

GUIDELINES FOR ORGANIZERS OF BIENNIAL SCAR MEETINGS

The original “Guidelines” were prepared by the SCAR Secretariat in June 1994 long before the re-organization of SCAR. These new “Guidelines” take account of the new structure for the biennial SCAR Meeting as a two-part meeting, and of the development of the Internet.

The biennial SCAR Meeting takes place as two meetings about 3 months apart in even-numbered years. The first meeting, the “SCAR Science Week”, is one-week long, and it is focused on an “Open Science Conference” held over 3 days, and the Standing Scientific Groups (SSGs) meetings around the Conference. The various Action and Expert Groups will also meet at this time and the Council of Managers of National Antarctic Programmes (COMNAP) holds its annual meeting in parallel. The “SCAR Delegates’ Meeting” is held about 3 months later, probably at a different venue, and should last 3 days.

The offer to host a SCAR meeting is made by a National Committee and demonstrates the country’s commitment to SCAR and to scientific research in the Antarctic. It provides an opportunity for younger scientists of the host country to mix with internationally renowned scientists from 30 or more countries, and may also allow the Antarctic research and logistic facilities of the host to be exhibited. A well-chosen location may also expose participants to the national and local culture, customs and traditions, possibly in a naturally spectacular setting. A successful SCAR meeting can considerably enhance the prestige of the host nation.

When a National Committee offers to host a biennial SCAR meeting it is committing itself to a major undertaking. A well-organized meeting will run smoothly but, unless someone on the Committee has experience of organizing a meeting of this size (e.g. the Open Science week in Germany in 2004 had a total of 1070 participants), it may not be appreciated just how much work goes into the organization. These guidelines have been prepared for the benefit of National Committees so that they may be aware in advance of what is involved and what is expected.

This third edition of these guidelines is based on the experience of recent SCAR and other international meetings. The guidelines aim to be comprehensive but they are unlikely to be

completely so. The SCAR Secretariat would welcome any comments and suggestions to improve them.

Please note that these guidelines are aimed specifically at organizing a SCAR Meeting. Frequent reference is made to the COMNAP meeting but the requirements for the COMNAP meeting should be sought from the COMNAP Secretariat.

Cost

The cost of a biennial SCAR meeting should be the first consideration for any organization contemplating hosting the biennial SCAR meeting. The cost of the meeting is borne entirely by the host although other sources of funds can be used if available. It is not possible to be definitive about the cost of a SCAR meeting, for several reasons. There is inevitably a gradual increase in the size of each SCAR meeting as the membership of SCAR continues to grow but, some meetings will be larger, some smaller, depending upon the number of SCAR subsidiary groups meeting, and upon the location. Having said that, it would appear that a basic budget of about \$300,000 in cash or in kind is a reasonable starting point and comparable to the costs of recent SCAR meetings. In other words, you should not contemplate hosting a SCAR meeting unless you can be sure of providing at least \$300,000 in cash or in kind to underwrite the meeting. In order for it to be able to accept the offer, the SCAR Executive will need to know that funding is assured and there will not be a late cancellation.

Many of the costs will be associated with the “Open Science Conference” for which a large hall is required. These costs can be defrayed to a large extent by charging a registration fee for all those who propose to attend the Conference, including Delegates and members of the SSGs. The host country will bear in full the costs of hosting the SSG meetings and the Delegates meeting.

The actual costs of hosting “your” SCAR meeting will depend to a large extent on the local cost of facilities. If the chosen meeting venue, be it hotel, university, conference centre or whatever, is relatively cheap you will have made a good start. The National Operator may well be able to absorb some of the costs by using some of its own facilities, for example, by using rent-free accommodation at its own premises and/or by lending equipment and administrative and secretarial staff to the meetings.

Commercial sponsorship, in cash or kind, may further reduce your costs but the amount available will depend on the circumstances in your country and on the efforts with which you pursue opportunities. Sponsorship, whether by industry, government, university or whatever, may depend to a great extent on whether or not the Antarctic and science are currently enjoying a high public profile in your country, as well as on the financial situation in your country.

Accommodation for the SCAR Science Week

The first SCAR Open Science Conference was held in Bremen, Germany, as part of the first “SCAR Science Week” and was the first part of XXVIII SCAR in July 2004. The Conference attracted more than 1000 participants, partly because it was held in Europe and access was relatively easy and cheap. The second SCAR Open Science Conference will be held in a Science Week that will form the first part of XXIX SCAR in Tasmania, Australia, and it is anticipated that the number of participants will be significantly less due to the relative remoteness of Tasmania.

The lecture programme for the Conference will be determined by an International Steering Committee (ISC), comprising members of the SCAR Executive Committee, representatives of SCAR Standing Scientific Groups (SSGs) and members of the Local Organizing Committee (LOC). The programme will probably begin with a formal opening ceremony with speeches of welcome by the host and possibly representatives of the national government, the National Academy of Science, and the local city council. Such speeches should always be kept short so that the maximum time is available for the real purpose of the Conference. They will be followed by a number of “Keynote Addresses” by leading scientists whose should be specifically requested to aim their presentations at a multidisciplinary audience. All participants will be expected to attend these sessions so you will need an auditorium that will accommodate everyone, its size being dependent on the number of participants you anticipate.

