



Academic Challenge 14

Denver, Colorado

[Register Here By 14 September 2023](https://my.reviewr.com/site/2023_CoreNet_Global_Academic_Challenge)

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What is CORENET GLOBAL?

CoreNet Global is a nonprofit association, headquartered in Atlanta, Georgia (US), representing more than 11,000 executives in 50 countries with strategic responsibility for the real estate assets of primarily large, multinational corporations. The end user membership base is diverse and spans industries including high-tech, financial services, manufacturing, pharmaceutical, telecommunications, healthcare, insurance and oil and gas. Google, Unilever, International Monetary Fund, Oracle, Coca-Cola, Amazon, AT&T, General Motors, Barclays, BASF, and Shell are among our many member companies. One-third of our membership resides outside North America (primarily Europe, China, India, Singapore, Australia, New Zealand, Brazil, and the Middle East) with most members managing portfolios with millions of square feet spanning multiple continents.

Virtually all corporate real estate (“CRE”) departments partner with external service provider companies to deliver services needed to acquire, maintain, and dispose of real estate. These services include but are not limited to brokerage, site selection, architecture and interior design, lease administration, facilities management, and technology platforms. One of the long-term trends in the CRE profession is toward leaner, smaller internal CRE teams focused primarily on strategy and client relationship management, with growing dependence on external service provider companies for tactical delivery and execution. Those external service providers are also members of the association.

The organization’s mission is to advance the practice of corporate real estate through professional development opportunities, publications, research, conferences, designations, and networking in 45 local chapters globally.

Why conduct an ACADEMIC CHALLENGE?

A strategic priority for CoreNet Global is to strengthen its relationship with academic institutions around the world and grow the pipeline of talent into the challenging, rewarding -- and often overlooked – career of corporate real estate.

The Academic Challenge is an important step in raising the awareness of the profession and the impact of corporate real estate on the global economy. The competition is designed to attract students from all academic disciplines to tackle key challenges facing the profession, and the challenges facing the enterprises our members serve.

What is the role of a CORPORATE REAL ESTATE PROFESSIONAL?

Corporate real estate professionals have strategic responsibility for their corporations’ total real estate footprint of owned and leased space. They are charged with anticipating and responding to a corporation’s property needs as a result of business growth, expansion, or contraction.

Corporate real estate professionals are generally not commercial brokers, developers, or facility managers though they retain or manage these professionals as well as architects, site selection consultants, economic developers, interior designers, and the like to help support their strategy.

Historically, corporate real estate professionals focused on managing the physical property for the business. They were charged with acquiring, maintaining, and disposing of real estate throughout the “lifecycle” or useful life of any property. Certainly, those functions still remain at the core of corporate real estate. However, the business landscape has changed, and the role of corporate real estate continues to evolve. Now more than ever, corporate real estate professionals are charged with partnering with the business and adding strategic value.

More corporations are now viewing real estate as a strategic asset and corporate real estate as a strategic function. As a result of that shift, a new skill set is required for today’s corporate real estate executives. They are at the forefront of corporate social responsibility and sustainability initiatives and are leaders in the innovative workplace design movement aimed at improving worker productivity, wellness, and the workplace experience. They also play a vital role in talent recruitment and retention, location strategies and interaction with other internal support functions such as human resources or information technology.

Legend has it that Henry Ford said, “If I had asked people what they wanted, they would have said faster horses.” Modern transportation, internet you can take with you, the ability to easily connect with someone on the other side of the planet — no one really wanted these things before they were invented. But soon after these innovations became widely available, people could not imagine life without them. Chances are, you never knew you needed a smartphone. But now, imagine giving it up for a day and being without directions in your pocket or the answer to any question at your fingertips. *There’s simply no going back.*

But notwithstanding such large shifts, the office still looks similar to the places where our parents worked.

Despite an ongoing tight labor market putting pressure on employers to attract talent, much of the corporate workforce still works in uninspiring, cubicle-laden office buildings, designed largely for space efficiency and with little regard for human-centered design. Yet, we know environments can have a profound impact on our mental health and work output, and we know that the employee experience matters more and more for cultivating the next generation of leaders. The office of today, too often, is not very conducive to the innovative thinking needed to create the products and services of tomorrow.

