



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.

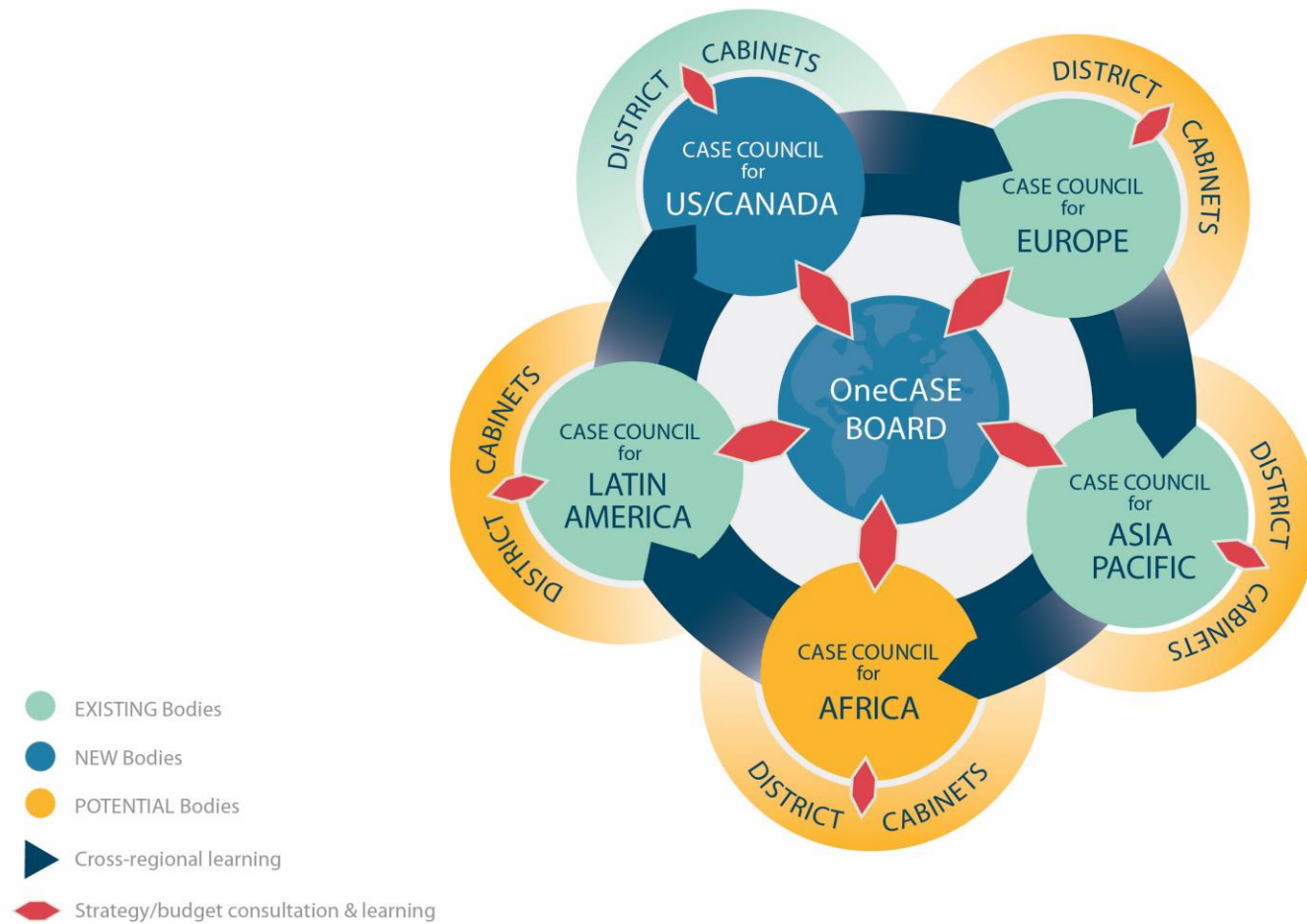
Overview of the Volunteer Leadership Bodies