The Conference will then have a number of thematic sessions running in parallel over the next two days. The themes will be related to the interests of the three SSGs, and organised by them or by their Action Groups or Expert Groups. In addition there are likely to be rooms required for JCADM and the SCAR History Group. At Bremen there were 20 separate thematic sessions spread through 14 rooms of various sizes, capable of housing between 20

and 60 people. At the same time, there will be poster sessions and a large open area is best suited for these. Ideally this should also be the area where the morning and afternoon breaks are held so that participants can look at the posters while taking their refreshments.

Either directly before, or directly after the Open Science Conference, the three SSGs and their constituent Action and Expert Groups will hold their business meetings to discuss their scientific activities, prepare final budget requests for SCAR, and write their reports. Three sizeable rooms, holding up to 60 people each, will be required to accommodate the three SSG meetings. In addition a number of smaller rooms holding about 20 people will be required for meetings of JCADM, and some Action and Expert Groups. At Bremen the same number of rooms were available for the SSGs as for the Conference (namely 14). The Chief Officers should advise the SCAR Secretariat, and hence the SCAR Executive Committee and the LOC, of their individual requirements. There will need to be careful scheduling of the meetings of the Action and Expert Groups to coordinate with the space available. For example, some sub-groups may wish to meet for perhaps only half a day, and some individuals will wish to attend more than one sub-group meeting. If the SSG meetings are held in the same conference centre as the Open Science Conference, then the main auditorium for the Conference will be large enough to allow meetings of sub-groups to take place simultaneously in different parts of the hall, particularly if not all of them require projection facilities, although portable screens can alleviate this situation.

The meeting, as a whole, should begin on Monday morning and finish on Friday evening. However, some SSGs may wish to have more time available so you should be prepared to receive requests to hold meetings on the previous Sunday and on the following Saturday. Such requests must be made well in advance so that the LOC is able to organize the necessary accommodation.

In addition to the SSG meetings, the SCAR Executive Committee will also need a room available throughout the week sufficient to accommodate meetings of up to 20 persons. This room can also house the staff of the SCAR Secretariat (Executive Director, Executive Officer and the Administrative Assistant).

The LOC should also be aware of the requirements for the COMNAP meeting that will be held in parallel at this time. However, the COMNAP requirements are not included in these “Guidelines”.

Accommodation for the SCAR Delegates' Meeting

The biennial SCAR Delegates' Meeting is held approximately 3 months after the SCAR Science Week (the exception being Hobart in 2006, where the Delegates meeting will be held back-to-back with the Science Week). This is a much smaller meeting with a known number of Delegates and is much easier to organize. A single room with a "round table" arrangement is required for the plenary sessions. The table should seat between 40 and 50 Delegates and Union representatives, with space for another 40 persons seated behind the Delegates, preferably at tables. A second room with a round table to seat 40 delegates is also needed during the meeting (when the Delegates separate into two Delegate Committees). A third room to seat up to 20 people around the table is needed for the Executive Committee / SCAR Secretariat, similar to that required for the Science Week.

The meeting should begin in the afternoon prior to registration, and be followed by an "Ice Breaker" reception, and the meeting is expected to continue for 3 days. Previously the Delegates' Meeting lasted 4½ days, finishing at lunchtime on Friday with a meeting of the new Executive Committee on Friday afternoon. However, with more efficient distribution of paperwork prior to the meeting, the establishment of the Delegate Committees, and completion of the implementation of the SCAR Review recommendations, this meeting should be much shorter than in the past. In addition, if all the Delegates attend the Science Week, they will be much better informed of SCAR's activities and will need less time to discuss them.

Facilities

There are various *essential facilities* that are required for a successful SCAR meeting. Then there are *other facilities* that have become traditional and are expected by participants but that are not essential. Finally, there are *optional facilities* that are appreciated by participants but are certainly not essential to a successful meeting. It is the traditional and optional facilities that often make the difference between a successful meeting and a memorable one.

The separation of the biennial SCAR meeting into the Science Week and the Delegates' Meeting means that some of the facilities listed below do not need to be duplicated, and these are indicated.

Essential facilities

1. *Photocopiers:* The total number of copies made during a SCAR meeting is enormous. For the Science Week there should be a central photocopying room with at least one, and preferably two, large volume photocopiers that will make large numbers of copies of large reports quickly, collate and staple the copies automatically. One such copier should be sufficient for the Delegates' Meeting.

During the Science Week each SSG would like to have a medium capacity photocopier for making occasional copies during their meeting. Even if three such machines are not available, each group should have ready access to such a machine; the number of machines will also depend upon the location of the rooms.

The SCAR Executive Committee and the Secretariat should also have access to a photocopier, ideally in the Secretariat office, for both Science Week and the Delegates' Meeting.

