and staff developed new frameworks for working together.

“CASE itself is an educational and learning institution,” Ryan says. “People brought good learning mindsets that I haven’t seen in other settings. Curiosity. Willingness to learn, understand, and adapt to change.”

Moving forward with a new governance structure, CASE is looking ahead.

“We can expect some choppy waters in the first years as we learn how to make this work,” Moore says. “We can’t get too hung up on perfection—getting stuff done needs to happen.”

From the cross-pollination of topics and conversations to representative global participation in major events, there are as many indicators of success as there are Board and Council members, volunteers, and staff.

“I believe deep down in my toes that education is a vital part of society and advancement is critically important work,” Cunningham says. “As CASE becomes stronger, more connected, and more able to recognize and support professionals around the world for the work they do, their ability to be more effective is ramped up and their institu- tions get stronger. That’s the goal. That’s the mission.”

Now fully launched as a true global entity, CASE is at the early stages of becoming the dynamic source of the information, connections, and professional develop- ment solutions needed by advancement professionals worldwide. And, according to Agnew, “The opportunities are endless.”



### End Note

*As we went to press, the coronavirus pandemic caused all CASE staff—and the staff of our members worldwide—to shelter in place and work from home. And in these circumstances, the importance of a truly global network of advancement professionals willing to share their experience and perspectives became even more apparent. The pandemic respects no borders, and CASE staff and members have also transcended boundaries as we continue to work to advance education to transform lives and society.*



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Congratulations to **CASE** as it continues its mission of advancing education to transform lives and society. Since its inception in 1974, it has been a catalyst for advancing education, and inspiring, challenging and equipping the community of advancement professionals worldwide.

Since 1961, **GG+A** has also served higher education around the globe—from Chicago to Sydney, Seattle to Boston, Cambridge to Toronto—helping to build sustainable strategic growth across many different advancement programs. Our firm has advised more than 1,300 colleges, universities, and independent schools, becoming an established leader and a **proud partner** of **CASE** in the advancement of higher education.

**CASE** continues to lead the way in building the active engagement and the abiding support of alumni, donors, students, parents, and communities of its member and partner institutions. **CASE** now serves 3,600 colleges, universities, independent schools, and international schools across 82 countries, while enlisting the support of a network of more than 4,900 volunteers.

As a **CASE** partner, **GG+A** continues its own mission to steadfastly support, enable and inspire engagement and sustainable philanthropic growth across our client communities.

Thank you for leading the way, **CASE**. We salute you.

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