The COVID-19-pandemic caused a tectonic shift in where, when, and how we work, with significant implications for workers, employers, and buildings. Astute developers, operators, and investors are waking up to a new workday, one in which the office experience is no longer about stacking bodies into an efficient “space.” It is about creating a “place” where teams can live a life while contributing and collaborating with each other. Similarly, astute corporate real estate professionals must navigate the trends that are challenging the industry’s most fundamental assumptions in the coming years.

The future demands offices configured in new ways to support diverse, flexible, and tech-enabled workforces.

- **Form factor shift:** Our economy has shifted from manufacturing to innovation-based, but the dominant design of most office buildings is still modeled on yesterday's assembly line, where workflow was linear, corporate structures were hierarchical and productivity and efficiency were prized above all else. But the nature of work has changed. The primary role of the workplace used to be to create physical proximity between people because that was the only way work got done. Technology has now mitigated the need for proximity, and the new purpose of the workplace is to attract, retain, and inspire the best and brightest talent. *The modern office will start to look and feel more like a college campus, where employees choose their work environment according to the work that needs to be done.*
- **Amenities, redefined:** For companies looking to hire knowledge workers — of any age, who use and value the kinds of technological and workplace innovations that foster innovation and productivity — there's a market demand for flexible and amenity-driven workplaces. Think buildings with healthy cafes, lunchtime classes, lounge areas, flexible meeting spaces, etc. *What talent wants is what tenants need is what landlords must provide.*
- **Workplace design as an organization’s body language:** Workplace design communicates something very specific about a business to every employee, customer, vendor, and business partner who walks through the door. Companies like Apple and Google have mastered the art of using workplace design as a strategic tool to drive growth, productivity, and employee retention. For those of us in corporate real estate, there’s a tremendous opportunity to help companies of all sizes reap the benefits of

great workplace design. *A company with 20 employees should have access to the same amenities that a Fortune 500 firm offers.*

- **New roles for heads of real estate:** All of the above amounts to an enormous change in the primary role of corporate real estate professionals. Real estate is no longer a commodity to be negotiated solely on price. Real estate, which has traditionally been one of the biggest expenses in an organization's P&L, is often the least optimized for experience. Better workplace experiences (design, amenities, services, and technology) ultimately create happier employees, happier customers, and happier shareholders, thus becoming a return on investment enabler. *That means that the head of real estate should become the Chief Workplace Conductor, orchestrating workplace environments and experiences that maximize employee productivity and engagement.*

COMPETITION BRIEF

CoreNet Global is pleased to present its 14th Academic Challenge sponsored by KI Furniture. The goal of this competition is to raise awareness of corporate real estate as a viable career opportunity amongst college students of all academic disciplines, to connect local chapters and members of the association with future talent, and encourage more universities to include corporate real estate in their curricula.

A Student Competition

Student teams from universities and academic institutions in the Americas and Europe are invited to compete in an academic challenge wherein students are asked to play the role of an internal corporate real estate team in order to address a real-world issue facing companies around the globe: *address the changing nature of work and its impact on the function of corporate real estate and the corporate real estate portfolio. With the rise of remote and hybrid work arrangements, corporate real estate professionals must find creative solutions to provide a range of workspaces that support how and where employees will work now and in the future; reframe, realign, and repurpose existing real estate assets to reflect this new reality; and ensure that the workplace, broadly and holistically defined in the emerging era of technology enabled hybrid working, supports and drives employee productivity, experience, and wellbeing; talent attraction and retention; and corporate imperatives for greater performance in both sustainability and diversity, equity, inclusion, and accessibility.*

Some of the key challenges that corporate real estate professionals may face in this context include:

1. Reducing the amount of physical office space required: With more employees working remotely, companies may need less office space, which could impact the value and usage of real estate assets.
2. Repurposing existing real estate assets: As companies reduce the amount of physical office space they require, corporate real estate professionals may need to explore creative solutions for repurposing existing real estate assets to generate revenue or reduce costs.
3. Ensuring that remote workers have access to necessary resources: As more employees work remotely, corporate real estate professionals may need to consider how they can support remote workers with access to resources such as technology, collaboration tools, and training.
4. Managing the health and safety of employees in the physical workplace: Even with reduced physical office space, some employees may continue to work in person, and corporate real estate professionals will need to ensure that workplaces are designed and maintained to promote health and safety.

