



ITW GUIDELINES

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This document provides guidelines for the organization of an IEEE Information Theory Workshop (ITW). It includes an explanation of the approval process, guidelines for proposals, a timeline, and task list. The *IEEE Conferences Organization Manual*, available on the IEEE website (go to iee.org, click on “Conferences and Events”, then click on “Running an IEEE Conference” reference materials), is a key information source for organizers of any IEEE meeting. This document is meant to complement that manual, specifically for ITWs. This document is being maintained by the IT Society Conference Committee (CC), and the most recent version is posted on the IT Society website.¹

Purpose and accessibility of IT Workshops

At the very outset of conceiving of an IT Workshop, it is important to think about the purpose of the workshop. What is to be accomplished and who will participate? In particular, the Conference Committee and the Board of Governors of the IEEE Information Theory Society would like to challenge members of the Society to be creative in organizing workshops which complement, rather than mimic, the international symposiums (ISITs) organized by the society. In particular, there are substantial opportunities to:

(a) Run workshops with focused cutting-edge technical agendas, in a variety of sizes and creative formats. Workshops can be run jointly with other technical organizations, with half the program committee coming from each organization, to form an agenda at the intersection. Workshops can have panel discussions. Poster sessions can play a significant role in some workshops, and be absent in others. Workshops can include working portions, which seek to foster new collaborations. Workshops can be as short as one or two days long. Workshops do not need to have contributed papers and twenty-minute talks with papers reviewed by TPCs very similar to ISITs. A workshop can be highly productive with as few as twenty to forty participants. For example, the 1993 IT Workshop on coding, system theory and symbolic dynamics, introduced three communities to each other. Each participant had a color-coded badge indicating which "languages" s/he spoke, and the organizers produced a "multilingual dictionary." At the insistence of the mathematicians, costs were

¹ Comments, suggestions, and corrections for revision of this document, and completed ten point summary reports (see last page of document) are being collected by E. Erkip elza@poly.edu. Potential workshop organizers interested in receiving past reports, should contact her.

held very low.

(b) Make workshops more accessible. Due to their large size, ISITs are mostly held at hotels and a certain level of expense is unavoidable. Due to their small size, workshops can be organized on university campuses or other venues, which can be significantly more affordable than ISITs. Creative or no-frills venues in locations near major transportation nodes can lead to meetings roughly half as expensive as an ISIT or high-end workshop, for each participant. In addition, participants often appreciate seeing and using actual teaching and research facilities in other countries, rather than getting a generic hotel experience.

Approval Process

The IT Society CC of the IT Society Board of Governors (BoG) serves as an interface between workshop organizers and the BoG. One role of the CC is to ensure that ITWs and ISITs are reasonably spaced out in time. If you are contemplating organizing a future ITW meeting, please consult with a CC committee member about dates of other planned meetings, possible competing proposals, and the timetable for approval of ITWs. Typically, proposals for ITWs are approved 14 to 24 months in advance. It is often a somewhat gradual process, in which organizers express interest, and tentative time slots are identified. At some point, 14 to 24 months before the date of the ITW, a formal proposal is submitted for approval, including the specific items listed below. The long lead-time is necessitated by the need to reserve workshop facilities, and to provide adequate advertising before a possible submission deadline for contributed papers.

There is a considerable variety of ITWs. Some ITWs are focused on specific research topics, while others are more general. Typically, ITWs in more exotic locations tend to be broader in topic, in order to attract adequate attendance. The Society is concerned with promoting the efforts of emerging Information Theory communities around the world. Some ITWs can be upscale and relatively expensive, and still well attended. There is certainly demand for more affordable ITWs, especially those encouraging attendance by students and having innovative technical focus. Local PhD students in developing nations have been allowed to attend ITW sessions at a greatly reduced registration fee.

Proposals for organizing an ITW are to be submitted to the CC for comment and possible revision at least four weeks before the meeting of the BoG at which the proposal will be discussed. Then the revised proposal should be sent to the BoG for approval, at least two weeks before the BoG meeting. Typically, the organizers make a brief presentation at the BoG meeting (5 minute presentation plus 5 minute question and answer). The BoG then votes on final approval of the proposal, taking into account the recommendation of the CC.