It is a fact of modern meetings that the success of the meeting depends to a large extent on the success of the photocopying. Therefore, an essential point is the maintenance of the photocopiers, particularly the large volume copiers. This is the reason for suggesting two such copiers, but even then a rapid maintenance service is essential. The photocopying demand peaks towards the end of each week of the meetings. It might even be considered a worthwhile precaution to have an engineer on-site during the Thursday and Friday of each week.

Ideally all that should be necessary for someone to make a photocopy is a book or a sheet to sign indicating the purpose of the photocopying, the name of the person requesting it, and the number of copies and pages.

The use of data projectors can reduce the amount of photocopying by allowing the secretary of the meeting to correct the draft report of the meeting on the screen for all to see without having to make copies of the draft report for distribution to all participants. It may not be possible to have this technology available in every meeting room but it would be useful in the plenary meetings of each SSG and should certainly be available for the SCAR Delegates' Meeting, preferably with a second data projector for use by the Delegate Committees.

2. *Word Processors:* it is safe to assume that there will be several laptop computers in each group meeting but it will be essential to have a central facility for use by

participants as they require. Most participants are familiar with PC operation but one Apple Macintosh computer would be helpful. The SCAR Secretariat uses Macintosh but will bring its own machines. One or more printers for the PCs and one for the Macintosh will be needed. The SCAR Secretariat would also appreciate the provision of a Macintosh-compatible laser printer in the Secretariat Office. Extension cords and multi-plugs should be available at the Delegates' Meeting for people to plug their laptops into.

3. *Telephones:* participants should have ready access to telephones. These need not be pay phones but participants should be charged for their calls. A suitable location for a set of telephones would be near the refreshment room/area. The SCAR Secretariat should have an open telephone installed but should be charged for the calls. However, the provision of several such telephones is probably unnecessary these days because most participants will have mobile telephones with international calling facilities.
4. *Fax:* there should be a central fax facility and persons using it should be charged.
5. *E-mail:* nowadays participants at meetings expect to be able to access their e-mail accounts via the Internet. The ways in which this can be done vary but there should be several computers dedicated to this as a common facility.
6. *Overhead projectors:* ideally each meeting room would be equipped with an LCD projector for PowerPoint presentations, together with an overhead projector for transparencies, and a screen, together with a set of 5 or more coloured pens. However, groups will be asked before the meeting to state their requirement. Flipcharts and pens should also be provided to facilitate making notes or announcements.
7. *Slide projectors:* as with 6. above, groups will be asked before the meeting to state their requirement. The need for slide projectors is now much reduced, as most presenters will expect to use data projectors.
8. *Microphones:* should be provided for speakers addressing large audiences, with loudspeakers positioned around the auditorium. For the SSG plenary meetings, it will be sufficient for the Chairman to have a dedicated microphone with a minimum of four mobile microphones for speakers from the floor. At the SCAR Delegates' Meeting (and presumably the COMNAP plenary meeting), each Delegate seat at the table should

have an individual microphone. Loudspeakers should be positioned around the room rather than providing Delegates with individual headsets.

9. *Refreshments:* these need to be provided in sufficient quantity for all participants to be able to have at least one cup. Coffee and tea should be served in standard-sized cups but some participants will require tea weak enough to drink without milk. In general, more coffee than tea is likely to be required. Nowadays fruit juice and/or mineral water are preferred alternatives for many people. Biscuits, etc, are also often welcome. There should also be ready access to water during the meetings. An advantage to putting bottled mineral water on tables is that it may help to reduce the number of gastric complaints that can be suffered by some attendees from being in a changed environment.
10. *Medical matters:* it is worth identifying a local medical practice or hospital that will be prepared to take any medical emergency cases which may arise. Prior planning will reduce the degree of emergency and provide reassurance to the patient.
11. *Insurance:* it is advisable to check your liability as the organizer of the meeting in the case of a participant sustaining any injury while taking part in the meetings and associated activities. Compensation claims, which might be directed to you, could be very costly for accident victims from some countries.
12. *Security:* this is unfortunately a necessary precaution these days. The degree of security will depend to a large extent on the location of the meeting and will be for the LOC to determine. The simplest and most obvious technique is for every participant to be issued with a badge, showing his name, nationality and possibly his principal affiliation (e.g. Delegate, which SSG, etc). The badge shall ideally be colour-coded with each colour associated with affiliation (e.g. SCAR Delegates might have badges with blue background while COMNAP Delegates with have yellow badges and so on). The Local Organizing Committee Staff shall also have badges that will be easily recognizable from a distance. These should be worn at all times and they also serve to take the embarrassment out of meeting someone whose name you have forgotten, so ensure that the name is printed in LARGE LETTERS. A name-tag or badge that hangs round the neck on a cord or a chain is less easily lost than a clip-on tag.

13. *Mail boxes:* these need to be located centrally: Close to the coffee area is usually most convenient. During the Science Week there needs to be one mailbox for each SSG, for the SCAR Executive, and for other groups or bodies meeting, such as COMNAP and SCALOP. It is also worth noting alongside the name on the box the number of copies of a document needed to give all members of that group a copy. This will help to avoid some participants missing copies and having to make additional copies.