For example, what recommendations should be made regarding buildings, energy consumption, travel policies (many corporate real estate executives manage the carbon footprint of their transportation), worker safety, location decisions, work environments, technology optimization, and hybrid work protocols? Your recommendations should address short-, medium-, and long-term impacts and benefits and incorporate best practices learned from the post-pandemic return to the workplace. Additionally, emphasis should be placed on identifying cost-neutral strategies; for strategies with significant cost, the team must explain how they will promote the strategies for CEO and Board buy-in and approval.

Three teams, with a minimum of two (2) and a maximum of four (4) students each, will be selected to compete as part of the CoreNet Global Summit, a professional conference of corporate real estate professionals, to be held in Denver, 28 – 30 October 2023. Interested students are required to complete a competition registration form and then respond to the challenge, as discussed herein. Based on the quality of their submission, three teams will be invited to participate (live) in the Final Round.

The winning team will be awarded US\$5,000.

THE CHALLENGE

You and your Real Estate Team at Company X have been charged by the CEO to create strategies that prepare the company's global real estate portfolio to become the workplace for the workforce of the future. Since March 2020 – when Covid-19 first caused shutdowns around the world – so much has changed that it can be difficult to keep up. In fact, your team is well-aware that you've not kept up; instead, you have been making changes on the fly while trying to figure out the best next step. The CEO is now asking for a coherent strategy.

Your CEO has been with the company through the Great Recession, several acquisitions and reorganizations, and now the Pandemic. Each of these has had a dramatic impact on the company, but when her daughter completed her senior year of college and then started her career all while working from home, it became crystal clear that the world had changed, and now so must the company.

For you, this means that your role as an internal corporate real estate team is more important than ever. You must ensure that your company's real estate strategy is agile and responsive to the changing needs of the workforce.

Your team may wish to consider:

- How to introduce iterations of your new workplace strategy while mitigating or minimizing anticipated associated expenses, and how these iterations might be helpful in enhancing your employee recruitment strategy?
- How to re-orient the culture and spaces to ensure ongoing resilience regardless of what the future brings next?
- How might real estate teams elevate hybrid collaboration and create a more equitable and consistent experience for distributed teams?

You have a seat at the table with the CEO discussing the future strategy of the overall organization. The optimization of the workplace will impact your organization and influence real estate, HR, and IT, and this is **your** opportunity to drive the conversation.

Your response should offer practical tactics that corporate real estate professionals can employ to help their companies plot a course forward in the aftermath of the pandemic. Your strategy should include employee well-being and incorporate the company's commitment to diversity, equity, and inclusion. Your presentation should address the impact your strategy will have on the corporate real estate footprint in the short-term and long-term.

After registering for the competition, each team will be assigned a corporate profile including revenue, demographic, real estate portfolio, and strategic information to help get you started (*see the list on page 7 for a sampling of corporations that employ CoreNet Global members who generally attend the global summit*).

Teams should assume that their work should focus on the built environment (e.g., the real estate footprint, opportunities to reduce it, impact of remote working, smart buildings, healthy and well buildings, net-zero buildings, low-carbon or no-carbon energy sourcing, reduced water use, and so on). However, if teams identify other, ancillary/supporting benefits for CRE organizations, these can also be referenced briefly.

