Part 1: Conference Overview

- 1. Introduction

Part 2: Conference in Detail

- 2. The International WWW Annual Conference
  - 2.1 Introduction
  - 2.2 Conference Format
  - 2.3 Location
- 3. Applying to Host the WWW20xx Conference
  - 3.1 Local Conference Organizer
  - 3.2 Structure of Local Organization
  - 3.3 Making an Application
  - 3.4 Possible Conference Dates
  - 3.5 Conference Success
- 4. Application Form to Host the International WWW Conference
  - 4.1 Details of Proposed Site
  - 4.2 Accommodation Costs
  - 4.3 Local Restrictions
  - 4.4 Local Organization
  - 4.5 Financial Arrangements
  - 4.6 Organization
  - 4.7 Any Other Relevant Details

Part 2: Conference in Detail

- 5. The Local Conference Organizer
  - 5.1 Introduction
  - 5.2 Conference Web Site
  - 5.3 Reviewing System
  - 5.4 Networking and Computers
  - 5.5 Reporting
  - 5.6 Registration Desk
  - 5.7 Publications
  - 5.8 Promotion
  - 5.9 Memorabilia
  - 5.10 Exhibition
  - 5.11 Corporate Track
  - 5.12 Book Exhibition
  - 5.13 Technical Volunteers
  - 5.14 The Social Programme
  - 5.15 Partners
  - 5.16 Sponsorship
- 6. The Conference Budget
  - 6.1 Introduction
  - 6.2 Breakdown
  - 6.3 Budget Format
  - 6.4 One Day Registration
- 7. The Local Organizing Committee
- 8. The Conference Programme
  - 8.1 Refereed Papers
  - 8.2 International Programme Committee
  - 8.3 Referees
  - 8.4 Reviewing
  - 8.5 Referee's Report
  - 8.6 Programme Meeting
  - 8.7 Notification of Authors
  - 8.8 Proceedings
  - 8.9 Keynote Speakers
  - 8.10 Panel Sessions
  - 8.11 Poster Presentations
  - 8.12 The Awards Committee
  - 8.13 Journal Publication
  - 8.14 Critical Dates
9. Tutorials and Workshops
   - 9.1 Topics
   - 9.2 Tutorial and Workshop Selection
   - 9.3 Tutorials
   - 9.4 Workshops
   - 9.5 Industry Focused Training
   - 9.6 Critical Dates

10. Specialists Day
    - 10.1 Introduction
    - 10.2 Developers Day
    - 10.3 Specialists Day Alternative Tracks

11. Exhibition and Corporate Track
    - 11.1 Exhibition
    - 11.2 Corporate Track

12. During and After the Conference
    - 12.1 Meetings
    - 12.2 Prizes
    - 12.3 Sponsors Presence
    - 12.4 Closing Ceremony
    - 12.5 Thanking Everyone
    - 12.6 Final Budget
    - 12.7 Postscript

13. Optional Events
    - 13.1 W3C Workshops
    - 13.2 Alternative Presentation Formats
    - 13.3 STAR Sessions
    - 13.4 Professional Training Days

14. Copyright and Privacy

15. IW3C2: the International WWW Conference Committee

16. The W3C Advisory Committee Meeting

Appendices

- A. Abbreviations
- B. Budget Format
  - B.1 Introduction
  - B.2 Core Conference Expenditure
  - B.3 Tutorials, Workshops and Specialists Day Expenditure
  - B.4 Total Expenditure
  - B.5 Total Income
  - B.6 Summary
- C. Sample Standard Contract
- D. Previous Conference Statistics
  - D.1 Registration
  - D.2 Programme
  - D.3 Tutorials
  - D.4 Workshops
1. Introduction

The International World Wide Web Conference Committee (IW3C2)’s Conference Guide is aimed at organizations who wish to bid to host a Conference in the WWW Conference Series and organizations who have been selected to organize a specific conference in the Series.

The Guide is split into two main parts:

- **Part 1: Conference Overview** This gives the information needed to mount a successful bid for a Conference in the Series.

- **Part 2: Conference in Detail** This gives more detail and is primarily aimed at an organization that has been awarded a Conference to run. The Guide makes the assumption that such organizations will know how to run a Conference of this size. It concentrates on describing the conference profile in detail. The aim is to ensure that delegates attending the Conference get the look and feel they expect for a Conference in the Series.

Standard abbreviations are indicated when they are introduced. Appendix A gives a complete list of the abbreviations used in this document.

The IW3C2 Web site (http://www.iw3c2.org/) gives general information about IW3C2 and some details about the previous conferences in the series are available. These should be looked at prior to reading the Conference Guide.
2. The International WWW Annual Conference

2.1 Introduction

The International World Wide Web Conference Series (Conference Series) was launched in 1994 and brings together members of the academic, research, and commercial communities to discuss a broad range of Web-related topics. The first ten conferences were abbreviated to WWW1 to WWW10. The conferences were initially held twice a year but since 1996 they have been run annually. From 2002, the conferences have been abbreviated to WWW2002, WWW2003 etc.

