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# ETHICS CHALLENGE HOST MANUAL

A Comprehensive Guide

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# ETHICS CHALLENGE HOST MANUAL

## Overview

The Ethics Challenge is a competition between university-sponsored teams that analyze a case which contains a variety of ethical dilemmas. The case incorporates common ethical issues and the application of the CFA Institute Code of Ethics and Standards of Professional Conduct. Teams of three to five undergraduate and/or graduate students create a presentation based on their analysis and present it to a panel of judges. The presentation primarily focuses on violations of the CFA Institute Code of Ethics and Standards of Professional Conduct and recommendations about how these violations should be addressed.

The Ethics Challenge is developed and implemented independently by each participating society. CFA Institute has some resources to help run successful competitions.

### Purpose

The mission of CFA Institute is to lead the investment profession globally by promoting the highest standards of ethics, education, and professional excellence for the ultimate benefit of society. The Ethics Challenge fulfills this mission by promoting best practices in the investment profession and preparing students for the ethical dilemmas they may face in their careers.

## Benefits of Participation

| Society Benetfits | Student Benefits |
|---|---|
| • Promotes awareness of the Society and the CFA designation:<br>• Creates and/or strengthens meaningful relationships with universities;<br>• Builds and/or strengthens relationships with professors and students who may become CFA Program candidates and members of the society;<br>• Attracts and engages new members and volunteers;<br>• Increases public awareness; and<br>• Furthers the shared mission of CFA Societies and CFA Institute by promoting the highest standards of ethics, education, and professional standards. | • Promotes the importance of ethics and ethical behavior to new entrants into the investment management profession;<br>• Increases awareness of real-world ethical dilemmas;<br>• Provides an opportunity to develop/hone ethical-decision making skills;<br>• Improves presentation and teamwork skills; and<br>• Provides an opportunity for professional networking. |

## Components of the Competition

*Exposure to the CFA Institute Code of Ethics and Standards of Professional Conduct*
Teams are provided with a link to the Code and Standards. Teams must be able to identify violations of the Code and Standards, explain why they are violations, and suggest solutions or approaches to resolving the violations.

*Analysis of a Case*
Each team evaluates an assigned case, highlighting violations to the Code and Standards, and making recommendations for actions.

*Presentation to Panel of Industry Judges*
Teams present their analysis and recommendation to a panel of judges selected by the society. Judges ask questions and then deliberate, finalize scores and select a winning team.

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## Planning a Challenge

CFA Institute member societies and CFA Institute approved member organizations, such as University Affiliated Partners, are eligible to host an Ethics Challenge. The host is responsible for following the competition rules and procedures, inviting and liaising with participating teams and their universities, and conducting the competition in accordance with the rules.

Limited funding may be available for societies participating in the Ethics Challenge. To be eligible, societies must complete an individual grant agreement. Contact your Society Relationship Manager or Adrienne Goodhall for more information. Funding is limited and available on a first-come, first-served basis. It is recommended that you reach out as early as possible.

## Definition of Key Roles

*Challenge Coordinator*

The Challenge Coordinator is the main organizer of the local level competition and responsible for its execution and success.

*Case Writer(s) [Optional]*

Case writer(s) work closely with the Ethics Education team at CFA Institute to identify, research, and draft the case that is used for the competition. Case writers are eligible to receive 1 Standards, Ethics, and Regulations (SER) credits.

*University Team*

The team consists of three to five undergraduate and/or graduate students who analyze a case and produce then create a presentation based on their analysis. All team members should participate in the presentation. See the Model Rules for more details on participant eligibility.

*Faculty Adviser*

The Faculty Adviser is a faculty member assigned to each team by their respective university who mentors the team throughout the competition. The faculty adviser does not conduct any analysis or produce any recommendations for the team's presentation.

*Judges*

Judges are selected by the host society. The panel of judges can consist of society members/volunteers, regulators, or industry professionals. Preference is for judges to be CFA charterholders, but at a minimum, they must all be familiar with the CFA Code of Ethics and Standards of Professional Conduct.