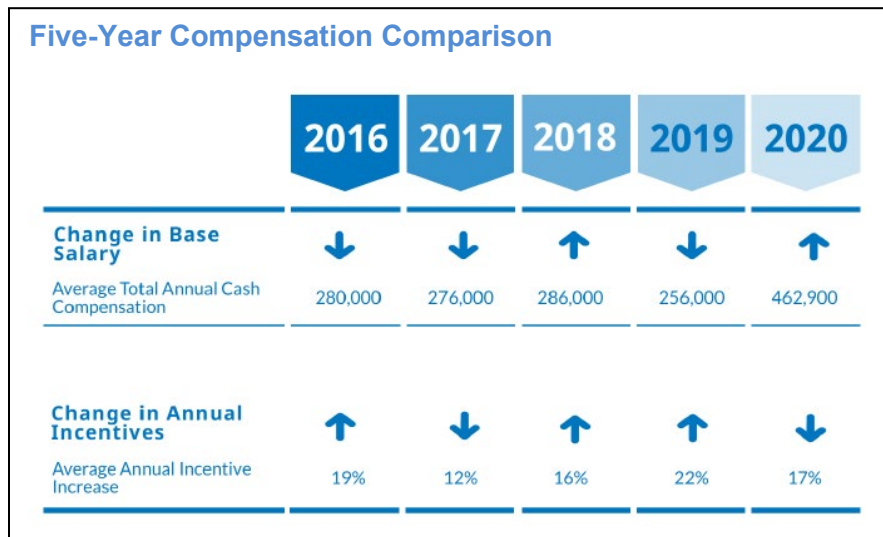
Additional assumptions may be necessary; teams should identify any additional assumptions they make to the judges early in their presentation so that the judges are able to interpret your presentations correctly.

The Context

As discussed previously, corporate real estate is the real property used by a company for its own operational purposes (consider The Coca-Cola Company (NYSE: KO) and the variety of offices, production, distribution, sales, and other facilities required to support their 450 brands in more than 200 countries globally). Corporate real estate provides corporations with a productive environment to house employees, manufacture and distribute products, and provide services to the market. Corporate real estate touches all classes of property, land, and buildings such as office facilities, data centers, manufacturing facilities, logistics centers, corporate headquarters, distribution facilities, retail stores, and hotels.

Historically, corporate real estate professionals focused on managing the physical property for the business. They were charged with acquiring, maintaining, and disposing of real estate throughout the “lifecycle,” or useful life, of any property. Certainly, those functions remain at the core of corporate real estate. However, the business landscape is changing, and the role of corporate real estate continues to evolve. Now more than ever, corporate real estate professionals are charged with partnering with the business and adding strategic value.

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The Invitation

Each team will develop a report complete with data, key findings, and strategic recommendations to deliver in a live presentation onsite at the CoreNet Global Summit.

Companies with corporate real estate professionals engaged in CoreNet Global include:

Financial Services

- American Express
- ANZ
- Bank of America
- BMO Financial Group
- Capital One
- Citizens Bank
- Deutsche Bank
- Fidelity Investments
- HSBC
- MasterCard
- Royal Bank of Scotland
- Visa
- Wells Fargo

Insurance

- Allstate
- Farmers
- Hanover
- Humana
- Insurance Australia
- Liberty Mutual
- Manulife
- Progressive
- Travelers
- UnitedHealth Group
- Zurich Insurance, Ltd.

Manufacturing

- AstraZeneca
 - Chevron
 - Clorox
 - BASF
 - BP
 - Coca-Cola Refreshments
 - Diageo
 - Eli Lilly & Co.
 - ExxonMobil
 - Ford
 - General Electric
 - General Motors
 - John Deere
 - Kimberly-Clark
 - Merck & Company
 - Nestle
 - Nike
 - Northrop Grumman
 - PepsiCo
 - Procter & Gamble Co.
 - Rockwell Collins
 - Shell Oil
 - Unilever
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SUBMISSION REQUIREMENTS & CRITERIA

To participate in this competition, student teams must register on the competition website; teams must register by 14 September 2023. Upon receipt of the completed registration, CoreNet Global will confirm your registration and assign you an organization within one of the four vertical industries discussed earlier (financial services, IT, pharma/life sciences, or manufacturing sector) on which you must base your submission.