During the Delegates' Meeting, there needs to be a box for each Full and Associate Member, ICSU Union Member, Secretariat, each Chief Officer and any invited organizations. Once again, a number on the mail box label to indicate the number of copies required in that box will be helpful.

14. *Notice board:* there should be one large notice board prominently located in or near the refreshment area. It is helpful if it is divided into separate headings (e.g. SSGs, Social, General, etc). It is essential that someone is made responsible for regularly up-dating the board to remove redundant notices.
15. *Support staff:* it is no longer necessary to have a local support person attached to each meeting or group of meetings but it is very helpful if local support is readily available at all times, not least to ensure that projectors are always working. This person or persons should be contactable instantly by mobile phone in case of equipment breakdown during a presentation. The SCAR Delegates' Meeting should have a local support person always available.

The choice of personnel for support staff can make a great difference to the success of the meeting. If you are using a professional conference organizer, the support staff will probably be provided by the organizer and you can expect them to be experienced. If you use your own staff they should know what is expected and the cost will be minimal or hidden. Some meetings have used students who are able to counter a lack of experience with a greater enthusiasm and interest, additionally driven by earning some money. However, they need clear instructions beforehand on what might go wrong and how to deal with it.

Other support staff, in addition to serving the meetings, will be needed to organize the various essential facilities. Personnel will be needed to operate the main photocopiers, organize the distribution of papers through the mail boxes, provide refreshments mid-

morning and mid-afternoon, maintain the central notice-board, look after registration at the beginning of each week, and deal with any number and variety of questions from participants. These are the people who ensure that the meetings run smoothly and who play a very large part in the success of the meetings.

16. *Lunches*: In order to prevent people wandering off and getting stuck in restaurants for long periods it is advisable to arrange for snack lunches to be served on site; these should include a range of sandwiches, other light lunches (e.g. salads), and fruits, with a bar to supply soft and alcoholic drinks. Individuals will pay for their own lunches. To avoid long queues it will be advisable to arrange for more than one distribution point.

The essential activities of a SCAR Science meeting are the individual meetings. These should normally be planned well in advance and should not create problems. The problems can arise when meetings are changed and it becomes necessary to hold *ad hoc* meetings of small groups. The SCAR Executive, at least, is notorious for requiring a seemingly endless series of *ad hoc* meetings! This explains the requirement for the President / Executive Committee / Secretariat to have a large office. Other groups will probably wish to divide into smaller groups on occasions but it can be quite impractical (and expensive) to have several small rooms available for occasional use. However, not all groups will meet throughout their allotted time and, with a degree of flexibility on the part of Chief Officers and participants, it is usually possible to accommodate most *ad hoc* needs.

Traditional facilities

The traditional but, strictly-speaking, non-essential facilities are mainly social events. They are not essential because the meeting can function perfectly well without them, but they do provide the opportunity for interdisciplinary mixing in a convivial atmosphere.

1. *Ice-breaker party*: the first week of the SCAR meeting will begin with registration on the Sunday afternoon and evening. Then it is customary to hold an ice-breaker party for all the participants and accompanying persons. The scope of the food and drink available is decided by the LOC or possibly by the sponsor of the party if you have managed to find one. Some meetings have provided sufficient food and drink to satisfy a regiment, others have been more modest; the choice is yours.

During the party there is normally a welcoming speech from the host. There may also be other speeches from a local dignitary, a government official, a major sponsor or

others. It is best if the speeches take place right at the beginning, before alcoholic drinks are served. Speeches should be short (no more than 10 minutes) and be delivered in English. An English transcript of each speech should be given to the SCAR Secretariat in advance so that the President has an opportunity to prepare a response from SCAR.

2. *Excursions*: these may be arranged for either the preceding or the following weekend of the Science Week. They may be generally regarded as the opportunity for the host country to introduce participants to the local culture: museums, historical sites, spectacular physical features, nature conservation sites; theatre visits; the list is endless and the choice is yours. They may be whole day, half day or evening excursions. The cost of any such excursions is not the responsibility of the host, unless you feel particularly generous. Special evening events may also be arranged during the week of the meetings and the cost of these might normally be covered by the host. However, no matter how interesting the location of the meeting may be, you should resist the temptation to arrange events for every evening. Participants, particularly Chief Officers, normally have work to do outside of the meetings and a full social calendar can be counter-productive to the meeting as a whole. There should be no daytime weekday excursions, apart from those for spouses.

Now that the Delegates' Meeting is expected to last 3 days only and is separate from the Science Week that all Delegates should have attended, it may no longer be considered necessary to offer any excursion attached to the Delegates' Meeting. However, as the Delegates' Meeting may be at a different location from the Science Week, you may wish to offer an excursion to see the delights of the area. It should not be during the daytime period of the meeting.

3. *Group dinners*: many SCAR groups and sub-groups will wish to hold a dinner one evening during the Science Week, probably towards the end of the week. Such dinners are not the responsibility of the host, but the participant who is asked to arrange such a dinner will probably seek local advice regarding suitable restaurants which can cater for the number required and provide adequate standards of food and drink in pleasant surroundings. Some prior research by the LOC will be much appreciated. A convenient way to deal with these dinners is for the local representative on the SSG to

liaise with the Chief Officer before the meeting and make some provisional arrangements in advance.