## Definition of Individual Events

*Kickoff Meeting*

The Kickoff Meeting is the official start of the competition for the university teams. Teams are introduced to the Code of Ethics and Standards of Professional Conduct, Standards of Practice Handbook, the ethical decision-making framework, and, most importantly, the case. Rules, procedures, and relevant resources are presented. Ideally the Kickoff Meeting is an in-person event, but virtual kickoff meetings are acceptable.

*Ethics Challenge Final*

The Ethics Challenge Final is the culmination of the analysis done by each team. It is generally held approximately 2-4 weeks following the Kickoff Meeting. At this event, each team presents their analysis and recommendations to the panel of judges. Each team is given ten minutes to make their presentation followed by a ten-minute question and answer period conducted by the judges. The team with the best analysis, recommendations and strongest presentation wins.

## Branding

The standard name of the competition is the “CFA Society [INSERT] Ethics Challenge”. CFA Institute will develop resources using that naming convention, but societies may choose any name they like.

## Create a Timeline

Planning should begin approximately three months in advance of the Kickoff Meeting. Early planning tasks include university recruitment, judge recruitment, and the development and writing of the case.

If required, CFA Institute can support societies in the development and writing of the case and its associated teaching notes (answer key). After the society selects the case and has an outline approved, the turnaround time for a completed case and case answer is approximately 6-8 weeks.

Following the Kickoff Meeting, students should be given approximately 2-4 weeks to analyze the case and prepare recommendations before the Ethics Challenge Final.

## Case Writing

The case is the central tenant of the Ethics Challenge. The purpose of the competition is to prepare students for “real life” ethical dilemmas they may face when entering the investment profession in their region or locale. The CFA Institute Ethics Education team has developed cases that may be available for societies to use with the Ethics Challenge. If there are no cases available or your society would like to write your own case, the steps for case writing can be found in **Appendix A**.

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## Create a Budget

The Ethics Challenge is not intended to be a high-cost endeavor. CFA Institute may provide funding up to $500 annually for the Ethics Challenge to cover basic costs. Societies are free to make the competition more elaborate.

The following costs should be considered when creating your budget. Please note that it may not be necessary to incur all these expenses, and/or you may incur costs not outlined here.

*General Expenses*

- Administrative or staff costs
- General event materials
- Printing costs for programs, banners, posters, etc.
- Student gifts, certificates and awards
- Volunteer gifts
- Travel (if applicable)
- Media/Press Release

*Kickoff Meeting Expenses*

- Venue space and audio-visual equipment rental fees
- Food and beverage

*Final Presentation Expenses*

- Venue space and audio-visual equipment rental fees
- Food and beverage
- Photographer and/or videographer
- Prizes for winning teams

Some methods to cut down on costs include the following:

- Hold a virtual Kickoff Meeting
- Utilize university venue space
- Utilize industry-sponsored venue space
- Run in conjunction with another event your society or organization is planning.
- Give prizes that allow students a learning opportunity that is low cost (see the **Gifts and Prizes** section for more information).

## Invite Universities

An Ethics Challenge can be hosted with just one university fielding multiple teams or multiple universities fielding one or two teams each. Universities should be degree-granting institutions that primarily deliver teaching to students in a traditional educational setting. The institution should hold educational accreditation by an accrediting agency recognized by mainstream academia.

Strong support from universities is extremely important. It is best to reach out to the faculty and/or administration rather than to student groups. An interested university dean can provide invaluable help in securing faculty engagement. The Faculty Advisor position is critical because that person will ideally be involved on an annual basis.

Utilize contacts you may already have (e.g., professors who are charterholders or members of your society or professors that are involved in the Research Challenge). If you do not have existing university contacts, see if any society members are alumni and would reach out to the university on the society's behalf.

CFA Institute has an email template that can be edited and used to meet your needs. This and other materials are located in the Society Center, under Ethics Challenge.

## Recruit Judges

There should be three to five judges on the panel to evaluate student presentations. While it is not a requirement that all judges be CFA charterholders, they must be familiar with the CFA Institute Code of Ethics and Standards of Professional Conduct. It is recommended that they refresh themselves with the Code and Standards prior to the event. In addition to looking for your members to serve in this capacity, consider inviting a regulator or an industry leader to serve as a judge.

## Blind Grading

Blind grading is the process of masking a team's university affiliation to help mitigate potential conflicts of interest. For example, rather than identifying each team by their university, they are identified as Team A, or Team Alpha, or Team Green, etc.