To aid in the team selection process, each team must respond to the questions below and provide all requested contact information. Please limit your responses to no more than 350 words each.

1. Based on the challenge described above, how will your team prepare to compete? What are your plans to research the issues raised in this competition?
2. Submit 5-10 questions that you would like answered by the corporate real estate professionals with whom you will interact to help you develop your strategy.
3. What unique strengths does your team possess that will enable you to deliver a sound strategy to the CEO? What makes you a winning team and why should you be selected to compete?
4. In your team's opinion, what is the single greatest challenge facing multinational corporations today? What is the single greatest opportunity facing multinational corporations today?

In the first round of the North American competition, responses to the above questions will be judged based on the quality of thought invested, the appropriateness of each response, and originality and creativity. Each team is competing against every other team; there is no one "right" response. Rather, the judges will be comparing each response against all the others to identify the finalists.

TIMELINE *(subject to change)*

- Registration opens and competition materials released – June 2023
- Application deadline – 14 September 2023
- Challenge competitors announced – 4 October 2023
- **North American Global Summit, Denver, CO, 28 – 30 October 2023**
- Presentations due: 30 October, time: 6:00 AM (MDT)
Any additional materials to be shown to the judges (including, but not limited to: handouts, posters, etc.) MUST BE INCLUDED with the presentation when submitted; any new material presented without first being submitted may subject the team to penalty and will be excluded.
- **Final Round Presentations – 30 October 2023, time: TBD**
- Winner will be announced during the North American Global Summit Awards Presentation & Recognition Dinner - 30 October 2023 by 20:00.



Competition Criteria & Rules

CRITERIA AND JUDGES' SCORING SYSTEM

Competitors will be tasked with presenting an enterprise solution to the executive committee of an organization. Students will need to use their own laptop computers with presentation, word-processing, and spreadsheet software in order to create this solution, though the final presentation need not be computer-based.

PARTICIPATION

The competition is open to students of all disciplines pursuing a Bachelors or Masters degree (PhD candidates are discouraged from participating) at a recognized degree-awarding institution, such as a University, Grande École, College, or Fachhochschule, hereafter referred to as "University," on a full-time or part-time basis; participation is limited to students in the Americas and Europe. **Each student must be currently enrolled in classes at their host university throughout the competition, and not have more than 7 years prior professional experience.**

Participation by current Service Providers and End Users will be scrutinized to ensure compliance with current student status.

Employees of CoreNet Global and their family members are not allowed to enter the competition.

A competition registration website will be made available; the final registration date for the competition is identified elsewhere. Once completed, a registration confirmation email will be sent to the Team's Primary Contact. Incomplete registrations may be discarded. There is no fee to register, and teams may only register once.

TEAM SIZE & ELIGIBLE PARTICIPANTS

The competition is open to teams of two (2) to four (4) students; team members may be from different academic programs within one institution, and/or teams may be comprised of students from more than one institution.

Ideally, each team should be comprised of a diverse range of students from different disciplines, such as (and not limited to) architecture, business, construction, engineering, facilities management, finance, hospitality, interior design, and international business. Interdisciplinary teams may have an advantage when it comes to addressing this challenge.

Each team must have a faculty advisor from their home institution, and their contact information must be included on the team's registration form. In addition, each team must appoint a Team Leader. The Team Leader will be the main contact point for CoreNet Global, and emails sent to the email address provided by the Team Leader will be considered delivered. The three (3) highest-ranking submissions will advance to the Final Round; please note that teams will NOT be required to present during Round One.

Finalists will be notified on or before 4 October 2023. Teams selected as Finalists must inform the Challenge by email to AcademicChallenge@CoreNetGlobal.org if they do not wish to participate in the Final Round. This will allow the Challenge to notify the next highest-ranking team.

The order of presentations will be determined by the Challenge. Finalists will present in front of a panel of judges, as well as an audience of CoreNet Global members, sponsors, and guests.

Presentations may take up to, and no more than 15-minutes. A warning sign will be provided to presenters when they have 2 minutes remaining. Teams will not be allowed to exceed their 15-minute presentation time and will be stopped after 15-minutes has elapsed whether or not they have completed their presentation. Following each presentation, the judges will be allowed 5 minutes to ask the team direct questions. Questions are not permitted from the audience.