The World Wide Web Annual Conference (WWW20xx) is the major Conference organized by the International World Wide Web Conference Committee (IW3C2) each year. Each Conference in the Conference Series is organized by a Local Conference Organizer (LCO).

2.2 Conference Format

2.3 Location
English Language: The conference language is English and translation to other languages will not normally be provided.

Accessibility: The Web provides information to all and accessibility is a major issue. Some delegates and speakers will need wheelchair access which should be of similar quality to the access for other delegates. Service animals, such as guide dogs, need to be accommodated at the Conference and must be allowed into the country without major drawbacks.

2.2 Conference Format

The preferred Conference format is shown in Figure 1.

W3C aims to hold their Advisory Committee Meeting co-located with the Conference on the Monday and Tuesday of the Conference week. This is a reason for having the core conference days from Wednesday to Friday. The tendency is for W3C to have their Advisory Committee meetings at a member's site so there is some advantage in being a W3C Member when bidding to host the Conference. The presence of the W3C Advisory Committee meeting adjoining the Conference means that the main actors in the Web will be present at the Conference as will be many W3C staff.

The Conference Series evolves from year to year but the overall shape and major components stay the same to ensure a level of consistency and to satisfy the expectations of returning delegates. The Conference consists of:

Tutorials
At least one day of tutorials on technical topics, immediately before the core conference days. They should satisfy a range of delegates from students to experts providing both education and training. Tutorials are given by invited lecturers and last for one or two half-days each. It is possible for some 2-day in-depth tutorials or training to be held on the Monday and Tuesday if that is deemed to be appropriate.

Workshops
Workshops are parallel activities to tutorials before the core conference days and possibly after the Conference. Workshops are aimed at peer-to-peer discussion. The organizer should ensure that the format allows adequate time for discussion. They provide an opportunity for developers in a specific area to discuss recent developments and future direction. Participation is sometimes on the basis of a written submission by the potential delegates indicating why they should attend.

Core Conference Days
This lasts for three days (Wednesday to Friday) and includes presented papers, posters, keynote speakers often in plenary sessions, invited speakers (not necessarily plenary), the W3C Track, corporate presentations, and panel sessions. It may include Birds Of A Feather events (BOFs) and tracks specific to a particular conference or location. Refereed presentations at the Conference are of two types. Presented papers are in parallel sessions throughout the Core Conference days. Poster papers are aimed at authors wishing to present late breaking results, work in progress for comment or where the demonstration of the paper is important.

W3C Track
W3C is committed to a full 3-day programme of sessions that outline the progress made in the last year (new Recommendations, their take-up by industry and available tools). W3C also provides an Overview of anticipated progress in the next 6 months. One IW3C2 member is from W3C and is responsible for the W3C Track.

Corporate Track
Corporate Presentations are an important part of the core programme. Vendors present an overview of new products or developments.

Exhibition
The aim is an exhibition of manufacturer's products in parallel with the technical programme to provide a showcase for the latest hardware and software relevant to the Web. Entry to the exhibition for delegates is normally included in the conference registration fee. The exhibition may also be open to the general public (perhaps paying an admission fee). A book exhibition is appreciated by delegates either as part of the main exhibition or a separate event.

Specialists Day
This takes place on the Saturday following the core programme with Developers Day as a major part aimed primarily at technical developers with detailed parallel presentations on specific hot topics. Other tracks are aimed at specific communities providing an alternative to the Developers Day tracks.

Social Programme
This gives delegates the opportunity to talk to each other in convivial surroundings. The main events are a Welcome Reception on the Wednesday evening and a Social Event on the Thursday evening. Normally, the cost of the Social Events is included in the Conference Fee. The Poster Presentations and/or Exhibition may be opened as part of the Welcome Reception. During the Conference, coffee breaks are often organized in close proximity to either the Poster Presentations or the Exhibition.

The breakdown of the main 5-day programme into 3 distinct parts (Tutorials and Workshops, Core Technical Programme, Specialists Day) allows potential delegates to choose which package they require and provides a lower cost initial fee.

Innovations to this structure may be introduced but they should be discussed early on to allow IW3C2 to share any insights or concerns with the LCO.
2.3 Location

IW3C2 moves the Conference Series between the Americas, Europe, and the Asia/Pacific region. Delegates enjoy visiting new venues and each region has different emphases in commerce, research and development. The local area/country is expected to provide a significant proportion of the delegates so location is a major factor in deciding where future conferences take place.