Guidelines for ITW proposals

A proposal should cover the following specific items:

- I. Date of workshop. Include a brief paragraph about alternative dates, if appropriate.
- II. Location of workshop
 - A. The city or general setting of the workshop and a paragraph about the suitability of that setting, including attractiveness, transportation, availability of housing, and range of hotel pricing.
 - B. The proposed specific venue for the workshop and a paragraph justification. This could be a university campus, research laboratory, or a particular hotel. Preliminary pricing information is desirable. In some cases, there may be more than one possible venue within a given location, but some pricing information for at least one of them should be given. Would there be a charge for using the facility? If so, what would the facility charge be in round numbers?
- III. Strategic value of the workshop with regard to focus on a particular research theme and/or dissemination of Information Theory around the world. Mention some specifics about the technical organization. Will there be a technical theme? Will there be technical cooperation with any outside technical organization or community. Will there be a solicitation for contributed papers? If so, what will be the rough mixture of invited and contributed papers.
- IV. Principals of Organizing Committee
 - A. Proposed workshop general co-chairs (minimum of two required).
 - B. Proposed technical program chairs (minimum of two required).
 - C. Proposed chair for finance, or treasurer
 - D. Volunteers for local arrangements (at least two strongly recommended, three is better)
 - E. Other volunteers identified, such as web-publicity (one or two recommended), publications (one or two recommended)
- V. Workshop Finance
 - A. Preliminary budget in the standard IEEE spreadsheet form, including estimated registration fees, estimated surplus (should target a 10% surplus), and, if needed, an advance loan (typically range from US\$5K to US\$15K). Since most expenses are locally incurred, workshop organizers should consider budgeting in local currency (e.g. Euros in Europe).
 - B. Proposed percentage of IT Society financial commitment. This is a percentage, and is typically 100%. Thus, this item would typically consist of the following statement: “The IEEE Information Theory Society will cover 100% of the loss in case of a loss, and receive 100% of the surplus in case of a surplus.” The same percentages must be listed in the financial percentages section of the *Conference Information Schedule*, which must be filed with the IEEE after approval of the workshop by the IT Society BoG.
- VI. IEEE Xplore Request (if applicable)

If the workshop would like permission from IEEE for including the papers in IEEE Xplore, it should ask the IT Society (or another sponsoring IEEE society) for it--it doesn't come automatically with sponsorship. Typically the IT Society does provide this for an ITW.

Timeline and Task List for ITW Organizers

This section lists the important dates and tasks involved in the workshop organization. The workshop co-chairs should make sure that all tasks are assigned. The list of committees for ITWs is not totally standardized, so there is not a one-to-one correspondence between the tasks listed here and workshop committees.

Combined Timing Schedule:

• Board/conference committee approval of proposal	14-18 months in advance
• Workshop location selected and meeting space secured/reserved	12-18 months in advance
• Workshop information schedule filed with IEEE	12-14 months in advance
• Website launched, workshop logo incorporated	12-14 months in advance
• Preliminary announcement printed/distributed	10-12 months in advance
• Workshop committee/BoG and IEEE approve budget	10-14 months in advance
• Co-chairs and finance chairs file PBOC/COI forms	1-2 years in advance
• Search for financial sponsors	8-14 months in advance
• Arrangements made for special meals, if any	6 months in advance
• First call for papers posted to website, sent to newsletter	12 months in advance
• Mailing of posters (e.g., use mailing list from previous ISIT)	10 months in advance
• Local arrangements planning meeting(s), if needed	6-12 months in advance
• Program chairs appoint TPC	12-14 months in advance
• Update call for papers as appropriate	6-12 months in advance
• Plenary speakers and/or session organizers lined up	12 months in advance
• Website open for submissions, if appropriate	6 months in advance
• Submission of Workshop Publication Form to IEEE	4-6 months in advance
• Workshop deadline for submission of papers, if appropriate	about 5 months in advance
• Speakers notified, program posted	3 months in advance
• Invitations to chair sessions sent (if appropriate)	1 months in advance
• Deadline for registration of one author = advance registration deadline	10 weeks in advance
• Papers with no registered author removed	6 weeks in advance
• Deadline for authors to upload final manuscripts	7 weeks in advance
• Session chairs, room names in program listing	4 weeks in advance
• Final program received from program committee	8 weeks in advance
• Final program to publications chair with session chairs	7 weeks in advance
• Final program booklet and proceedings to printer	3 weeks in advance
• Post workshop article with pictures for newsletter	within 1 month after
• Auditor selected and provided documents (if budget exceeds \$100K)	within 4 months after
• Repayment of loan, payment for surplus, closing the books except audit	6 months after
• Pass final audit (if budget exceeds \$100K)	12-18 months after