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**



Volunteer Leadership Bodies: Roles and Functions

OneCASE Board	Regional Councils	District Cabinets
<p>Govern CASE worldwide, serving as the sole fiduciary and strategy setter of CASE, in consultation with Regional Councils.</p> <ul style="list-style-type: none"> ▪ Set strategy ▪ Set budget ▪ Oversee strategy implementation ▪ Manage risk ▪ Protect assets (including brand) ▪ Approve entry into new markets ▪ Approve Regional Council strategies, budgets ▪ Focus on member recruitment, engagement and retention, consistent with the strategic plan ▪ Hire, oversee President & CEO ▪ Final arbiter on major questions ▪ Manage regional offices 	<p>Functioning as an advisory body, develop regional strategies and budgets that align with OneCASE strategies; oversee implementation in their regions.</p> <ul style="list-style-type: none"> ▪ Set strategy for their region, in alignment with OneCASE strategy and through consultation with any District Cabinets in their region ▪ Oversee implementation of regional strategy ▪ Propose regional budget (based on input from any District Cabinets in their region) to OneCASE Board ▪ Advise the OneCASE board on risk management in region ▪ Protect brand in region ▪ Form (at their option) and ensure effectiveness of District Cabinets ▪ Focus on member recruitment, engagement and retention, consistent with the strategic plan ▪ Advise on selection, evaluation of Regional Executive Director (who reports to CASE President & CEO or designee) 	<p>Functioning as an advisory body, develops strategies to ensure member engagement and excellence in program offerings and services; contribute to Global and Regional Council strategy development and budgeting</p> <ul style="list-style-type: none"> ▪ Informed by OneCASE and Regional strategies, and in collaboration with CASE staff: <ul style="list-style-type: none"> – Engage with current, potential and lapsed members to determine their needs – Develop and deliver conferences, programs, services and other activities that respond to member needs – Participate in the ongoing review of programs to enable innovation and improvement ▪ Use their deep knowledge of member views and needs to provide guidance on development of OneCASE and Regional strategies, and identify priorities for advancing strategies in their district ▪ Focus on member recruitment, engagement and retention, consistent with the strategic plan ▪ Provide insights, local knowledge to staff and Regional Councils to support broader organizational strategies ▪ Work with other districts and staff across the world to share best practice and develop opportunities for collaboration to benefit the membership ▪ Nourish the CASE volunteer culture by identifying volunteer opportunities for members at every stage of their careers

Volunteer Leadership Bodies: Key Design Features

The design features presented below describe the key structures and practices of each of the volunteer leadership bodies. The Design Teams described in the Appendix created drafts that were then reviewed by the other Design Teams, as well as the current District Boards. Revised designs were then submitted to the Steering Committee, which was charged with finalizing Version 2.0 and submitting it for a vote by each of 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.

Design choices were informed by the deep experience of the members of the Design Teams – many of whom have served for long periods on various CASE boards and the boards of other nonprofit organizations – as well as the governance consultants assisting CASE with the process. Since there are few truly evidence-based ‘best practices’ for nonprofit governance, the Design Teams focused on ‘best choices’ – proposing designs that are a good fit for CASE’s culture, values, and goals while also meeting the following design criteria:

- **Member value.** The design will ensure that the volunteer leadership bodies: guide the design and delivery of effective programs and services; offer members more opportunities to learn from each other within and across their districts and regions; develop strategies and programs that serve all branches of the profession and types of member institutions; and promote diversity and inclusion, particularly of under-represented groups, in CASE programs and leadership.
- **OneCASE.** The design will: promote a shared sense of purpose across regions and districts; reflect our increasingly global reach and identity; facilitate greater ambition for and delivery of global initiatives that support member institutions; enable more collaboration to advance shared public policy priorities that advance our mission; and offer efficiencies and economies of scale through better coordination across boundaries.
- **Flexible.** The design will: be ‘future proof’, by accommodating change (e.g., creation of new regions or districts) for years to come; flexible, by allowing each volunteer leadership body discretion in its organizing its work; and nimble, by ensuring thoughtful responses to emerging opportunities and challenges.
- **Consultative and transparent.** The design will ensure that: a range of stakeholder views are taken into account through inclusive strategic planning, program design, and leadership opportunities.

The Design Teams also sought to balance competing design principles and preferences, as noted in the pairs below.

Balancing Design Principles and Preferences

Specificity about the key features (e.g., size and officer positions) of each body.	Flexibility on others (e.g., committee structure or meeting calendars and formats), which are left for each body to determine as it sees fit.
A desire to take a fresh, blank-slate view of key structures and practices.	A recognition that many current practices work well and should not be changed for the sake of change.
A preference for symmetry across the bodies (e.g., nomination processes) so the structure is easily understood.	Openness to vary practices (e.g., length of terms) to fit the context of different bodies.
A strong preference that each body be allowed to determine its membership composition in light of its needs and context, instead of by imposing formulas reserving a specified number of seats for designated constituencies.	Endorsement of some minimal safeguards to guarantee a range of voices on key decision-making bodies; specifically, seats for current districts on the US/Canada Regional Council, and seats assigned to Regions on the OneCASE Board in proportion to their regions' share of CASE's overall membership.