4. *Field trips*: some groups, particularly the biological and earth scientists, like to take the opportunity before or after the meeting to see something of the locality from a scientific point of view. The best way to meet any request is to brief your local representatives on the relevant SCAR science groups to be prepared to organize one or more appropriate field trips.
5. *Delegates' ice-breaker party*: this will be held on the evening preceding the SCAR Delegates' Meeting. The same comments apply here as at 1, above, but the numbers involved will be much smaller.

The same comments about speeches at 1, above also apply here.

6. *Science Week banquet*: this should probably be held in the evening of the last day of the Open Science Conference and will be open to all participants and their partners. The COMNAP participants may also wish to hold a banquet.
7. *SCAR Delegates' banquet*: The banquet should be scheduled for the evening preceding the last day of the SCAR Delegates meeting. All participants and their partners should be invited.
8. *Travel agency*: it is a great help to participants to have a competent travel agent available to deal with their travel needs. These range from simply confirming international flights to arranging complex additional excursions. Some agencies may charge for their time, others will regard the commission to be made as sufficient reward.
9. *SCAR bags*: a "bag" for holding meeting papers, pens, writing pads, rulers, paper clips etc now seems to be regarded as an essential item of equipment for SCAR meetings, or indeed any international meeting. The style, quality and capacity of the "bag" are your choice; the only essential criteria to be met are that it should be capable of holding comfortably a 10 cm thick pile of A4 paper and/or a laptop, and that all "bags" should be readily distinguished by at least a suitable label securely and obviously attached to the outside.

The majority of the bags will be required for the Science Week. It is probably not necessary to provide bags for the Delegates' Meeting because most of the Delegates

should already have their bag from the Science Week but those who do not will probably be glad to take up the surplus stock. If the bag is a particularly good one, many Delegates may be quite keen to have a second bag!

10. *Accompanying persons*: it is a tradition, and a courtesy, to provide a programme of activities for those persons accompanying participants who will not be involved in the meetings during the day but who will expect to join any social functions during the evenings and weekends. This can be arranged by the local organizing committee or, quite possibly, passed on to the local tourist or travel agency. It is not necessary to provide activities all day every day, and a programme that is too full will not allow the accompanying persons the opportunity to rest or to explore on their own.
11. *Public lecture*: during the Delegates meeting there may be a public lecture given by a SCAR scientist on a topical research issue. The subject and format of the lecture will be arranged between the SCAR Executive and the organizer. A suitable room or theatre with projection facilities will be needed; this might be the Delegates meeting room with some re-organization of the seating.
12. *News media*: the national and international media should be encouraged to show an interest in the Science Week and the Open Science Conference. The intention is for SCAR to showcase the latest Antarctic research and its integration with global research programmes. Interest in the Delegates' Meeting is likely to be restricted to the local news media only. Photographers and television cameras should be admitted to any of the "public" sessions of the Conference but access to SSG and sub-group meetings should be restricted to the opening session and then only with the agreement of the Chairman.

It would help considerably if any media contacts could be established well in advance of the meeting. This will allow the SCAR Executive and the LOC to identify the most appropriate people to give interviews and allow the interviewees time to prepare responses, ideally to a set of pre-arranged questions. Keynote speakers and the SCAR President may be expected to be in demand for press interviews.

Depending on the number of journalists expected, you may wish to provide a dedicated "Press Room".

13. *Conference organizers*: the decision on whether or not to employ the services of a conference organizer rests with the host. There are advantages and disadvantages. The

principal advantage is that the responsibility is removed from you and your staff. The principal disadvantage is that it will cost money. Before engaging any company, try to seek the advice of colleagues who have used a company to organize similar meetings. Many of these companies seem to have experience solely of organizing conferences for industry and commerce. Their requirements are somewhat different to SCAR's and their budgets are also likely to be different. If you decide to use a conference organizer you should keep a very close watch to ensure that they are doing what you require and not what they think you require.

Optional Facilities

These are the various different experiences we have all enjoyed at different meetings that are certainly non-essential and are dependent on the generosity of the host. None of the following are obligatory. They are mentioned here only in case you wish to do something special and need some ideas.

1. *Presents*: these are gifts given to every participant. The range is wide and varies from meeting stickers using the SCAR logo to soft, cuddly penguins! Other suggestions might include desk stationery, ties and tie clips, baseball caps, T-shirts, Antarctic stamps, key rings, or even traditional local craft items, any of which might be decorated with the SCAR logo or that of the local town, etc. Avoid giving away anything that a participant cannot take onto an aeroplane in their hand luggage (i.e. no knives or other sharp/pointed objects of any kind).
2. *Souvenirs*: these are essentially the same as presents but the difference is that you charge for them. This can provide some income, but not very much, and they may give a welcome boost to a local industry.
3. *Evening events*: these are usually pleasant social occasions where a specific entertainment has been arranged for participants. They offer an excellent opportunity for the host to expose the participants to national or local culture. They may also be used for a visit to a theatre or exhibition on a topical subject. Visits may also be arranged to relevant local industries, institutes, university departments, research ships and so on, especially if one or more of these has sponsored the meeting.