Communication with IT Society and IEEE

After approval of an ITW proposal by the BoG, the workshop organizers are required to file a *Workshop Information Schedule* with IEEE (this causes IEEE to assign a number to the conference and to have it listed in the IEEE list of conferences) and submit a budget for approval by the CC and the IT Society Treasurer (see the *IEEE Conferences Organization Manual*).

The workshop organizers are requested to keep the CC and BoG informed of progress by sending a brief update to the CC at least four weeks before each BoG meeting, alerting the CC about any special plans or difficulties. The CC will include the updates in its report to the BoG. It is not anticipated that ITW organizers will make reports at BoG meetings, other than the initial proposal presentation.

The IT Society website plans to offer URLs for meetings. For example, an ITW in Paris in 2015 could perhaps be assigned the URL www.itsoc.org/itw2015Paris, and the 2015 ISIT could perhaps be assigned www.itsoc.org/isit2015. Contact the IT Society webmaster for details.

Finance

Responsibilities of the treasurer or finance chair include: oversight of workshop finances, checking contracts, making sure miscellaneous expenses are properly paid for, watching for surprises from the hotel (if appropriate) during the workshop, writing checks and collecting receipts, keeping an eye on registration revenue, and preparing a financial statement for the final report. Typically the treasurer will open a checking account. IEEE Policy Statement 10.1.6 states that conference budgets are to be submitted to IEEE well in advance of the planned meeting date, preferably one year prior to the conference. IEEE Policy 10.1.4 requires conferences with budgeted revenues or expenses exceeding 25,000 USD be submitted for approval. IEEE workshop services recommends use of a Mellon Bank account.

The finance chair and the conference co-chairs need to file the Principles of Business Conduct/Conflict of Interest (POBC/COI) forms with IEEE early on. To see the form select “Conference-Finance” from the drop down box at:

http://www.ieee.org/web/volunteers/compliance/conflict_of_interest/coiandpob.html

The IEEE requires that the registration fee for participants who are not IEEE members be at least 20% higher than the registration fee for participants who are IEEE members. Also, IEEE requires that the registration fee for IEEE Life Members be no greater than the student registration fee. In addition, the IT society strongly recommends cost differentiation of at least \$100 for members and \$50 for student members for registration fees for IT Society Members and Non-Members. Hence there should be 3 classes of fees: (1) non-IEEE; (2) IEEE but non-IT Society; (3) IEEE and IT Society. For example, in-advance registration rates might be:

\$700 member of IEEE and IT Society
\$800 member of IEEE but NOT IT Society
\$840 nonmember registration (i.e. 20% higher than minimum)
\$350 student member of IEEE and IT Society
\$400 student member of IEEE but NOT IT Society

On payments to plenary or keynote speakers at IT Society meetings When an IT Society workshop or symposium invites someone to deliver a plenary or keynote talk, there is the question of whether the conference should offer financial compensation. This could include a registration fee waiver, reimbursement of travel expenses, or an honorarium. The IEEE policy is against paying speakers

anything, except in cases that they give a short course or some other sort of lecture for which attendees pay a fee. Specifically, the conference organization manual, Section 9.3.3, has the following statement in bold font: ***IEEE Policy prohibits payments of honoraria for the presentation of a paper at a conference, except for a lecture or other educational activity for which a tuition fee is charged.*** The IT Society policy on this point is the following:

1. The IT Society prefers that speakers from within the usual sphere of IT Society meetings receive no financial compensation by ITWs, and no more than token financial compensation (such as a registration fee waiver, or a small amount towards travel expenses) by ISITs.
2. The IT Society prefers that conference organizers be very conservative in general in financially supporting speakers, even from outside of the IT community, and in particular organizers should be mindful of the impact on the registration fees.
3. The above are guidelines only. It is ultimately up to the organizers of a meeting how they want to proceed in this matter, as long as the payments are explicitly reflected in the budget and the budget is acceptable to the BOG.

On accessibility of IT Society Meetings to local scientists Some meetings of the IT Society are held in countries with extremely severe financial constraints. For example, there are several countries, which have promising developments in science, for which the median household income is only five to thirty percent the median household income of countries in which most IEEE members live. (See [http://en.wikipedia.org/wiki/List_of_countries_by_GDP_\(PPP\)_per_capita](http://en.wikipedia.org/wiki/List_of_countries_by_GDP_(PPP)_per_capita).) From time to time a meeting sponsored by the IT Society may be held in one of those low income countries, and the individuals in the host country would find it a great burden to pay the regular registration fee. The IT Society would like to see the meetings be accessible to local scientists, while still maintaining the target meeting profit, without making the registration fee excessively high for full paying participants.

- (a) The IT Society encourages conference organizers to secure a grant from industry or government to cover registration fees for deserving scientists in the host country.
- (b) In cases of meetings held in countries for which the median income of local scientists is a small fraction of the median income of all IEEE members, the IT Society is in favor of allowing conference organizers to provide substantially reduced registration rates for the scientists in the host country, on a need basis. The Society prefers reduced registration rates, rather than outright waivers, unless there is an outside grant for registration support.
- (c) To make reduced registration fees more palatable to full paying attendees, the Conference organizers are encouraged to consider finding opportunities for the scientists receiving the reduced registration fees to support the conference in other ways. Also, in some cases, it may make sense for the reduced fees to entail reduced meal functions.
- (d) This policy is to be invoked sparingly, and only for locations with exceptional income disparities. The decision regarding whether a particular meeting qualifies for this income disparity policy should be made at the time the meeting is first approved by the BOG.

Technical program committee

The program committee chairs typically appoint a program committee. The program chairs, in consultation with the program committee and general co-chairs, select the plenary speakers. Plenary

speakers are sometimes offered an honorarium or travel grant, but it is fairly modest, unless the speaker is from outside the usual IT community or otherwise hard to recruit.

If the workshop will have contributed papers, an important logistical question for the TPC is what system it will use for submission and review of papers. It is strongly recommended that the workshop/TPC contracts with an existing paper handling service, rather than having software for this purpose written from scratch. Also, copyright forms will have to be collected.

Sometimes authors submit papers in the hope they will be published and entered into the IEEE Xplore system, even though the author has little or no intention of attending the meeting to present the paper. One negative effect of this is cancelled talks at the meeting. Therefore, a policy at ITWs is to require that at least one author register by a particular date, which could be the same as the early registration cut-off date, about eight weeks prior to the workshop. Authors of papers with no author registered should be contacted, but at some point, papers with no registered authors should be dropped. (There is currently no policy on the following variations: Is a student registration sufficient? Can one registered author count for several papers? If none of the authors show up to present a paper, should it not appear in IEEE Xplore?)

Poster Sessions Some ITWs organize poster sessions. In some cases these sessions have been based on submitted and reviewed papers, and in other cases they are for presentation of recent results with a less formal review without inclusion in the proceedings. Poster sessions were a prominent part of ITW 2009, Taormina, and were quite successful by many measures. The fact that they were placed in the time slot before lunch, rather than at the end of the day or in the evening, ensured good attendance. Also, the 3-minute preview talks went very smoothly and helped to match poster viewing to attendee interest. Particularly for ITWs that are concerned about attendance and don't want to create parallel tracks, the scheduling of some poster sessions makes a lot of sense.