Displayed below are structures and practices for the OneCASE Board, Regional Councils, and District Cabinets. Each feature is numbered for ease of cross-reference, and a few features are described in more detail at the end of this section. The section following this one presents the systems by which the volunteer leadership bodies will collaborate in developing strategies, budgets, and learning and peer exchange.

Size and Membership

Each of the bodies will determine its membership composition so as to offer the preferred mix of skills, backgrounds, branches of the profession, types of member institutions, and to promote diversity and inclusion by geography, gender, race, etc.

OneCASE Board	Regional Councils	District Cabinets
<ol style="list-style-type: none"> 1. 13-21 members, with exact size to be set by the Board in light of its needs. 2. At least half of the seats will be assigned to Regions in proportion to the size of their membership, with each Region having at least one seat. (In some scenarios, this may require more than 50 percent of the board being assigned to regions.) 3. The other seats will be at-large. 4. CASE President & CEO is non-voting, ex-officio member. 	<ol style="list-style-type: none"> 5. 7-19 members, with exact size to be determined by each Council in light of its needs. 6. All seats will be at-large except in US/Canada, where one seat will be assigned to each of the eight Districts. 7. CASE President & CEO and Regional Executive Director are non-voting ex-officio members. 	<ol style="list-style-type: none"> 8. 15-35 members, with exact size and membership determined by each Cabinet in light of its needs.

Nominations and Elections

OneCASE Board	Regional Councils	District Cabinets
9. The Leadership Committee of the OneCASE Board develops a preferred membership profile.	13. The Leadership Committee of each Regional Council develops a preferred membership profile.	18. The Leadership Committee of each Cabinet develops a preferred membership profile.
10. A call for nominations, with the preferred profile, is broadcast widely.	14. A call for nominations, with the preferred profile, is broadcast widely.	19. A call for nominations, with the preferred profile, is broadcast widely.
11. The Leadership Committee nominates members, including officers, for approval by its Board, which then submits a proposed slate to be elected by a vote of the general members.	15. The Leadership Committee nominates members, including officers, for approval by its Council, which then submits a proposed slate to be elected by a vote of the general members.	20. The Leadership Committee nominates members, including officers, for approval by its Cabinet, which then submits a proposed slate to be elected by a vote of the general members.
12. In the event that a seat is vacated during a term, the Board may elect a member to serve the remainder of that term without a vote of the CASE membership.	16. In the event that a seat is vacated during a term, a Council may elect a member to serve the remainder of that term without a vote of the CASE membership.	21. In the event that a seat is vacated during a term, a Cabinet may elect a member to serve the remainder of that term without a vote of the CASE membership.
	17. Members of a Council can be removed at any time, with or without cause, by the majority vote of that Council or the OneCASE Board. Any individual removed as a member of the Council will also be automatically removed from any other office held within CASE at time of removal.	22. Members of a Cabinet can be removed at any time, with or without cause, by the majority vote of that Cabinet or the OneCASE Board. Any individual removed as a member of the Cabinet will also be automatically removed from any other office held within CASE at time of removal.

CASE members will vote simultaneously by electronic ballot on nominee-slates, including officers, for the OneCASE Board, the Regional Council in which their institution is headquartered, and (where they exist) the District Cabinet in which their institution is headquartered. Although voting will not coincide with member meetings or conferences, as had been the case for District Boards, nominees or newly elected members may be introduced and acknowledged in those settings.

Nominations and Elections

(continued)