A significant percentage of conference delegates attend on an annual basis. About 20 to 50 will have attended the last 10 conferences and at least 50% of the delegates will have attended an earlier Conference in the series.

The conference venue needs facilities for at least 1200 delegates in one plenary room and should support 5 to 8 conference rooms capable of holding 1200 split unevenly between the rooms. A purpose built conference/convention centre or hotel is the preferred venue. The basic rules for a good location are:

- No more than one hour from a major airport
- Sufficient reasonably priced accommodation near the venue, preferably within walking distance
- No onerous visa requirements or other political considerations that might limit delegates or exhibitors

Figure 2 gives an idea of the parallel activities taking place during the Conference.

![Figure 2: Parallel Activities](image-url)
3. Applying to Host the WWW20xx Conference Conference

3.1 Local Conference Organizer
WWW20xx is a major Conference with the need for serious commitment of people's time and effort without charge to ensure its success. Large conferences cannot be organized using casual time that may or may not become available. Timescales must be adhered to if success is to be ensured: this entails a commitment of time during the working week. Such commitment is needed from individual's employers. The LCO must be able to provide that commitment and staff. The Contract to run the Conference is made between IW3C2 and the LCO (which needs to be an organization capable of signing such a Contract). Single Organizations and Consortia have run past conferences. As long as the team running the Conference is strong enough, IW3C2 has no great preference for either option.

The main agents of the LCO for the Conference Programme are the Conference Co-Chairs (who are the people delegated to run the Conference as a whole).

Note: Throughout this document, the term Co-Chairs will be used as IW3C2 has found it beneficial to have two Officers for each post where appropriate, one with good local knowledge and the other with previous experience. It provides some protection against people falling ill or changing jobs.

3.2 Structure of Local Organization

Local Conference Organizer (LCO)
The LCO is the organization responsible for detailed management and execution of administrative functions typically including planning meetings, organizing the Conference website, computer systems booking facilities, oversight of budget, design, printing, publicity, registration of delegates, accounting, staffing the Conference, etc. The LCO is free to perform these functions itself or sub-contract the functions to a local Professional Conference Organizer.

Local Organizing Committee (LOC):
Established by the LCO, the Local Organizing Committee (LOC) is responsible for bringing the programme together once the bid is accepted. The main LOC members must be clearly identified when applying to host the Conference. With help from the IW3C2 and the LCO, the LOC is responsible for the technical aspects of the programme. The two key posts are the Programme Co-Chairs. Both the Conference Co-Chairs and the Programme Co-Chairs must be approved by IW3C2. They ensure the technical quality of the Conference. All four posts are virtually full time jobs for several months before the Conference, starting well before the Programme Meeting. The Programme Co-Chairs will be responsible for the International Programme Committee (IPC) that will peer-review the technical aspects of the programme. Both the LOC and the IPC will normally include members of the previous committee, authors from the previous Conference, and some IW3C2 members who are familiar with the Conference Series, in order to ensure community and continuity. The Conference Co-Chairs work with the LCO and IW3C2 in finding facilities, exhibitors and sponsors from the international and local community. Responsibility for specific parts of the programme are usually delegated to one of the Co-Chairs listed in Figure 3. The structure may vary depending upon the people available and their strengths.

Figure 3: Organizational Structure
Financial Structure
The LCO enters into a contract with the IW3C2 that includes the IW3C2 Franchise Fee as part of the Budget. IW3C2 and the LCO share in any surplus distribution as specified in the Contract (see Appendix C). Details can be discussed with the current IW3C2 Chair. Three of the last four Conferences have generated a surplus to the LCO and IW3C2. A possible split is LCO:70% and IW3C2:30%. Each Conference in the Conference Series needs both international and local sponsorship to achieve a satisfactory cash flow and allow industry to participate fully in the Conference. Local sponsorship is primarily the responsibility of the LCO.

3.3 Making an Application
Organizations wishing to host a conference in the Conference Series should contact the IW3C2 Chair and IW3C2 Secretariat. An Application Form is included in Appendix A, and shows the information needed by IW3C2 to reach a decision. This form must be used for applications. The main items are the location, venue facilities and proposal for the composition of the LOC. Examples of applications to host the Conference can be found at the IW3C2 web site. Web versions of proposals to host are required.

As far as possible, the LOC should be specified at the time of the formal application. (Bearing in mind the need for continuity based on previous years experiences, informal discussion with IW3C2 may well have occurred prior to the formal application.)