Publications

A book of abstracts and program are typically distributed at the workshop. In addition, CDs containing all the papers are distributed. A reputable service (IEEE or other) should be contracted for burning the CDs and printing the jacket covers. In addition, the papers must be forwarded to IEEE in IEEE Xplore compliant format.

Instructions for preparation of papers, including templates, samples, and style must be posted on the website. (See IEEE online resources regarding IEEE Xplore compliance.) Copyright forms are needed for each paper. (It may now be possible for authors to sign copyright forms online.) Include a downloadable copyright form for authors on the website, ideally filled in with paper title, authors, and paper tracking number, for authors to send in by mail or fax. It may be worthwhile to contract this out, perhaps to the same entity that handles paper submission and/or registration.

Publicity

Publicity could be assigned to a separate committee, or incorporated into another committee, such as the website committee. The mission is to publicize the workshop and to oversee the front end of the website. A sharp logo for the workshop, connected with the technical theme and/or location, is helpful. At an ITW or ISIT prior to the meeting, bookmarks could be passed out, or organizers could wear T-shirts, to promote awareness of the meeting.

One, or preferably two, mailings of large (size equal to four to six sheets of paper) attractive posters are helpful. These could be mailed to attendees of a past ITW or ISIT (ask the previous organizer for a mailing list), who can then post them on their doors or in their hallways. This serves to raise awareness of the meeting in hallways all over the world. The second mailing of posters could include logos of financial sponsors, if appropriate.

The publicity committee should have workshop announcements listed on workshop calendars and in newsletters of other societies, such as the IEEE Communications Society, and in various e-letters. Typically such listings are free of charge.

Announcements for the meeting should appear in one or two issues of the IT Society Newsletter. A first workshop announcement can be prepared immediately after BoG approval and be distributed at other workshops and conferences. About 14 months before the workshop, the first call for papers can be prepared, listing plenary and tutorial speakers. Copies of it should be made available at a following ITW or ISIT, and at related workshops such as Globecom, ICC, ISITA, and other meetings throughout the world.

It is not necessary, but ITW organizers often give attendees a smart looking workshop bag.

IEEE Policy about Papers Not Presented

One of the most challenging issues for IEEE conference organizers is dealing with accepted papers that are not presented, for whatever reason. Like many issues, planning and preparation are needed to properly address those situations that will occur.

Organizers are expected to provide an appropriate and adequate forum and time for oral presentation and discussion of all accepted papers. The conference committee should work to minimize author no-shows by ensuring an author has every opportunity to attend and present. This includes: * Submitting your conference for IEEE approval early (12 months or more before) to allow adequate lead time for venue selection, contracting and communication (as examples).

* Making hotel, travel and visa information accessible to authors as early as possible, plus supporting individual requests in a timely and thorough fashion.

* Offering presentation alternatives as the Conference Committee deems appropriate.

Authors who offer a paper for presentation at an IEEE conference or accept an invitation to present a paper are expected to be present at the meeting to deliver the paper. If unforeseen circumstances prevent its presentation by an author, the program chair should be informed immediately, and reasonable substitute arrangements should be made, in line with the approach adopted by the technical program committee in the planning stages.

Organizers and the conference sponsors have the right to exclude any paper from distribution (or limit its distribution) if the paper was not presented at the conference. If they choose that approach, organizers must clearly communicate the following to all authors prior to or at the time of submission

(with special attention on the Call-For-Papers): "IEEE reserves the right to exclude a paper from distribution after the conference (for example, removal from IEEE Xplore) if the paper is not presented at the conference. Papers excluded from further distribution will be archived at IEEE but will not be indexed or appear in IEEE Xplore." For more details, please see the IEEE Meetings & Conferences Operations Manual.