OneCASE Board	Regional Councils	District Cabinets
<p>23. To ensure the board has a diverse pool of candidates, Regional Councils will offer three candidates for each open seat available to them according to the composition formula on page 10; and the Leadership Committee of the OneCASE Board will choose for nomination one candidate from among the three proposed by each Region.</p> <p>24. Candidates nominated by Regional Councils to serve on the OneCASE Board need not be members of the Council at the time of their election to the Board, but upon election to the Board become ex-officio voting members of the Council that nominated them.</p>	<p>25. For the US/Canada Regional Council: To ensure the Council has a diverse pool of candidates, each District will offer three candidates for each open seat available to it according to the composition formula on page 10 and the Leadership Committee of the Council will choose for nomination one candidate from among the three.</p> <p>26. To ensure the desired mix of backgrounds and skills across all volunteer leader bodies, each Council will submit a draft slate to the Leadership Committee of the OneCASE Board for input; but the Board has no vote or veto.</p> <p>27. Candidates nominated by a District to serve on the US/Canada Regional Council need not be members of the Cabinet at the time of their election to the Council, but upon election to the Council become ex-officio voting members of the District that nominated them.</p>	<p>28. Special Appointees (SAs) may be appointed to the Cabinet to meet pressing needs.</p> <ul style="list-style-type: none"> – SAs are appointed by the Chair. – No more than 3 SAs may be Cabinet members concurrently. – SAs serve a term of 1 year, after which they will be eligible for nomination as a Cabinet member under the regular process, subject to regular term limits (but without counting their 1-year SA term in calculating term limits). – SAs may be employed by institutions based outside the appointing Cabinet’s District if the institution has an office or other physical presence in the appointing District.

Nominations and Elections

(continued)

OneCASE Board	Regional Councils	District Cabinets
<p>29. Special Appointees (SAs) may be appointed to the OneCASE Board to meet pressing needs.</p> <ul style="list-style-type: none"> – SAs are appointed by the Chair. – No more than 3 SAs may be board members concurrently. – SAs serve a term of 1 year, after which they will be eligible for nomination as a OneCASE Board member under the regular process, subject to regular term limits (but without counting their 1-year SA term in calculating term limits). 	<p>30. Special Appointees (SAs) may be appointed to a Regional Council to meet pressing needs.</p> <ul style="list-style-type: none"> – SAs are appointed by the Chair of the specific Council. – No more than 3 SAs may be on a single Council concurrently. – SAs serve a term of 1 year, after which they will be eligible for nomination as a Council member under the regular process, subject to regular term limits (but without counting their 1-year SA term in calculating term limits). – SAs may be employed by institutions based outside the appointing Council’s Region if the institution has an office or other physical presence in the appointing Region. 	<p>--</p>

Terms and Term Limits

OneCASE Board	Regional Councils	District Cabinets
31. Terms of three years, maximum of two consecutive terms, with extensions possible for officers.	34. Terms of three years, maximum of two consecutive terms, with extensions possible for officers.	37. Terms of two years, maximum of two consecutive terms, with extensions possible for officers.
32. Preferably, re-appointment to a second term will be more the exception than the norm.	35. Preferably, re-appointment to a second term will be more the exception than the norm.	
33. Preferably, to provide leadership opportunities for more volunteers, no more than half of open seats during any given election will be for second-term members.	36. Preferably, to provide leadership opportunities for more volunteers, no more than half of open seats during any given election will be for second-term members.	

Officer Positions and Terms

OneCASE Board	Regional Councils	District Cabinets
38. Officer Positions: Chair, Chair-Elect, Secretary, Treasurer, President & CEO (ex-officio, non-voting member); other officers as the board may determine.	44. Officer Positions: Chair, Vice Chair, Secretary, President & CEO (ex-officio, non-voting member); and Regional Executive Director (ex-officio, non-voting member).	50. Officer Positions: Chair, Chair-Elect, Secretary; and Regional Executive Director or his or her nominee (ex-officio, non-voting member).
39. Terms of two years.	45. Terms of two years.	51. Terms of two years.
40. Limit of one term for Chair and Chair-Elect.	46. Limit of one term for Chair.	52. Limit of one term for all officers.
41. Preferably, other officers also serve only one term, although in exceptional cases, may be re-elected to a second term; but may not serve more than two terms.	47. Preferably, other officers serve only one term, although in exceptional cases, may be re-elected to a second term; but may not serve more than two terms.	53. Because officers may be elected toward the end of their maximum permitted service of four years as a Cabinet member, they are not subject to the four-year limit for as long as they hold an officer position, but in no case will any Cabinet member serve more than 8 consecutive years.
42. Because officers may be elected toward the end of their maximum permitted service of six years, they are not subject to the six-year limit for Board members for as long as they hold an officer position, but in no case will any Board member serve more than 10 consecutive years.	48. Because officers may be elected toward the end of their maximum permitted service of six years as a Council member, they are not subject to the six-year limit for Council members for as long as they hold an officer position, but in no case will any Council member serve more than 10 consecutive years.	
43. Terms and term limits do not apply to President & CEO, who serves ex-officio.	49. Terms and term limits do not apply to the President & CEO and Executive Director	