The important dates for an application to host a Conference in the year 20xx are:

- **December 20xx-4**: Expressions of interest and informal bids to host conference
- **March 20xx-3**: Formal Application received
- **April-September 20xx-3**: IW3C2 visit location to assess its potential
- **August/October 20xx-3**: Location for year 20XX Conference decided

3.4 Possible Conference Dates
The Conference Series is located in the April/May time frame. There are always other Conferences happening in that period that should be avoided. Other important dates to be aware of are:

- Easter weekend which can range from 22 March to 25 April
- Mothers Day, the second Sunday in May for USA and Canada
- **Golden Week in Japan**, 29 April to 5 May

The dates for Easter Sunday and USA/Canada Mothers Day for the next few years are:

<table>
<thead>
<tr>
<th>Year</th>
<th>Easter Sunday</th>
<th>USA/Canada Mothers Day</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004</td>
<td>11 April</td>
<td>9 May</td>
</tr>
<tr>
<td>2005</td>
<td>27 March</td>
<td>8 May</td>
</tr>
<tr>
<td>2006</td>
<td>16 April</td>
<td>14 May</td>
</tr>
<tr>
<td>2007</td>
<td>8 April</td>
<td>13 May</td>
</tr>
<tr>
<td>2008</td>
<td>23 March</td>
<td>11 May</td>
</tr>
<tr>
<td>2009</td>
<td>12 April</td>
<td>10 May</td>
</tr>
</tbody>
</table>

3.5 Conference Success
An approximate gauge of the parameters that IW3C2 would like to have for a successful conference is to achieve:

- **Academic success**
  - More than 300 papers submitted, with a relatively low acceptance rate (generally interpreted as reflecting high quality).
- **Financial success**
  - Surplus to IW3C2 above the IW3C2 Franchise Fee; the Conference does not make a loss
- **Attendance success**
  - 1200 paid attendance. At least 50% of delegates attending on Monday (Tutorials and Workshops day) and Saturday (Specialists Day).
- **Press coverage**
  - More than 10 articles published by targeted publications about the conference
- **Momentum for next conference**
  - Early commitments from sponsors and exhibitors, ‘reserve a spot for me’ commitments from delegates.
## 4. Application Form to Host the International WWW20xx Conference

- **4.1 Details of Proposed Site**
  - 1. Year of Conference:
  - 2. Country:
  - 3. City:
  - 4. Venue(s) (Please give address):
  - 5. Have you read the [IW3C2 Conference Guide](#)? (YES/NO)
  - 6. Is the proposed venue a purpose-built conference centre? (YES/NO)
  - 7. How Accessible is it for wheelchairs and service animals such as guide dogs?
  - 8. Can all the activities (tutorials, conference, exhibition, etc) be accommodated there? (YES/NO)
  - 9. Where is the venue located in relation to the city centre airport:
  - 10. Details of lecture theatres suitable for tutorials (number and capacities):
  - 11. Area available for exhibition (in square feet/metres):
  - 12. Exhibition environment details (air-conditioning, power, internet connection, telephones, etc.):
  - 13. What computer and audio-visual aids are available? (Tutorials and Sessions will require data projectors and PCs)

- **4.2 Accommodation Costs**
  - 1. Summarize accommodation available (number and categories of hotels, number of rooms and approximate room costs, location relative to the conference venue). Some meeting rooms are required by the Conference either at a hotel or the Conference Centre.

- **4.3 Local Restrictions**
  - 1. Are there any travel restrictions or special visa requirements? YES/NO. If YES, please give details:
  - 2. What currency would be used for the local conference accounting?
  - 3. Are there any import/export restrictions on equipment for the exhibition? YES/NO. If YES, please give details:

- **4.4 Local Organization**
  - 1. Names of Conference Co-Chairs:
  - 2. Name of Programme Co-Chairs:
  - 3. Composition of LOC (see Figure 3):
  - 4. Are the organizers acting on their own behalf? YES/NO
  - 5. Are the organizers acting on behalf of some other association? YES/NO If YES, give details of the association.
  - 6. What support will the organizers receive from their institution?
  - 7. What support will the Conference receive from the local country and/or town or city?
  - 8. What is the local audience for this conference (both numbers and areas of interest)?
  - 9. What tracks, invited speakers, or exhibitors might provide local interest?
  - 10. What do you anticipate in terms of delegate numbers, fees charged for the conference, and expenses for the conference?
  - 11. Can a budget be obtained locally to run the conference? If so, give details:

- **4.5 Financial Arrangements**
  Will any other organization have financial involvement in the conference? If so, give details:

- **4.6 Organization**
  Please indicate whether the LCO will be responsible for all administrative functions or whether a Professional Conference Organizer will be involved:

- **4.7 Any Other Relevant Details**
  Please include any other details that you feel will support your application.