Following the conclusion of the Final Round, the judges will deliberate privately and select a winner.

JUDGING RUBRIC – Final Round

Submissions will be judged on the following:

- **Innovation & Creativity (40 points)**
Does the submission present evidence of innovation, creativity, and/or initiative? Was data used effectively to support the recommendations? Is the solution presented clear, logically tight, and well-supported? Is there evidence that the team incorporated feedback gleaned from interactions with Summit attendees?
- **Applicability & Feasibility (30 points)**
Does the response presented appear reasonable and appropriate given typical business time and resource constraints? How did the team deal with new and/or ambiguous information? Was the strategy presented creative and actionable?
- **Value Creation (20 points)**
Does the submission add value to the organization, its mission and/or enhance shareholder value? Does the methodology safeguard business continuity risks and address the potential underlying cultural diversity of the business leaders?
- **Quality & Clarity of Presentation (10 points)**
Was the submission polished, professional, and delivered in a confident and convincing manner?

PRIZES

Three teams will be selected from among all the complete submissions received. Teams and their faculty advisors will be provided transportation* to our North American Global Summit and provided with lodging and Summit admission during the competition.

It is expected that faculty advisors will travel with each finalist team.

Non-Member finalists and their faculty advisors will be given complimentary membership in CoreNet Global (retail value: \$25) and a copy of *The Essential Guide to Corporate Real Estate* (retail value: \$49.99). **The winning team will receive US\$5,000**, but it should be acknowledged (and appreciated) that all finalists will receive invaluable experience and opportunities far beyond the value of the prize money.

* In order to allow teams to make the most of their travel experience and potentially reduce expenses, teams are permitted to arrive early and/or stay late but lodging will ***only*** be provided for the dates identified in the notification email; **all travel must be booked by CoreNet Global.**

COMPETITION RULES

Approved Research Sources & Outside Assistance

The goal of this competition is to judge how the team (and not its faculty, alumni, or friends) has evaluated the problem. Teams may only access research sources provided by the Challenge and any other free, publicly available data. Research services requiring a fee subscription are strictly forbidden, even if your university has paid for the subscription. It is the intention of the Challenge that each team has equal access to information. Faculty Advisors are limited in their participation to an advisory capacity.

If a team develops a survey or other similar research tool, they do not have to share the tool or insights gained with the other teams.

Authority

CoreNet Global, Inc. has created this competition and retains all rights and authority to modify the competition in any way at any time as it deems appropriate in its sole judgment; there is no appeal process. All registrants will be notified of any changes to the rules.

Violations of any rules in this document or any other rules set by CoreNet Global may result in penalty deductions from a Team's score during any round or a school's disqualification from the current and or future competitions. All penalties will be decided at the sole and absolute discretion of CoreNet Global.

Communication

All communication, correspondence, and submission documents must be in English.

Expenses

CoreNet Global and its sponsors are generously providing all travel expenses (coach airfare (or other transportation arrangement), lodging during the competition and Summit only, airport transfers, and most meals); participants should anticipate additional expenses and plan accordingly.

Specific expenses that will NOT be reimbursed include, but are not limited to, the following:

- Alcohol
- Room Service and "honor bar" items
- Laundry Services
- In-room entertainment
- Sightseeing-related, travel insurance, and TSA expenses (we encourage you to make the most of your travel to the Global Summit but ask that you not abuse our generosity); visas will be reimbursed, as needed.

Many meals (esp. continental breakfasts, lunches, coffee breaks, heavy appetizers) will be available during the Summit and Academic Challenge participants should take advantage of these meals; receipts for food while Summit food is available will be rejected. All expenses must be considered reasonable.

Original receipts are required for any expense submitted for reimbursement; credit card statements are not acceptable in place of original receipts.