Meetings

OneCASE Board	Regional Councils	District Cabinets
54. 3 in-person per year; more, including remote, if determined by the Board (and with cost considered).	58. 2 in-person per year; more (including remote) if determined by the Council (and with cost considered).	62. 3 in-person per year; more, including remote, if determined by the Cabinet (and with cost considered).
55. Location determined by Board (in light of cost, efficiency).	59. Location determined by Council (in light of cost, efficiency).	63. Location determined by Cabinet (in light of cost, efficiency).
56. As feasible, meetings rotate to be held adjacent to Regional Council meetings or other CASE events to promote learning and exchange.	60. As feasible, meetings rotate to be held adjacent to District Cabinet meetings or other CASE events to promote learning and exchange.	64. Quorum is a majority of elected Cabinet members.
57. Quorum is a majority of elected Board members.	61. Quorum is a majority of elected Board members.	

Committees and Task Forces

- 65. Each body will have a Leadership Committee to handle nominations; and will form other Committees or Task Forces to suit its needs.
- 66. The President & CEO will be a non-voting, ex-officio member of all committees of the OneCASE Board.

Orientation and Onboarding

- 67. New members of the OneCASE Board, Councils, and Cabinets will be offered a comprehensive orientation. New members of the Councils and Cabinets will be offered at the same orientation additional background on the operations of their volunteer body and the key strategic issues in their Region or District.

Notes:
Key Design Features

#1. The size of the OneCASE Board – with a range of 13-21 seats (vs. the current 32-member Board of Trustees) – manages a common tension in board design. Smaller boards allow for more robust discussion; promote the social bonding that supports effective team effort; and ensure each member feels accountable for the board’s work. By contrast, larger boards are often favored to ensure a range of constituent views are considered in decision-making. The proposed range balances these considerations. And rather than relying only on voices in the boardroom to ensure responsiveness to member views, the proposed Design calls for extensive consultation with Regional Councils and District Cabinets. This combination of structure (the number of seats) and process (meaningful consultation) will ensure the board is attuned to and responsive to member views.

#5. The size of the Regional Councils – with a range of 7-19 members – reflects the considerations used in determining the size of the Global Board as described above. Additionally, the low minimum and wide range of seats would accommodate the distinctive needs of Regions at various stages in their life cycles. Newer Regions may have a smaller volunteer base to draw from, and benefit from easier-to-manage Councils. As the membership grows and more volunteer leaders emerge to carry the expanding load of the Council’s work, the Councils may benefit from more members. Council size may also be affected by local legal requirements, which sometimes stipulate a minimum and/or maximum number of members.

#6. The Design Team considered extending the stipulation that each District should have a seat on the Regional Council to Regions other than US/Canada but concluded that that might create complications for other regions. For example, if a Region were to have a large number of Districts, the size of its Regional Council might be unwieldy. With only eight Districts, and all of them long in place, the special US/Canada provision was considered appropriate.

#8. District Cabinets are charged with developing member engagement strategies and design of programs and services, including the annual conference. To accommodate this range of activities and ensure close connection to the broader membership, Cabinets will determine the **size** of their membership, with no fewer than 15 and no more than 35 members.

#37. With shorter terms, more seats, and therefore more leadership opportunities for volunteers, the Cabinets need not adopt the practice (#32, 33, 35, 36) of the OneCASE Board and Regional Council to discourage election of members to a second term, and to limit the number of total second-term seats available to members.

#37. District Boards have historically found that two-year terms are generally more desirable than three-year terms, in part because District members are more likely to move across boundaries over the course of three years than are Regional Board members. Hence the different term length of Districts (at two years) as compared to the OneCASE Board and Councils (both at three years).

#37. Given the difference in term length between Councils and Districts, the term of a District Cabinet members serving on the US/Canada Regional Council will be three years; and during the third year, they will continue serving on the Cabinet that nominated them in an ex-officio, voting capacity.

Version 2.0 Systems: Strategic Planning, Budgeting, Learning + Knowledge Exchange

While the Version 2.0 *key design features* describe how each of the volunteer leadership bodies is structured and operated, the Version 2.0 *systems* describe how the bodies work together on strategic planning, budgeting, and learning and knowledge exchange.

Strategic Planning

The Version 2.0 strategic planning process balances two goals: to align CASE efforts worldwide behind a shared strategy; and to empower Regions and Districts to adapt the strategy to their distinctive environments.