Send completed application form to the IW3C2 Chair and secretariat at:

aellis@scu.edu.au and iw3c2@cern.ch
Part 2: Conference in Detail

5. The Local Conference Organizer

- 5.1 Introduction
- 5.2 Conference Web Site
- 5.3 Reviewing System
- 5.4 Networking and Computers
- 5.5 Reporting
- 5.6 Registration Desk
- 5.7 Publications
- 5.8 Promotion
- 5.9 Memorabilia
- 5.10 Exhibition
- 5.11 Corporate Track
- 5.12 Book Exhibition
- 5.13 Technical Volunteers
- 5.14 The Social Programme

5.1 Introduction
The assumption is that the LCO has run conferences of this size in the past. This section discusses some of the tasks that are either unique to this Conference Series or where special attention may be needed.

5.2 Conference Web Site
Being a Web Conference, the Conference web site is the primary source of information. Potential delegates, sponsors and exhibitors will first look there for information. With strong links to W3C, the web site should use web standards appropriately. Potential delegates expect the web site to be running on the day that the previous Conference completes. The Web site is launched at the Closing Session of the previous Conference. Information on the web site should build up during the run-up to the Conference and potential and registered delegates should be kept informed of new content.

Some important key dates starting from the launch of the web site:

April-May
- Launch Web Site at Close of previous Conference.
- Sign up potential delegates to an email service informing them when new information appears

June-August
- Call for Papers and Participation Information

October
- Start providing Invited Speakers and Tutorial information. Continue adding as it becomes available. Add Venue Details

November
- Open on-line registration

December
- Travel details, sponsors, host city information, visa requirements

January
- Refereed Paper Programme Information. Final List of Tutorials. Workshop Information

February
- Sponsors and Exhibition Information

March
- Corporate Track Information

April
- Travel and Site Information for when delegates arrive. Times for Registration Desk being open

May
- Last Minute Information corresponding to Final Programme

5.3 Reviewing System
Since 1999, the Conference Series has used the Witanweb software package to handle paper reviewing. This package is no longer actively developed and supported by NRC, but it works, source code is provided (mainly PERL), and authors and reviewers have experience using it. The LCO should monitor the use of the software during the previous year, ideally through active participation on the IPC and make licensing arrangements with NRC and request a copy of the previous year's software, minus the confidential paper and review information (the database), with any WWWxx-specific customizations from the prior year. Each LCO/LOC should ensure that the next year's LCO/LOC will have access to a copy of the software (minus the database) once the next year's LCO satisfies any licensing requirement.

Successful operation of the review software will require a constant and positive give-and-take relationship with the IPC and Track Chairs to ensure that the software meets the needs of the submittal, review, programme development and reporting. Different tracks may have different deadlines and processes which need to be accommodated.
5.4 Networking and Computers

Most delegates and speakers to the Conference will expect internet access to be available and to use data projectors for their presentation. Multiple drops from the data projector should be available with sufficient power outlets for at least 4 people per session (3 speakers and the Session Chairman). Speakers should be told when they can check their connection, normally the break before the session. Speakers may arrive with a CD, disc, memory stick or expect to download their presentation from the Web. A sensible plan is to have a PC running in each Session Room and have a speaker ready room where presenters can make any necessary format changes.

Data projectors must handle 1024 by 768 and should handle 1280 by 1024. Tell speakers what formats are available when their presentation is accepted. Replacing data projectors in session rooms as soon as there is a failure is essential. This will require spare data projectors on site or close by.

The Internet Access Room needs about 100 access points (a mixture of PCs, UTP drops and wireless access). Try not to hire PCs as they are expensive. Sponsorship is often possible. Delegates require internet access whenever conference events are taking place. It does not have to be provided at other times. Consequently, any security arrangements related to internet access will fit with the normal conference security arrangements. Internet access should be up and running by lunch on the first day and is needed until lunch time on the last day. A HELP Desk and a network management centre will be needed, particularly at lunchtime and early evening.

The bandwidth required is about 3Mb/sec. Sponsorship by a local ISP keeps the expense down. Servers must be available to local addresses and announced as appropriate for: DHCP, DNS and SMTP. Reverse DNS should be provided for all local addresses. Printers, if provided, should be accessible from both PCs and Macs.

Wireless access throughout the WWW2002 Conference Site was much appreciated by delegates and significantly decreased the queues at the Internet Access Room. This will become the preferred access method in the future which leads to the need for power outlets throughout the Conference site.

5.5 Reporting

Regular reporting to IW3C2 via the IW3C2 Conference Liaison is useful to both the LCO and IW3C2. These will be monthly early on but likely to be every two weeks as the Conference approaches. A breakdown of registration information by type is particularly valuable so that any remedial actions can take place as early as possible. Having the information real-time on the Conference web site is a possibility. Tutorial and Workshop registrations are required in detail.

5.6 Registration Desk

Delegates expect the Registration Desk to be open on the Monday afternoon before the Conference, and during the Tuesday Tutorial Day. The web site and promotional email should advertise the opening times and position before Delegates arrive. There is always been a rush to register Tuesday and Wednesday morning early on. Able to register on Monday evening and throughout Tuesday avoids long queues and allows delegates to read the programme and proceedings before the Conference starts.