We strongly suggest using this method, because it's very common that judges have strong connections with local universities.

When deciding to use this method, it is important for teams to understand that this means they can't identify with their university in any way until the conclusion of the competition after the winner has been announced. As a result, this means their presentation may not use university colors; they may not wear coordinating outfits with university colors; etc. The Challenge Coordinator will review all the teams' presentations to ensure compliance.

## Gifts and Prizes

Gifts and prizes are not required, but they can help elevate the prestige of the event. In addition to traditional gifts and prizes such as certificates, trophies, and prize money, students also appreciate experience-oriented prizes. For example, you can invite the winning students to a society event, offer society membership or discounts to courses/workshops. You can also organize a visit with local employers or the opportunity to receive an internship for the winning team members. These prizes may have little or marginal cost and are typically well received.

Volunteer gifts are an important way to make your volunteers feel appreciated for their service. Common gifts are gift cards, books, branded items for a desk, etc.

## Provide Team Feedback

Because the Ethics Challenge is an incredible learning opportunity, feedback on each team's presentation is essential. Provide as much feedback as possible. Let the judges know that their comments will be shared. Most will spend time giving worthwhile responses. It is also helpful to have a judge address the audience before the winner is announced and comment on general feedback for all teams.

## Sponsorship

In addition to the funding provided by CFA Institute, it may be beneficial to attain sponsorship. Sponsorship can be critical to control costs and provide valuable resources to the competition.

Focus on sponsors that would benefit from exposure to the different groups involved with the Ethics Challenge: students and university faculty, employers. The deliverables you offer sponsors should also be tailored accordingly. Also, target firms that are aligned with the CFA Institute Code of Ethics and Standards of Professional Conduct.

Sponsors may not have the means to give funding for the program, but they may be able to provide a venue, prizes, etc.

Employers are often very interested in the high-caliber students participating in the competition. The final is a great opportunity for employers and students to meet, so encourage employers to attend. Also, consider putting together a resume/curriculum vitae book of the participating students. This can be sold as a sponsorship deliverable to employers or distributed free of charge. If you do this, make sure to obtain permission from the students.

Create a sponsorship factsheet that can be distributed to potential sponsors.

# Executing the Kickoff Meeting

The Kickoff Meeting is the official start to the competition. The Kickoff Meeting can be held in-person but if this is not an option, it is fine to do a videoconference or a conference call. At the Kickoff Meeting, the challenge coordinator should expose students to the CFA Institute Code of Ethics and Standards of Professional Conduct, the Standards of Practice Handbook, the ethical decision-making framework, and introduce the case.

The challenge coordinator should go over the rules of the Ethics Challenge and share expectations for the presentation and case analysis. Introduce the teams to the scoresheet, **Appendix B**, and ensure teams know which version of Microsoft PowerPoint the laptop will be running at the final. Each team is given ten minutes to make their presentation followed by a ten-minute question and answer period conducted by the judges.

# Executing the Competition – In-Person Event

The Ethics Challenge final is held approximately 1-4 weeks following the Kickoff Meeting. This should be a high-profile event that makes a positive, lasting impression on the students and volunteers.

## Event Schedule and Logistics

The basic rundown of the event is as follows:

1) Private Judge Meeting – meet with judges to review the case and answer any last-minute questions
2) Welcome Address
3) Team Presentations
4) Break for Judge Deliberation
5) Announce Winner
6) Networking Reception

## Prepare for the Event

### Attendees

Teams put significant effort into their presentations and want to present in front of an audience. Consider inviting university officials, society members, regulators, and other industry participants. Additionally, the team members may have classmates or family members they would like to attend.

### Presentation Order

Randomly draw teams for their presentation order. Make sure that teams understand that this is a random process, so no team feels disadvantaged by going first or last. Team order can be announced at any time, but this does not need to be communicated to the teams until they sign in at registration.

Teams that have presented can be allowed to join the audience following their presentation. If you have a small audience, however, you may not want to allow this because the size of the audience may shift dramatically throughout the course of the competition.