The Process: Key Features

The strategy process has three important features:

1. The final product will be a OneCASE **strategic framework** rather than a strategic plan. Typically, a strategic plan prescribes specific steps for reaching desired goals in a way that may not accommodate the variety of contexts across CASE Regions and Districts. In contrast, a strategic framework articulates shared goals, priorities, and direction but leaves leaders close to the ground the flexibility to determine exactly how to achieve the goals.
2. It gives Regions and Districts meaningful **voice at the earliest stages of the strategy process**. Rather than merely reacting to a draft strategy, they would shape the strategy at the outset by identifying the key questions, challenges, and opportunities that should be explored in the strategic planning process. This sequence will ensure that the process is focused from the outset on the issues most important to members around the world. As with most strategic planning processes, Districts and Regions would also offer input on draft versions of the strategy framework as it is developed over the course of an iterative process.
3. The strategic framework that results from this process **empowers Regions and Districts to create their own plans**, using the framework to guide them. In Regions that have Districts, the Regional Council would consult with Districts to create a Regional plan, and Districts would in turn be guided by that plan in developing programs and initiatives tailored to the distinctive needs of their own area.

The Process: Step-by-Step

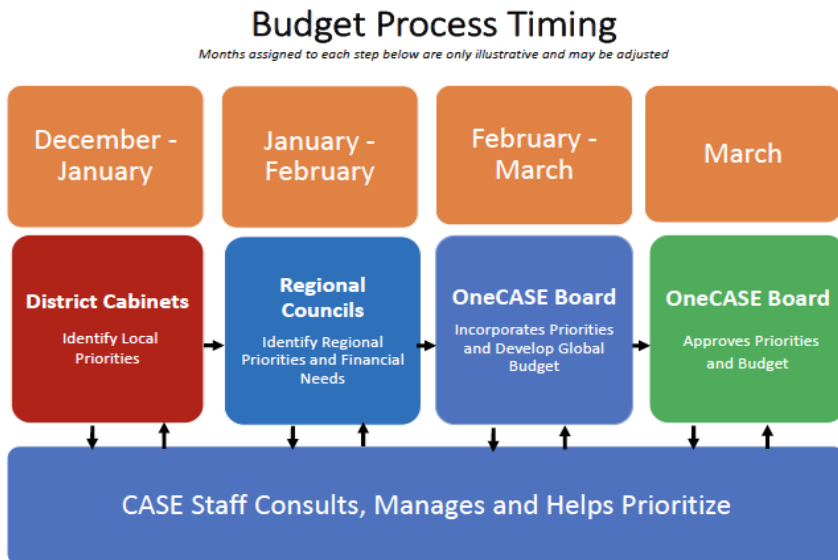
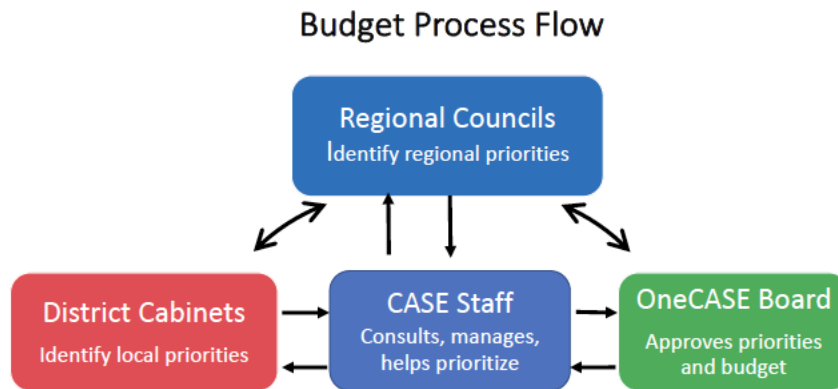
About every five years, a new strategy framework would be created using the steps below. The process would be led by a Task Force of volunteer leaders and senior staff.