Numbers of participants

It is not possible to estimate accurately in advance the numbers of participants who will attend a SCAR meeting. Each meeting is different and the numbers will depend very largely on the number of groups that are meeting during the first week, and especially on the distance that the location is from major science centres. The number of participants in each group will vary: some groups will have barely 50% of their members present, others will be augmented by various *ex-officio* members from other organizations and groups, and some groups may have several observers. The host nation generally requests that some of its own, younger scientists attend the SSG meetings as observers; this is encouraged by SCAR provided that these observers do not swamp the meeting and delay the progress of business. Some participants will be members of more than one group and will move between meetings.

The number of participants to the Science Week is impossible to forecast, but the number attending the Delegates Meeting can be estimated more closely. The first two days of the Delegates Meeting will include presentations by Chief Officers of groups which met during the Science Week and background seating for these should be available. The following table will help as a guide to total numbers that can be expected. The Delegates meeting is not open to local scientists.

The seating arrangement for the SCAR Delegates Meeting is based on all Delegates having a seat at the “round table” which is frequently oblong! All other participants, such as Alternate Delegates and observers, such as additional persons on the national delegations and representatives from other organizations (e.g. ICSU, SCOR), should be seated in a second row of seats; ideally they should have a table to work at if there is sufficient space. Various methods of seating the Delegates have been used in the past. The commonest arrangement is that the President, Executive Director and Executive Officer sit together in the centre of one side. The National delegations may be seated clockwise in alphabetical order around the table from the President, or alternately to either side in alphabetical order with Associates, Union Delegates and other Delegates seated at the side opposite the President.

The seating arrangement can be determined nearer the time in consultation between the LOC and the Executive Committee. You will need to provide double-sided place markers (in LARGE LETTERS) for the country or representation of each delegate. Flags are discouraged because Delegates are representing national academies of science, not governments.

The following table ignores conference attendees other than those listed below.

	<i>Groups</i>	<i>Number of groups</i>	<i>Participants per group</i>
<i>Science Week</i>	SSGs	3	~60*
	SRPs	5	10-15
	SCAR Delegates, etc		~50
	JCADM	1	~25
	AG History of Research	1	~15
	COMNAP Plenary	1	60-90
	SCALOP	1	30-60
	<i>Estimated maximum (SCAR and COMNAP)</i>		~410
	<i>Additional Open Science Conference registrants</i>		???
<i>Delegates week</i>	Delegates		28
	Alternate Delegates		<28
	Associate Members		4
	ICSU Union Delegates		<7
	Chief Officers (SSGs, SRPs, SCs)		10
	SCAR Secretariat		~3
	Others		~10
	<i>Estimated total for second week</i>		<90

* Members of AGs and EGs will be included in this total because they will already be members of the parent SSG.

Location

Once you have considered all the points raised in the foregoing sections you should be in a position to consider the location of the meeting. The logical reason for leaving the choice of location until now is that you should now be aware of all the facilities that need to be provided for the meeting. Inevitably, however, the location is often chosen first and then it is a case of making sure that the location can somehow provide all, or at least most, of what is

necessary. Remember also that the Science Week should be held in the months of June or July and the Delegates' Meeting is held 3 months later. The locations of the Science Week and the Delegates' Meeting do not have to be in the same place.

One important point to remember when selecting the location is that life during the meeting is a great deal easier if all the hotels used for accommodation are close to each other and to the meeting venue, and that all the meeting rooms are situated close together, preferably within the same building. Some representatives do have to attend more than one meeting and will have to move between those meetings quite quickly. It is a great help to be able to do this without walking a great distance in pouring rain.

There are two further aspects to selecting a location: from the viewpoint of the organizer and from the viewpoint of the participant. It must be stressed that these are not always compatible. A superb conference facility in a spectacular location may well be ideal for the organizer but if it is remote from the nearest international airport it may not appeal to all the Delegates. Similarly, if the only hotel available is a five star international hotel at \$400 per night without breakfast, many Delegates will not be able to afford to come.

The key points to bear in mind are: that access to the location must be relatively straightforward; that all the essential facilities can be provided at an acceptable cost; that a range of suitable accommodation is available close by; that there are suitable attractions available for accompanying persons and Delegates outside of the meeting. If you can meet all these key points to a large degree then you are all set for a successful meeting.

The meetings of the SSGs need not be at the same venue as the Conference; they could be held at a cheaper venue with more appropriate accommodation but still within easy reach of the hotels where participants are staying.