### Case Overview

Attendees should be provided with an overview of the case so they can follow along during team presentations. This overview should be thorough enough to provide proper context, but not too long to read in a short period of time. A one-page overview is sufficient. If there will be an event program, the case overview can be included there.

### Team Green Room

Consider having a space reserved for the teams to congregate. Teams should not be allowed to watch other presentations before they have presented themselves because they will get a sense of the types of questions judges are asking. The green room provides a place for students to relax before they present. This also ensures coordinators know exactly where teams are.

## Onsite Logistics

### Judges' Meeting

Hold a meeting with the judges prior to the student presentations to review the competition format, answer any questions, develop a grading rubric based on the teaching note, and determine questions they will ask each team. This can be a conference call before the final competition or an onsite meeting before the students arrive. At the meeting, judges should be provided:

- Presentation scoresheets (**Appendix B**) and a pen to take notes
- Case and teaching notes

### Welcome Address

A presentation is available to open the event, review logistics, and introduce attendees to the case. All teams should be present for the Welcome Address. At the end of the welcome address, the first presenting team will go to the stage to present while the other teams are escorted out of the room and to a green room if one is available.

### Team Presentations

All team members are expected to take part in the presentation.

Teams should be provided with a slide advancer, a laptop loaded with Microsoft PowerPoint sitting on a podium, a mouse, and, if necessary, microphones. Presentation slides should be preloaded onto the computer so that they may be brought on screen as the team approaches the stage.

### Judge Deliberation

After all the presentations, the judges should be led out of the room to discuss the results in private and ensure the scoresheets are finalized. While judges can discuss the team's performance, each judge should evaluate the teams independently. During this conversation, the judges should assemble a few general thoughts on the presentations (i.e., overall praise for a job well done and constructive criticism that applies to all teams). Choose one judge to share these thoughts before the winning team is announced.

### Scorekeeping

Once the judges turn in their scoresheets, the coordinator should check the scores to make sure that no scoring criteria is given more than the maximum points and that the addition is done correctly for Sections I and II and the total points.

To eliminate the fluctuating scores between judges, the average ranking for each team as opposed to the average raw score. This method provides a more accurate reflection of each team's performance while limiting the impact of an individual grader/judge.

See an example of the average ranking method below:

The raw scores for Judge 1 are as follows:

| Team | Score |
|---|---|
| Team A | 84.0 |
| Team B | 93.0 |
| Team C | 100.0 |
| Team D | 86.0 |
| Team E | 95.0 |
| Team F | 96.0 |

The raw scores are converted to ranks:

| Team | Score |
|---|---|
| Team A | 6 |
| Team B | 4 |
| Team C | 1 |
| Team D | 5 |
| Team E | 3 |
| Team F | 2 |

This process is continued until each team has been assigned a ranking from each judge's scores. The rankings are then averaged with the lowest ranking signifying the best presentation.

## Operational Staff/Volunteer Roles

### Timekeeper

The Timekeeper will sit in the first row with a stopwatch and "One Minute" warning sign in plain sight of the students and next to the judges.

The Timekeeper will invite the team to come to the stage or front of the room once the judges are ready to hear the presentation. Between presentations, judges may take a few minutes to compile their thoughts. They will tell the Timekeeper when they are ready for the next team.

Time will start for the team presentation the moment the team begins speaking. At one minute the Timekeeper should raise the "One Minute" sign without verbal communication. At exactly ten minutes, the Timekeeper announces "Time" regardless of whether students have finished.

Time will begin for the Question-and-Answer session as soon as a judge says the first word of the first question. ***There will be no one-minute warning.***

### Team Usher

The Team Usher will be responsible for leading the teams into the presentation room. Teams should be ready to enter the room when the prior team has concluded their presentation. Team Ushers will ensure that the upcoming team quietly waits their turn and cannot hear any other presentations. Once the upcoming team has entered the room, the Team Usher closes the door and should not allow people to enter the room because this can cause a distraction.

# Executing the Competition – Virtual Event

The Ethics Challenge final is held approximately 1-4 weeks following the Kickoff Meeting. This should be a high-profile event that makes a positive, lasting impression on the students and volunteers.

## Technology

We recommend using Zoom to host your virtual competition. If you don't have access to Zoom, reach out to your Society Relations Manager.