Strategic Planning Process Step by Step

Who	What
Task Force (appointed by OneCASE Board)	<p>Kick-off with issue spotting. In partnership with the Executive Leadership Team, Task Force drafts a paper introducing the process and calling for input from CASE stakeholders. The paper includes:</p> <ul style="list-style-type: none"> – Overview of progress since last strategy was established; – Issues and questions that might be explored during the process; – Invitation to identify other critical issues and questions.
OneCASE Board Regional Councils District Cabinets Others	<p>Framing key issues and questions. Regions (with Districts as appropriate) reflect on their social + political contexts, member institutions, branches of the profession, and CASE as an organization to provide answers to foundational questions like:</p> <ul style="list-style-type: none"> – What is different since the last framework was created? – What specific developments, trends, challenges and opportunities are most encouraging? Concerning? – What thorny questions do we need to grapple with in creating the new framework? <p>Some combination of the Task Force, Regional Councils, and District Cabinets may organize broader outreach to stakeholders – e.g., using surveys, online meetings, or discussion groups at summits and conferences.</p>
Task Force	<p>Preparing the draft framework. Task Force prepares a paper that:</p> <ul style="list-style-type: none"> – Identifies the key issues to address; and – Proposes priorities, goals, and approaches for addressing them.
Regional Councils District Cabinets	<p>Feedback on draft framework</p> <ul style="list-style-type: none"> – Draft is submitted for review and comment.
Task Force OneCASE Board	<p>Framework finalized</p> <ul style="list-style-type: none"> – Task Force finalizes strategy in light of feedback; – OneCASE Board approves final version of the framework.
OneCASE Board Regional Council Districts	<p>Using the framework</p> <ul style="list-style-type: none"> – Create goals, plans, budgets, initiatives, programs – Monitor progress against goals to enable course corrections as needed

Budgeting

The budget process will ensure that resources across all Regions and Districts are allocated to align with and advance OneCASE strategies while also ensuring that the distinctive needs and preferences of each Region and District are accommodated. As depicted in the proposed 'Budget Process Flow' diagram, the budget process will be iterative – with staff, Cabinets, and Councils consulting with each other to match plans and priorities with resources. Although the exact timing may be adjusted as the meeting calendars for the OneCASE Board, Councils, and Cabinets are set, the 'Budget Process Timing' diagram shows the sequence of deliberations over a four-month period. Budgets will cover a two-year period.



Budgets will include contingencies to minimize disruption in the event of an economic downturn or other unexpected challenges, and will allow for some flexibility to take advantage of new opportunities that might emerge, ensuring that Regions and Districts can adapt and respond to the changes in their environment over the course of the two-year budget period.

Outlined below are the budget roles and key points of deliberation for the District Cabinets, Regional Councils, and OneCASE Board.

District Cabinets. Cabinets are not responsible for creating or managing budgets. Instead, using the OneCASE strategic framework and Regional strategies as a starting point, District Cabinets will create plans and priorities that inform the development of budgets by their Regional Councils. In a given budget cycle, their deliberations may focus on questions such as:

- In light of our progress against the goals we have established for ourselves (e.g., member satisfaction, new programs, or membership growth), what should we start, stop, or keep doing?
- How can we best retain current members and recruit new (and lapsed) members?
- How do we better engage marginalized constituents (e.g., types of member institutions or branches of the profession)?
- Which programs and conferences will best serve our members?

Because they will be considering the plans and priorities of a number of Districts during the budget process, the Regional Council and staff will be able to alert Cabinets to opportunities for joint programs and other opportunities for collaboration.

The Cabinets will present their plans and priorities to their Regional Council, which will take them into account in building the regional budget. The budget process will feature ongoing dialogue among District Cabinets, CASE staff, and the Regional Council so Cabinet plans and priorities can be adjusted, if need be, to fit available resources.

Regional Councils. Councils work with staff to identify plans and priorities (informed OneCASE strategy and by Districts Cabinets where those exist); and developing proposed budgets to match them. In a given budget cycle, their deliberations may focus on questions such as:

- In light of the OneCASE strategy, and our plans for adapting it and advancing it in our region, what are our key plans and priorities?
- What research or learning initiatives should we pursue?
- In light of our progress against the goals we have established for ourselves (e.g., member satisfaction, new programs, or membership growth), what should we start, stop, or keep doing?
- Which programs and conferences will best serve our members?

OneCASE Board. By the time a budget is presented to the OneCASE Board for approval, it will already reflect the plans and priorities of Regional Councils and their District Cabinets. Rather than attempting to evaluate or second-guess all of these plans and priorities, the board will focus on the critical questions that a fiduciary needs to ask in considering a budget. For example:

- **Is the budget strategic?** Does it align with and advance the current OneCASE strategy? Does it include investments that will prepare for CASE’s long-term success? Does it allow for innovation and flexibility?
- **Is the budget prudent?** Is it realistic? Are the assumptions embedded in it sound? Does it align with the OneCASE board’s risk-tolerance preferences? Does it include contingencies to deal with the unexpected? Is any proposed deficit spending justified by special circumstances or one-time investments?
- **Is the budget fair?** Does it respond to the distinctive needs of the Regions? Does it take into account the current and expected size of each Region’s membership? Does it balance the needs of today’s members with the needs of tomorrow’s? Does it offer staff compensation commensurate with their contributions to CASE’s success?