Allowing accompanying persons to register for the Conference social programme gives partners access to the Conference social functions, lunches and refreshments.

5.7 Publications

The publications to be provided either during the run-up or at the Conference are:

- Preliminary Programme
- Printed Proceedings of refereed papers (printed by ACM)
- CD-ROM in XHTML of refereed papers (produced by LCO or publisher)
- Web-version of Proceedings
- Printed Poster Proceedings (produced by LCO)
- Tutorial Handouts (individually printed for each tutorial by LCO)
- Final Programme for delegates
- Pocket Programme for delegates
- Delegate List for delegates. (Delegates must be asked for permission to include their name when they register.)
- Exhibition Catalogue
- Track-specific printouts may be required

5.8 Promotion

An eye catching logo ensures a consistent public face to the conference and should be used on everything associated with the Conference. IW3C2 would prefer the logo to be square and computer art rather than an image. Minimum resolution should be 450 by 450 with the logo on a web page being 150 by 150 minimum.

The previous Conference is the place to launch the Conference. IW3C2 will have a publicity booth in the exhibition or registration area. An Initial Flyer: should be available to entice exhibitors, sponsors, delegates to the Conference. Posters or Calendars plus local Tourist Board information are also useful. A Conference Co-Chair will give a short presentation at the closing session of the previous Conference giving much local information as possible to attract delegates to return.

The Call For Papers/Participation (CFP) is the first major announcement of the Conference and includes details of paper submission format, all relevant deadlines and any limits on paper size. The CFP should appear on the Conference Web Site, and be pointed at from IW3C2's web site and IPC members web sites where possible. A paper version may be needed to reach
new communities.
Posting to Email Lists plus the web site form an effective method of promotion. Try to avoid duplicate mailings to individuals via email lists. Last year's email lists plus people registering via the web site for news updates are the major inputs to the list. Information to people registered should be specific information about the conference while PR material should be aimed at potential delegates. Monthly emails to both sets with a main focus for each ensures members on the list are kept informed on a regular basis which keeps the interest in the Conference up. A possible scenario might be:

**June**
- Conference date, location of web site, do you want us to continue sending these

**July**
- Call for Tutorials and workshops

**September**
- Papers Call

**October**
- Announce Keynote Speakers; list all the Calls

**November**
- Reminder of Call for Papers closing date. Developers Day call. Exhibitors call

**December**
- List the Tutorials and Workshops. Registration open

**January**
- Call for Workshop papers. Preliminary Programme. Reminder of dates. What Calls are still open

**February**
- Paper tracks, W3C Track, Vendors track information. List the Sponsors

**March**
- Early Bird Closing Soon. Any additional news as encouragement

**April**
- D-Day updates, conference site information, see you soon

Computer science journals and calendar web sites should be asked to include the Conference in their Conference Calendars/Diary Pages. Web-related journals should be contacted to announce the Conference. Give them background information about the venue, the tutorial programme, key dates etc. It may be possible to get full page adverts in IEEE Computer, Communications of the ACM, and IEEE Internet Computing. Good publicity should be available through ACM, the Conference Proceedings Publisher. Regular Press Releases in the run up to the Conference mentioning invited speakers, tutorial and workshop topics etc keeps the Conference in view.

Local participation is important to the success of the Conference and as much local publicity as possible should be obtained via articles and distribution of information as it becomes available.

**Serious** press attendance at the Conference is important and a few complimentary registrations may be appropriate. Some major players will attend the Conference and provide international coverage. Local press may attend for a single day. Expenditure related to the Press should be included in the initial budget agreed with IW3C2. Upper bounds on the number of press attending should be of the order of 5 full conference participations and 10 1-day registrations.

### 5.9 Memorabilia

Each delegate expects to receive a bag to put things in. Bags have tended to be expanding carry cases or back packs with a shoulder strap designed to carry the weight. A good bag gets used a lot after the Conference so is a popular sponsorship item. Bags need only be provided to core conference participants.

Delegate badges should allow them to be hung round the neck or clipped to the person. Having space for carrying reception tickets, lunch tickets, pen, mini-programme etc is liked by delegates. A mini-programme with a site map helps delegates to easily find where and when all the sessions take place. The lanyard around everybody's neck gets widely seen and has been an attractive sponsorship item in the past.

Some conferences have provided delegates with t-shirts or polo shirts. If not included in the registration fee, they can be offered for sale. Usually, Conference Staff have the Conference T-Shirt in a different colour to make them easy to identify. Examples of memorabilia from previous conferences are on the IW3C2 web site at [http://www.iw3c2.org/Restricted/Conferences/IWWWCMemorabilia.html](http://www.iw3c2.org/Restricted/Conferences/IWWWCMemorabilia.html).