Publicity and administration

The current practice for organizing almost any meeting is to do so electronically. At the least this means establishing a dedicated website from where registration and accommodation forms can be downloaded, completed on a computer, and then sent to the organizers by e-mail. Alternatively, registration etc can be done by completing forms on the website and then hitting the "send" button. In the first case, registrants should be encouraged to keep a copy of the forms that they send. In the second case (or even in the first as well) it is useful if the software will automatically send a confirmation by e-mail and return a copy of the

details that have been entered. This will help to ensure, but will not guarantee, that each registrant knows what he/she has done. It can also be useful if registrants can check on the website at a later date the information that they have submitted and can make any essential changes that will be automatically recorded.

The dedicated website should be constructed so that it is simple to use and is in a format that can be read by all the commonly used web browsers. The website will be linked from the SCAR website as soon as it is “live” and this should ideally be 12 months before the meeting. It will not be necessary to have all the information on the website from the start but it should have the essential details so that intending participants can plan their diaries.

The following list shows all the information that must eventually appear on the website, in an approximate chronological order. However, all the information must be on the website no later than 6 months before the start of the Science Week.

1. Title, dates and venue of the Science Week and the Delegates’ Meeting. You should list the members of the LOC and you may wish to list sponsors, etc. You may also wish to provide some information about the host organization and its history in SCAR and in Antarctic research.
2. From here on there should be separate parts of the website for the Science Week, with a sub-section on the Open Science Conference, and for the Delegates’ Meeting.
3. The description of the venues should include not only the specific details for the meeting but also say something of the region where each is located. This will help participants to decide whether or not to bring a partner.
4. The section on the Science Week should list all the SCAR groups that will be meeting and include any symposia, exhibitions and other special activities that are planned. It should also be made clear that participation in these SCAR meetings and activities, apart from the Open Science Conference, is by invitation only. Eventually there should be a schedule of times and places where all these meetings and activities are taking place.
5. The section on the Open Science Conference should indicate the broad timetable and topics of the keynote addresses and parallel sessions. The names of the keynote speakers and the titles of their presentations can be added later.

6. The section on the Open Science Conference will continue with a call for papers, indicating the major subject areas being planned. The deadline for submission of abstracts should be at least 6 months before the Science Week, indicating whether the abstract is for an oral presentation or a poster. Detailed instructions should be given for the abstract (word length, paper size, margins, etc), particularly if you plan to produce an “abstracts volume”. If you also plan to produce a “proceedings volume” you will need to provide detailed instructions on word length, etc.

For the posters the maximum dimensions (width and height) should be clearly stipulated and these will relate to the size of the display boards to be used. However, you must expect that many people will arrive with posters that have been used before and which do not conform to the sizes given.

The length of oral presentations will need to be stipulated at an early stage and you will have to decide whether to allow time for questions at the end of each paper or at the end of each session.

4. List all the hotel and other accommodation that is available, showing the range of facilities provided and the relevant prices: e.g. single room without bath, double room for single occupancy, twin room for two occupants with private bath, non-smoking room, and so on. (It is important to make the distinction between a double room – one bed for two people – and a twin room – two beds for two people). If possible the LOC should arrange a special Conference Rate at selected hotels for people attending the SCAR meetings.

Details of the venue and each hotel should be given, including name, address, telephone, and fax numbers, and e-mail addresses. Many conference venues and hotels now have websites, some offering virtual tours of the facilities, and the URLs for these should be given.

5. Provide a street map showing the positions of all meeting rooms and hotels to help participants balance between costs of rooms, costs of necessary daily transport or distance to walk. In this respect, a scale to the map is essential and a bar scale should be used, not a numerical scale (e.g. 1:10,000).
6. If a tourist or travel agency or a conference organizing agency is being used it must be made clear if a deposit for accommodation is required and, if so, how much is required, to whom the deposit should be paid and how it should be paid, i.e. which currency,

whether by credit card, cheque, bank transfer, money order, etc. It is essential to include here the address for sending any cheque or, in the case of a bank transfer, you must include all the relevant bank details (name and address of the bank, title and number of the account, bank reference codes, etc).

7. Participants will need information about international and local travel, i.e. where is the airport, how to travel from the airport to the hotel, and from the hotel to the meeting venue, and what the costs are. It is also very helpful to have an indication of the typical prices that will be charged for local transport, particularly taxi costs. You should also indicate if you intend to provide a coach service for participants (an optional facility) and, if so, you should give details of times, pick-up points etc, and state the cost to the participant, if applicable.
8. The registration form for each meeting must request full contact details for each participant (title, name, address, telephone, and fax numbers, and e-mail address) and the name of any accompanying persons. It helps to have the time and date of arrival and departure. You should request information on any special needs (wheelchair access, vegetarian food, etc). You should also ask for the participants preferred form of address for use on the name-tag and for the meetings or sessions he plans to attend so that this may also be included on the tag together with his country or other representation (e.g. an ICSU Union). The tag for members of the SCAR Executive Committee should give the name, SCAR position (e.g. SCAR President) and the nationality. For the SCAR Secretariat staff the nationality should be replaced by "SCAR Secretariat".
9. For booking hotel accommodation, either direct on the website or by downloadable form, the system must be flexible to allow for any non-standard bookings. For example, one participant may require a single room for the first three days of the meeting and then require a double room for another week (past the end of the meeting) to be joined by an accompanying person to stay together in the area for a few days holiday. It is very frustrating to be rejected from a website booking because it cannot cope with non-standard requirements. The flexibility could be provided by indicating that non-standard bookings should be requested separately to a specific e-mail address.
10. The website should also indicate any excursions and other social events that have been organized for all participants.