The deliberations of the OneCASE Board, Regions, and Cabinets will – taken together – result in budgets that advance shared strategies while allowing each Region and District to develop programs and initiatives that reflect their distinctive needs and preferences.

Learning and Knowledge Exchange

During the 2.0 design process, the potential for more learning and knowledge exchange across District and Regional boundaries proved to be one of the most appealing aspects of Version 2.0.

Unlike the formalized processes for strategic planning and budgeting, learning agendas and initiatives can be conceived and delivered in a variety of ways.

- OneCASE strategic frameworks will identify high-priority goals and challenges, and these are likely to inspire corresponding learning agendas and initiatives.
- On an ongoing basis, CASE senior staff will be in an excellent position to spot trends, needs, and opportunities across Regions, and to propose joint learning agendas or initiatives that respond to them.
- Regional Councils and staff working with them will be well positioned to propose learning and exchange initiatives that respond to the distinctive needs of their members.
- Working through the US/Canada Regional Councils, District Cabinets will propose topics or initiatives that may have appeal to other Districts; or share their learning priorities to determine if other Districts would like to collaborate on common priorities.

The findings, best practices, or research emerging from these projects will inform the development of programs, publications, or services that directly benefit CASE members. And just as strategic planning will inform the development of learning initiatives, the knowledge and practices developed through these initiatives will inform the next round of strategic planning.

The US/Canada Regional Council Design Team identified a number of mechanisms for District Cabinets to propose and collaborate on learning initiatives, and all of these may serve as examples for other Councils that form District Cabinets, or for OneCASE learning approaches. The Design Team acknowledged the rich learning and knowledge exchange taking place across District boundaries but noted that they are often fragmented and episodic. (Current venues include the District Chairs Council, Commissions, conference leadership training events, District exchanges in which Board members attend other Districts' conferences, and ad hoc projects.) Among other ways to foster clearly articulated, shared learning agendas, the Design Team envisions:

- Commissioning studies, the results of which can inform District conferences and programs;
- Organizing telecasts linking participants in virtual seminars or workshops;
- Organizing study trips (across Districts and sometimes regions);
- Identifying speakers who might work across Districts;
- Organizing virtual or in-person 'salons' for informal discussion on priority topics;
- Organizing occasional 'volunteer congress' that convenes leaders from Cabinets and other CASE groups (e.g., Commissions); and
- 'Rounding' or moving the location of Council meetings and events to different Districts to facilitate more contact among volunteer leaders and more opportunities for programs that advance the Region's learning agenda.

CASE Europe and Asia-Pacific have pioneered learning initiatives that serve members in their own and other regions. As one example, CASE Asia-Pacific offered an annual study tour of higher-education institutions in China. More than half the participants were members from Europe and the US/Canada. Like many of their colleagues, their institutions have campuses, programs, and alumni in all parts of the world. They value learning opportunities that cross boundaries in the same way.

As Version 2.0 is implemented, staff and volunteer leaders around the world will also collaborate in assessing the new systems, structures, and practices, sharing ideas for using them to better serve CASE members, which is the foundational goal of Version 2.0.

**Appendix:
Project Teams**

Steering Committee

<i>Mike Goodwin, Co-Chair</i>	Oregon State University Foundation
<i>Sue Cunningham, Co-Chair</i>	CASE President & CEO
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Lee Fertig	The International School of Brussels
Terry Flannery	American University
Sergio Gonzalez	Brown University
Jim Harris	University of San Diego
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Rob Moore	CASE
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Dave Shepherd	United World College of Southeast Asia
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Bill Ryan + Susan Katz McFall, Project Consultants
Ryan Consulting Group

Regional Council Design Team

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<i>Dave Shepherd, Chair</i> <i>Asia-Pacific Sub-Group</i>	United World College of SE Asia	Asia/Pacific
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Tracy Barlok	College of the Holy Cross	US/Canada
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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
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Beth Smith	Arkansas State University (ret.)	US/Canada
Philip Sohman	YK Pao School	Asia/Pacific
Cassie Warman	Pacific University	US/Canada

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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.)