### 5.10 Exhibition

The Exhibition should be separately funded with fees covering the cost of operating the exhibition.

### 5.11 Corporate Track

The Corporate Track is linked to the Exhibition by giving exhibitors an opportunity to present in the Corporate Track. The Corporate Co-Chairs liaise between the Exhibition Organizer, the Corporate Track and the rest of the technical programme.
5.12 Book Exhibition

Academic delegates find a good book exhibition valuable. Book exhibitors should be encouraged to participate. This may be achieved by not having them on the main exhibition floor but in some other space that is available so that a different rate can be established for book publishers. The LCO should establish whether local laws and conference site rules allow book sales at the conference.

5.13 Technical Volunteers

The Conference Series has used Technical Volunteers effectively during the Conference Series. Technical and Volunteers (TV) Co-Chairs handle the volunteers. Having one with local knowledge and contacts and the other from a previous conference gives the most advantages. Their duties include:

- Deciding how many are required
- Choosing volunteers
- Providing information to the recruited volunteers
- Working with the LCO and LOC to establish where and when support is required
- Setting up schedules and work rosters
- Providing briefing and training to the volunteers
- Supervising and managing the team during the Conference

5.14 The Social Programme

5.14.1 Wednesday: Welcome Reception

This takes place on site in conjunction with either the Posters or the main Exhibition. Having it in either area ensures that they get a captive audience. If the physical layout places the exhibition and posters near each other, the Welcome Reception can be held between them. Delegates are expected to vote for the Best Poster and having this at the time of the Welcome Reception ensures a good turn out of voters. All attendees are invited to the Welcome Reception.

5.14.2 Thursday: Main Social Event

Where possible, this is away from the Conference site and have a local flavour to it. All delegates to the Core Conference Programme are invited. The aim is to give delegates the opportunity to talk to each other in convivial surroundings. An event at which delegates can walk around and talk to each other is preferable. Allow delegates to purchase additional tickets.

5.14.3 Friday: VIP Reception

A by-invitation-only event aimed at the Organizers, Speakers, Session Chairmen etc as a way of thanking them for ensuring that the Conference has been a success. Total number of invitees has varied from 100 to 200 depending on location. A sponsor for the event is needed for it to take place.

5.15 Partners

The Conference Series has some Partners who work together for mutual benefit. The partner receives recognition via its logo being attached to signage and publicity material to the same extent as an equivalent sponsor.

W3C has been a Platinum Partner to the Conference Series for many years. The International Federation for Information Processing (IFIP) has been a partner in recent conferences. Both are likely to be partners for future conferences as well.

5.16 Sponsorship

5.16.1 Introduction

The economic situation at the current time is such that any rules for sponsorship success no longer apply. The LCO should discuss with IW3C2 the strategy for a specific Conference.

IW3C2 defines sponsorship as activities in conjunction with corporations not delegates. The term promotion is used for activities associated with acquiring or informing delegates. Partnership is used to describe the relationship with non-profit organizations that substantially contribute to the Conference in terms of content and organization.

Sponsorship is seen as a cooperative venture between the Conference and the corporate sponsor of benefit to both. Sponsorship brings funding or in-kind support to the Conference and the funding may arrive at a time when the cash flow on the Conference requires funding.

5.16.2 Marketing

Marketing a single Conference is more difficult than marketing the Conference Series. Past performance and future projections are as important as current predictions. Sponsors need to know:

- How many attended last year
- Projected attendance this year
- Percentage of retention/repeat attendance
- Demographics of past delegates

IW3C2 can provide details of past Conferences in the Series to the LCO.

The sponsorship level must correspond to the sponsor's perception of the value of influencing or educating the conference delegates. A company may decline to be a sponsor because of inadequate return on investment, in some form. This may be inadequate opportunities to influence or educate. It may not be the right audience. It may be the right audience but the cost of
sponsoring is too high.
The Conference must provide opportunities for sponsors to talk about and demonstrate their vision of the future. The Corporate Track, industrially-oriented panels, invited speakers etc are all ways in which a company can get preferential benefits over those organizations that do not sponsor the Conference.

Companies that provide sponsorship will also exhibit if the environment is right. When a company decides to sponsor in order to influence conference delegates, the result (from the company’s perspective) is vastly improved by having the exhibition available for technical demonstrations.

5.16.3 Potential Sponsors

Sponsorship can be hard (a cheque) or soft (a service). Both are of benefit. The only thing to avoid is the wrong exchange rate between the two.