Payments to Speakers

When an IT Society workshop or symposium invites someone to deliver a plenary or keynote talk, there is the question of whether the conference should offer financial compensation. This could include a registration fee waiver, reimbursement of travel expenses, or an honorarium. The IEEE policy is against paying speakers anything, except in cases that they give a short course or some other sort of lecture for which attendees pay a fee. Specifically, IEEE Policy prohibits payments of honoraria for the presentation of a paper at a conference, except for a lecture or other educational activity for which a tuition fee is charged. In recent years the conference policy has been to discourage payment to ITW speakers, with the possible rare exception of necessary payment for hard to get people from beyond the group of usual IEEE IT meeting attendees.

Registration

A list of tasks associated with registration follows. For large workshops these could be handled by contracting with an outside service.

1. Design the registration form and have it available online.
2. Provide for registration via web, fax, and mail.
3. Establish an escrow account. Bulk transfers are made from it to a main workshop account.
4. Link registration to paper submissions (if any) to ensure that papers have a registered authors.
5. Provide all registration and accounting data to meet IEEE audit specifications.
6. Provide two on-site personnel for registration during the workshop.
7. Format and produce badge sheets for the workshop.
8. Supervise on-site volunteers for advance registration, as appropriate.
10. Provide name tag (badge), receipt, tickets for meals/items or other events as appropriate
11. Provide for sale of extra tickets as appropriate

An outside service might also be involved with making hotel reservations, but this should be done sparingly, since participants can usually make their own lodging arrangements. Some workshops at university locations can make available dormitory rooms at very low cost to participants. As part of the overall service package, an agency may get special prices with the hotels and provide value for money even if the agency charges a commission. If there are any designated workshop hotels, web links should be provided. The same service could handle selling tickets for excursions, but excursions can also be contracted out to a local tourist agency. The local organizers may need to insure there is a laser printer and copy machine at the on-site registration. Typically 10-20% of attendees register on-site.

Upon registration, attendees are given receipts, name tags (badges), tickets, and possibly a workshop bag including a final program booklet, a book of abstracts of papers, a CD with the complete papers,

and optional items such as a map of the area, other brochures (often available free of charge from a tourist office), a restaurant list, a pad of note paper, and a pen/pencil.

IEEE mandates that IEEE members be given a meaningful registration discount at all IEEE sponsored meetings. This should be on the order of 10%.

In cases of meetings held in countries for which the median income of local scientists is a small fraction of the median income of all IEEE members, the IT Society is in favor of allowing conference organizers to provide substantially reduced registration rates for the scientists in the host country, on a need basis. The Society prefers reduced registration rates, rather than outright waivers, unless there is an outside grant for registration support. The IT Society encourages conference organizers to secure a grant from industry or government to cover registration fees for deserving scientists in the host country. To make reduced registration fees more palatable to full paying attendees, the Conference organizers are encouraged to consider finding opportunities for the scientists receiving the reduced registration fees to support the conference in other ways. Also, in some cases, it may make sense for the reduced fees to entail reduced meal functions. *The policy in this paragraph is to be invoked sparingly, and only for locations with exceptional income disparities.*

Local Arrangements

SELECTION OF WORKSHOP HOTEL The IEEE workshop manual recommends getting professional help in negotiating with a hotel. It warns organizers against signing contracts on their own. These warnings are well founded. It is definitely a good idea to have an experienced negotiator on your side. Ultimately, IEEE Workshop Services has to sign off on any contracts over \$25K. They will watch for items, sometimes buried in the fine print, that could cost the workshop a lot of money. For example, they will look at how much the workshop owes if something goes wrong.

As a general rule of thumb, in any aspect of negotiating, as a meeting organizer, you are in a much better position if you have alternatives. Ideally, you should get fairly accurate total package estimates from two different hotels, two different transportation companies, two different audio-visual companies, two different printers, and so on, and then select the ones with the better price/service/quality. Once you are committed to buy something from someone, there is little room for you to negotiate the price.

A large part of the budget will be for the social events (reception, luncheon, breaks, and banquet). If possible, negotiate fixed pricing for these events, including all taxes and service charges, before signing a contract. Event pricing depends on the number of participants. Accurate estimates of numbers of participants are essential. The implications of over estimating and under estimating attendance should be understood.