## Event Schedule and Logistics

The basic rundown of the event is as follows:

1. Private Judge Meeting (may take place before event day)
2. Welcome Address
3. Team Presentations
4. Break for Judge Deliberation
5. Announce Winner

## Prepare for the Event

### Attendees

Teams put significant effort into their presentations and want to present in front of an audience. Consider inviting university officials, society members, regulators, and other industry participants.

### Presentation Order

Randomly draw teams for their presentation order. Make sure that teams understand that this is a random process, so no team feels disadvantaged by going first or last. Team order can be announced at any time.

### Case Overview

Attendees should be provided with an overview of the case so they can follow along during team presentations. This overview should be thorough enough to provide proper context, but not too long to read in a short period of time. A one-page overview is sufficient. If there will be an event program, the case overview can be included there.

# Logistics

## Judges' Meeting

Hold a meeting with the judges prior to the student presentations to review the competition format, answer any questions, develop a grading rubric based on the teaching note, and determine questions they will ask each team. This should be a conference call before the final competition At the meeting, judges should be provided:

- Presentation scoresheets (**Appendix B**)
- Case and teaching notes

## Welcome Address

A presentation is available to open the event, review logistics, and introduce attendees to the case. All teams should be present for the Welcome Address.

## Team Presentations

All team members are expected to take part in the presentation. Presentations are back-to-back but allow judges to have a few moments to make notes between presentations. Teams should not be allowed to watch other presentations before they have presented themselves because they will get a sense of the types of questions judges are asking. Additionally, teams that have presented should be moved out of the presentation room and not be allowed to view other team's presentations.

## Judge Deliberation

After all the presentations, the judges should go to a private room to discuss the results and ensure the scoresheets are finalized. While judges can discuss the team's performance, each judge should evaluate the teams independently. During this conversation, the judges should assemble a few general thoughts on the presentations (i.e., overall praise for a job well done and constructive criticism that applies to all teams). Choose one judge to share these thoughts before the winning team is announced.

## Scorekeeping

Once the judges submit their scoresheets, the coordinator should check the scores to make sure that no scoring criteria is given more than the maximum points and that the addition is done correctly for Sections I and II and the total points.

To eliminate the fluctuating scores between judges, the average ranking for each team as opposed to the average raw score. This method provides a more accurate reflection of each team's performance while limiting the impact of an individual grader/judge.

See an example of the average ranking method below:

The raw scores for Judge 1 are as follows:

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| Team | Score |
|---|---|
| Team A | 6 |
| Team B | 4 |
| Team C | 1 |
| Team D | 5 |
| Team E | 3 |
| Team F | 2 |

This process is continued until each team has been assigned a ranking from each judge's scores. The rankings are then averaged with the lowest ranking signifying the best presentation.

## Operational Staff/Volunteer Roles

### M.C.

The M.C. will serve as the host for the event by introducing speakers, teams, and moving the event along.

### Timekeeper

Time will start for the team presentation the moment the team begins speaking. At one minute the Timekeeper should provide a one-minute warning. At exactly ten minutes, the Timekeeper announces "Time" regardless of whether students have finished.

Time will begin for the Question-and-Answer session as soon as a judge says the first word of the first question. ***There will be no one-minute warning.***

### Event Coordinator

The coordinator will be responsible for managing the behind-the-scenes operations of the virtual event platform. Thorough instructions for running the event virtually can be found in Appendix C.

# Appendix A – Case Writing

- The case that is developed should be region/country-specific and be based on real events (please note that the case can consist of a compilation of real events).
- The case should include at least five violations of the CFA Institute Code of Ethics and Standards of Practice. The case can also include "open-ended" questions or issues which will be evaluated based upon how the teams address these issues.
- Sources for case ideas include regulatory rulings, newspapers/periodicals, and situations/dilemmas faced by case writers or society members.
- Before writing the case, develop a case outline. Send the case to Nicole Lee and Michael McMillan for review.
- Once the case outline is approved, write 50% of the case and the teaching note. The teaching note will be used to evaluate the teams' presentations. Send on to Nicole Lee, and Michael McMillan.
- After submission, the completed case and teaching note will be sent back within 6-8 weeks.