11. Participants will normally arrive with some local currency but it is helpful to indicate some places where currency and travellers cheques can be exchanged, particularly if there is a two-tier system for exchange (e.g. an “official” black-market). Participants will also like to know which international credit cards are accepted and how widely they can be used. They will also want access to an ATM machine for extracting cash using their credit cards.
12. You should advise on the voltage of the local electricity supply and indicate the type of plug that is used so that participants can arrive with the correct adaptor. A picture of the plug type is the easiest way to do this.

General points

Some meetings have designated a national airline as the official airline for the meeting. It is rarely clear what this means. It would help if you are able to say that booking with the airline will ensure preferential rates for participants, or that for every booking the airline will sponsor the meeting by a donation, or whatever the deal may be. Many participants are already offered various inducements to use their own national carriers and if they are to change they will need to know what are the advantages.

Other matters

Some groups may wish to hold a small symposium during the first week of the SCAR meeting. These can usually be fitted within the schedule fairly well. In addition, SCALOP often wishes to hold a technology exhibition. The arrangements for this should be made through the COMNAP Secretariat.

The meeting “bag” for each participant may be empty but it normally contains a pad of paper and a pen and other material. This other material can include further information about the meeting and associated activities (e.g. invitations and directions for excursions and social functions) and, quite often, publicity material from sponsors. The material may also include leaflets and booklets about local and national tourism opportunities. Maps of the area are useful additions.

Some meetings have employed an official photographer. This is optional and may depend on whether or not he will make a charge. Some photographers may do so; others will rely on making a profit by selling prints. A photographer might be expected to be present at both

ice-breaker parties and the SCAR banquet, and may photograph in meetings during one day of each week. It is important to make sure that the photographer will produce the prints for sale in good time for participants to purchase them; this is particularly important for photographs taken during the banquet because many Delegates will depart by lunchtime the following day. If a photographer is to be present there will need to be a suitable space to display the photographs.

Timetable

The detailed timetable will be prepared by the SCAR Secretariat in conjunction with the LOC. This will show which groups are meeting, and when and where they are meeting. The final version, incorporating any subsequent changes, will be available at the meeting and further changes should be posted on the notice board.

The general timetable for a SCAR meeting is as follows:

Science Week: Open Science Conference, SCAR groups, COMNAP and SCALOP

<i>DAY 1</i>	<i>DAY 2</i>	<i>DAY 3</i>	<i>DAY 4</i>	<i>DAY 5</i>	<i>DAY 6</i>	<i>DAY 7</i>
Possible SSG meetings	Open Science Conference			SCAR Groups		Possible SSG meetings
Registration	COMNAP Plenary and Groups, SCALOP Symposium					Excursions Field trips
Ice-breaker Party			Conference Dinner		COMNAP Dinner	

SCAR Delegates Meeting

	<i>DAY 1</i>	<i>DAY 2</i>	<i>DAY 3</i>
	Plenary	DCs	Plenary
Registration	DCs	DCs	Elections & Plenary
Ice-breaker Party		Public Lecture	SCAR Banquet

Party		Lecture	Banquet
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The Secretariat will welcome comments and suggestions for improving the guidelines so that they form a useful working document for all future potential hosts.

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SUMMARY AND CHECKLIST OF MAJOR POINTS

Cost

Budget for up to \$ 300,000 in cash or in kind, and arrange guaranteed funding. A registration fee may be charged for participants at the SCAR Science Conference but there is no registration fee for the SCAR Delegates' Meeting.

Facilities

Essential

Sufficient number of rooms of adequate size

Adequate number of photocopiers including at least one large volume copier

Adequate word processing facilities, for both central and participants use

Availability of telephones and a fax machine for participants' use

Access to e-mail and Internet facilities

Availability of projectors, screens, pens and flipcharts

Microphones for plenary meetings and SSG meetings
Refreshment facilities (tea/coffee/lunch)
Medical and insurance contingencies
Security
Provision of mail boxes and a general notice-board
Employment of support staff, including technicians for photocopiers and projectors

Traditional

Two ice-breaker parties
Arrangements for excursions
Arrangements for group dinners and field excursions
SCAR banquet
Travel agency
SCAR meeting “bags”
Programme for accompanying persons
Arrangements for public lecture
Arrangements for news media attendance

Optional

Presents and souvenirs
Evening events

Numbers

ScienceWeek: up to a maximum of about 400 participants **plus** Open Science Conference
Delegates' Week: about 90 participants

Location

Readily accessible and compact meeting venue (close to an international airport)
Adequate range of suitable accommodation close to the meeting venue

Publicity and administration

Website: initial information and response at least one year in advance
detailed information and confirmation at least six months in advance
separate page for Science Week
separate sections for Open Science Conference and SCAR group meetings

separate page for SCAR Delegates Meeting