If a hotel or local regulations require the workshop to hire people to run the projectors or do similar tasks, then the fees for those people should be included in the original contract with the hotel. If the hotel requires that it provide the audio-visual support (computer projectors, screens, microphones), then the pricing for that service should be included in the original signed contract and negotiated. You do not want to commit yourself to paying undiscounted rates for any major items!

You should consider negotiating computer or wireless access for workshop attendees with the hotel in the original contract.

If use of workshop facilities is contingent on a certain number of guest room nights in a workshop hotel, it is important not to overestimate how many participants will stay at the hotel.

Many attendees at ITW workshops are strongly value oriented. They will seek and appreciate lower cost hotel options. They also appreciate the lowest possible registration fee.

AUTHOR SUPPORT Provide material on request, overhead sheets and pens, memory sticks, and so on.

SIGNAGE Provide signs to steer participants to correct locations upon arrival, for lectures, for meals if appropriate, and so on. Session listings, with paper titles and authors, should be posted outside each session door throughout the meeting. An IEEE Information Theory Society banner(s) (obtained from previous workshops, or a banner specific to the meeting) is a nice touch, if not too expensive.

TRANSPORTATION Arrange for buses and trolleys between hotel and meeting location, or between a remote workshop site and hotels, if necessary.

MENU SELECTION As appropriate. Offer vegetarian options, appreciated by 25-30% of participants.

AUDIO-VISUAL Computer projectors, screens, microphones, pointers.

INTERNET CAFE Prices and infrastructure vary widely from one venue to the next. But participants appreciate (and often expect) wireless Internet access. Cost should not be more than 10% of registration fee.

EXCURSIONS Keep in mind that typically only a quarter to a third of the attendees are interested in paying to go on a group excursion.

Spouse's program

For larger workshops in tourist locations, arrange a place for daily meetings of spouses during the workshop at around 9:00, with coffee and light food. This allows spouses to make plans for small group excursions, either during the day or evening. Spouses living locally could volunteer to help out. Spouses like to know the program well in advance.

Visa requirements

In some cases participants will need a letter from the organizers to obtain a travel visa. Typically these letters are issued after the program is set, so that the letters can state that the participant has been selected by the technical program committee to present a paper at the workshop. This makes for a tight schedule, as consulates often operate on a slow time scale. It could thus save a lot of time and energy on the part of the organizers, and help the participants, if letters of invitation are mailed to persons in certain countries at the same time that acceptances are sent.

ITW Post-Workshop Report Seven Point List

The organizers of each ITW are requested to submit a post-workshop report to the CC, (see footnote on first page for which CC member is currently collecting these) to be made available to organizers of future ITWs, addressing the following nine points:

1. Dates, city, specific venue of workshop, and organizing committee composition.
2. Technical focus or noteworthy aspects of technical organization, if any.
3. Number of papers submitted, if applicable, and number of papers accepted.
4. Total number of registrants and breakdowns: number of students and number of on-site registrants.
5. What system was used for submission of papers and formation of the technical program, if any? In particular, did you pay for a particular service? Do you have any recommendations for future organizers?
6. What system was used for online and on-site workshop registration? In particular, did you pay for a particular service? Do you have any recommendations for future organizers?
7. Did you contract for help with collecting and preparing final manuscripts for IEEE Xplore and conference proceedings? Do you have any recommendations for future organizers?
8. Who provided the audio-visual equipment used by the workshop (such as the hotel, workshop center, or outside company)?
9. Include the IEEE final report financials spreadsheet along with this report.

IEEE Conference Closing Policy

See IEEE Policy 10.1.11 on Conference Closings

<http://www.ieee.org/web/aboutus/whatis/policies/p10-1.11.12.13.14.15.xml#10.1.11>

All IEEE solely sponsored and co-sponsored conferences must within six months of the conference date: close their bank accounts, distribute their surplus, repay advances, complete the detailed final financial reports, and complete the audit, if required. Many of these items are required by U.S. Internal Revenue Service regulations and the IEEE audit process. All documentation must be reviewed and approved by the sole sponsor or co-sponsoring organizational units and IEEE Conference Services.