# Appendix B – Presentation Scoresheet

**Ethics Challenge**

**Presentation Score Sheet**

Team Name: ______________________________

Judged By: ________________________________

| Criteria | Max Points | Points Earned | Notes/Comments |
| --- | --- | --- | --- |
| **SECTION I** | | | |
| **Violations of the Standards of Professional Conduct** | | | |
| *Were violations properly identified, understood, and explained? Did the team demonstrate appropriate depth and breadth of analysis of the violations?* | **60** | | |
| **TOTAL POINTS FOR SECTION I** | **60** | | |
| **SECTION II** | | | |
| **Course of Action and Solution** | | | |
| Relevance<br>*Was a detailed plan to resolve the issues in the case presented?* | **5** | | |
| Viability<br>*Was the plan practical and implementable?* | **5** | | |
| Resolution<br>*Did the plan lead to a possible and satisfactory resolution of the situation?* | **5** | | |
| **Persuasiveness** | | | |
| Strength of Argument<br>*Did the team deliver their presentation convincingly?* | **10** | | |
| Preparedness<br>*Was the team able to answer the questions effectively and with confidence?* | **10** | | |
| **Team Involvement**<br>*Were all team members sufficiently involved in the presentation and questions and answers?* | **5** | | |
| **TOTAL POINTS FOR SECTION II** | **40** | | |
| | | | |
| **TOTAL POINTS = POINTS FOR SECTION I + POINTS FOR SECTION II** | **100** | | |

# Appendix C – Virtual Competition How to Guide

### Zoom Meetings

We recommend using Zoom to host your virtual competition. All societies should have access to a Zoom license. If your society does not currently have a Zoom license, please reach out to your Society Relations Manager for assistance.

### Zoom Account Settings

We suggest updating your settings to the following:

- Participants video off
- Mute participants upon entry
- Enable Co-host
- Enable Screen sharing
    - All participants can share
    - Host only allowed to start sharing when someone else is sharing
- Allow participants to rename themselves
- Enable breakout rooms
- Enable waiting room – all participants

### Schedule a Meeting

Coordinators should schedule the meeting well ahead of time to ensure the meeting link can be shared with all students and faculty in advance of the meeting. For security purposes, we recommend requiring a meeting password. If you enable this feature, the meeting link will automatically have the password embedded.

- Video:
    - Host – On
    - Participant – Off
- Audio: Both
- Meeting Options:
    - Enable join before host
    - Mute participants upon entry
    - Enable waiting room

### Prior to the Event

- All teams should join the Zoom meeting by the event start time for the Kickoff
- We recommend setting a specific time for everyone to rejoin the meeting for the advancement announcement.
- Send out connection details ahead of time to all attendees:
  **Connection Instructions for Teams**
    - Click the Zoom URL.
    - Download and run Zoom if you've never used it before.

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- If you're new to Zoom you'll be asked to enter your name – **use your team name (e.g. University of ABC)**.
- Join with Video.
- Join with Computer Audio.

- If you've used Zoom before, you'll need to manually change your name. Hover over your video tile and click on the three dots and choose Rename. **Change your name to your team name (e.g. University of ABC)**.
- If team members are connecting using different computers, all team members should use the same name.

**Connection Instructions for Judges**

- Click the Zoom URL.
- Download and run Zoom if you've never used it before. o If you're new to Zoom you'll be asked to enter your name. **Enter your name as Judge – Full Name (e.g., Judge – Michael McMillan).**
- Join with Video.
  - Join with Computer Audio.
  - If you've used Zoom before, you'll need to manually change your name. Hover over your video tile and click on the three dots and choose Rename. **Change your name to Judge – Full Name (e.g., Judge – Michael McMillan).**

**Connection Instructions for Observers**

- Click the Zoom URL.
- Download and run Zoom or join from your browser.
- Join without Video.
- Click on the "X" on the computer audio screen. Continue without audio.

## Devices

We suggest having at least two coordinators operating the event. All coordinators should be assigned as a "co-host" once you start the meeting. We recommend that all coordinators are either in the same location or have a group text message throughout the event. You will need at least two devices.