Intellectual Property - Confidentiality

The Participants agree to provide CoreNet Global and its affiliates, legal representatives, assigns, agents and licensees exclusive, irrevocable, perpetual, worldwide, royalty-free license in the CoreNet Global Domain to all rights, title and interest in the submission, including all intellectual property rights in, and embodied by, the submission (including, without limitation, all patent rights, design rights, trademarks and copyright), for the duration of protection afforded by the relevant intellectual property rights, including the right of representation and reproduction and the right of performance, with respect to the competition, as well as in all materials arising out of the Participants' participation in the competition in any media and format throughout the world, without further compensation. Such license shall be transferable and shall include the right to sub-license. The license shall include the right to create any derivative work based on the submission.

It is the sole responsibility of the Participants to ensure that they are entitled to license all rights, title, and interest in the submission, including all intellectual property rights in, and embodied by, the submission. At the request of CoreNet Global, the Participants and/or their academic mentors shall provide written confirmation of the ownership of any rights, title, and interest in the submission, including all intellectual property rights in, and embodied by, the submission.

The participants agree to allow CoreNet Global to use, represent, reproduce, etc. their name, their host institution name, photographing and recording of their images and words on any kind of medium and format for any kind of internal and external communications that CoreNet Global deems appropriate throughout the world and without any additional remuneration.

Prior to any use of the CoreNet Global name, logo, images or any other similar material in any publication, permission must have been granted in writing. In such a case CoreNet Global undertakes to cooperate to allow the timely submission, examination, publication of any dissertation or thesis for a degree, which includes such material. If such a request is made and if within two months no response has been provided, such permission will be considered as having been withheld.

The participants will provide to CoreNet Global, if reasonably possible, a copy of any publication (e.g., journal, conference, etc.) that directly relates to the ideas generated in the Challenge.

The participants shall, unless expressly authorized in writing by the relevant party, not disclose any confidential information or documentation to third parties and shall only use such confidential information or documentation for purposes of this competition. Upon termination of this competition, the obligations herein relating to confidentiality shall continue in full force and effect for a period of one year.

In the event of any inconsistency between the provisions of these Terms and Conditions and such other agreements between the institution represented by the academic mentor and CoreNet Global, e.g., industrial partnerships the provisions of such agreements shall prevail to the extent of the inconsistency.

Modification to the Rules & Competition Format

CoreNet Global reserves the right to modify the Rules and competition format at any time and at its sole discretion. This includes, but is not limited to, adding additional rules, changing, or modifying current rules or deleting other rules. Teams will receive notice of any such changes.

Ownership of Materials

Teams attest that all presentations, work product and other materials (collectively, “materials”) that they submit to the Challenge are their own original work. Further, each member of each team acknowledges and agrees that, by submitting any material, idea, concept, theory, model, analysis, data, or information to the Challenge, they are releasing the same to CoreNet Global and granting CoreNet Global the right to use the same for any and all purposes, without any conditions (except to the extent such conditions are required by applicable law). Without limiting the foregoing, no member of any team reserves any rights with respect to any analysis, charts, descriptions, depictions, data, models, theories, proposed uses or any other aspect of the materials, ideas or concepts submitted or presented in connection with the Challenge.

Plagiarism

Any team suspected of plagiarism will be investigated, and, if deemed appropriate by CoreNet Global, disqualified from the competition.

Privacy Policy

CoreNet Global collects your personal data as listed in the online registration form for the purpose of operating The Challenge and any and all purposes as CoreNet Global may deem appropriate; participants waive any right to privacy relative to their name, likeness, or school affiliation. See above, under “Intellectual Property & Confidentiality.”

Questions and Clarification

Questions that arise after the competition has begun must be submitted, in English, via email to AcademicChallenge@CoreNetGlobal.org by the team’s Team Leader. When appropriate, the Challenge may edit submitted questions and share them with all teams simultaneously. We reserve the right not to answer all questions. **When in doubt, make an assumption, state it, and move on.**

Required Presenters

Teams will not be penalized if all members choose not to present nor given any additional credit if they all do. Team member substitutions are not permitted without permission from CoreNet Global.

***** END OF ACADEMIC CHALLENGE BRIEF *****