- Device 1: This computer is the meeting host. This device should remain in the Main Session and admit participants into the meeting. This will be the only individual who can move attendees between breakout rooms.
- Device 2: This person is the MC for the event. They are the only coordinator who should turn their sounds or video on in the Main Session or in the Presentation Room. We recommend the MC also serve as the timekeeper.
- Device 3: This device should be used for recording the presentations. It starts recording in the Main Session, moves into the Presentation room, and moves back to the Main Session for the announcement. This device should not move to any team room, Judge Deliberation, or Score Reconciliation.
- **Note: You can combine these as you see fit.

## Coordinators Prepare the Meeting

We recommend your team opens the meeting 30 minutes prior to the event's start. This will allow all coordinators to connect, assign them as hosts, and go over any last-minute details. During this time, you will want to open and rename your Breakout Rooms. We suggest having one breakout room per team, as well as breakout rooms for presentation, judge deliberation, score reconciliation, and an extra room. You will select the number of rooms and manually assign participants to create the rooms. Next, you will rename the rooms accordingly:

- University 1
- University 2
- University 3
- University 4
- University 5
- Presentation
- Judge Deliberation
- Score Reconciliation
- Extra

After naming the rooms, you can close that window for now. You don't need to open the breakout rooms yet.

## Beginning the Meeting

- When you are ready, start admitting participants into the meeting. We suggest beginning this process 15 minutes before the event's start time.
- Coordinators may need to rename attendees as they join the meeting.
- Coordinators may need to adjust participant settings (i.e. muting and turning off their video)
- Once you have confirmed all necessary attendees have joined (i.e. students, judges, etc.) you can begin the Kickoff.

## Kickoff

The Kickoff formally opens the event for all attendees and should take place in the Main Session.

- Welcome and introduction of the program
- Introduce judges
- Introduce subject company
- Thank teams, volunteers, and any sponsors
- Provide an overview of the event flow and relevant rules

## Opening Breakout Rooms

At the conclusion of the Kickoff, the primary host will need to open the breakout rooms.

- Assign the MC and judges to the Judge Deliberation room.
    - MC should go over the event process with the judges and suggest muting themselves when not speaking during Q&A session to limit background noise
    - Once this is complete, the primary host should reassign MC and judges to the Presentation room.
- Assign first presenting team, guests, and all other coordinators to the Presentation Room

- Allow the team to share their presentation and ensure they can forward the slides
- Assign all other teams to their respective breakout room.
- Once everyone has been assigned, you can Open All Rooms.
- Primary Host should then join the presentation room.

## Beginning Presentations

- Ensure all attendees other than the presenting team have their video and microphone turned off
- When the team begins presenting, the timekeeper should start the time.
    - Timekeeper should unmute themselves a few seconds before the one-minute warning and again before time is up
- When the presentation is complete, MC should ask judges to turn on their videos for the Q&A
    - Remind them to only unmute when asking a question
- Timekeeper should begin timing when first judge starts asking a question
    - We recommend not providing a one-minute warning for the Q&A session
    - Timekeeper should unmute themselves a few seconds before time is up
- Thank the team for their presentation and reassign them to their individual breakout room
- Allow a few minutes for the judges to take notes before moving the next team into the Presentation room

Repeat this process until all teams have presented.

## Judge Deliberation

- At the conclusion of all presentations, move all judges and coordinators to the Judge Deliberation room.
- Allow the judges to discuss amongst themselves and finalize their scores.
- Ask judges to email scoresheets to coordinators once they are complete.

## Score Reconciliation

- Once the judges have finished discussing and scoring, move coordinators to Score Reconciliation room where you all can determine the winner.
    - (**Note:** This step can be removed if coordinators are all in one location. If that is the case, be sure to keep the Zoom meeting open, but microphones muted, between the conclusion of the presentations and the announcement of the winner.)

## Announcing the Winner

- Five minutes prior to the announcement time, close all breakout rooms. This will force all attendees back into the Main Session.
- Confirm all necessary attendees are still in the meeting or have re-joined.
- Proceed with making the announcement.

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## Recording

If you choose to record the meeting, we recommend the following:

- Start recording shortly before the Kickoff begins. Pause recording once Kickoff ends.
- Start recording once appropriate device is in the Presentation room. Pause recording after final presentation is complete.
- Start recording once all breakout rooms have been closed.

- Once the meeting has ended, Zoom will begin processing the recording.