Potential Sponsors for the Conference are:

- Past Sponsors
- Members of W3C
- Exhibitors
- Companies of Keynote, Plenary or Invited Speakers
- Government Departments
- Companies involved with W3C/IETF standards
- Companies focused on products based on W3C standards, both local and international
- Local sponsors (airlines, hotels, A/V companies, ISP providers, press etc)

5.16.4 Levels

In the past, the Conference Series has offered a variety of sponsorship opportunities suitable for both small and large organizations. The sponsorship benefits should be similar to the ones used in the past. Five levels of sponsorship packages have been used:

**Conference Series Sponsor**
A Platinum Sponsor that commits to providing sponsorship funding six months before each Conference over a 3-year rolling timeframe.
Platinum sponsorship privileges plus the ability to claim the same in-kind sponsorship for the period of their Series Sponsorship (normally 3 years). For example, to sponsor the Conference bag for the next 3 years.

**Platinum Sponsor**
Significant level of sponsorship
Company logo on the cover of Final Programme, two complimentary conference registrations, paper or CD-ROM insert in Conference Bag, two presentations in the Corporate Track, Exhibition Booth etc
Platinum sponsors have the opportunity to sponsor a Social Event, the Conference Bag, T-shirts, Umbrella, Mugs, Travelling Clock, Writing Pad, Highlighter, Golf ball, etc

**Gold Sponsor**
A major level of sponsorship
One complimentary conference registrations, paper insert in Conference Bag, one presentation in the Corporate Track, mention in the Final Programme, medium size printed insert in Conference Bag

**Silver Sponsor**
A standard level of sponsorship
One complimentary conference registrations, small printed insert in Conference Bag

**Bronze Sponsor**
Lowest level of sponsorship
Company logo and/or name in the Programme Guide, printed insert in Conference Bag

In-kind sponsorships, such as providing computer equipment, servers and routers that directly help defray the costs of the Conference should be estimated as being equivalent to one of the levels above. Sponsorship to fund a particular conference activity and be recognized accordingly has been used in the past.

This is a partial list of previous sponsors (missing out purely local ones for example).

<table>
<thead>
<tr>
<th>Microsoft</th>
<th>Sun</th>
<th>Oracle</th>
<th>Bellcore</th>
<th>HP</th>
<th>Yahoo</th>
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<td>Adobe</td>
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<td>Lycos</td>
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<td>Nortel</td>
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<td>Chrystal</td>
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<td>Krone</td>
<td>eXcelon</td>
<td>Cynapsis</td>
<td>Eastman Kodak</td>
<td>Lotus</td>
</tr>
</tbody>
</table>
6. The Conference Budget

6.1 Introduction
The LCO should present the Conference budget to IW3C2 in the format shown in Appendix B because:

1. It ensures that omissions are easily recognized and corrected.
2. Comparing budgets from different years is easier and this can be useful in identifying where underestimates may have occurred.
3. The breakdown of expenditure between fixed (independent of number of delegates) and variable (per delegate) costs can be identified.
4. It provides a basis for calculating conference fees based on previous experience.
5. It enables the break-even point to be identified in terms of delegate attendance.
6. It allows a profile of income relative to expenditure to be established.

6.2 Breakdown
The major breakdown of the budget is typically under the following headings:

1. Core Conference
2. Tutorials, Workshops, Specialists Day
3. Social Events

Particular points that the LCO needs to address are:

- **VAT and Taxation:** VAT may be payable on part or all of the Conference. Is any surplus liable to taxation? Is it possible to reclaim VAT for a non-commercial Conference and, if so, how?
- **Break-Even Attendance:** the budget is based on a conservative view of paying attendees. Subsidized registrations (for invited speakers etc) should be clearly identified and their costs included. If they are given a copy of the Proceedings, this has to be included in the number to go to the Publisher. The total target attendance (paying plus free registrations) should be used for the estimate of per capita charges. Tutorial, Workshop and Specialists Day delegates should be conservatively estimated as 30% of the paying conference delegates.
- **Subsidized Registrations:** a surplus can easily be lost by having too many subsidized delegates. Start with the view that everybody should pay and keep subsidized registrations to a minimum. The number and cost of subsidized registrations should be included in the budget at the time when the Contract is signed. The cost per capita should be assumed to be the standard Early Bird rate. Potential candidates for a free or subsidised registration are the various Co-Chairs, Keynote Speakers, Tutorial Presenters and Workshop Organisers if included in their Contracts). Do not subsidize registration when it is not necessary.
- **Fixed and Variable Costs:** the budget should separate fixed costs (such as room hire, printing, advertising etc) from variable costs (per delegate: proceedings, coffee, badges etc).
- **Prices:** costings should be made on the best estimate of the actual costs that will apply so an estimate for inflation between the initial budget and when the costs will appear is needed. The inflation estimated should be clearly stated. Be pessimistic with regard to inflation. This is particularly important for airfares etc where the cost is not dependent on local inflation.
- **IW3C2 Franchise Fee:** the budget must include a Conference expenditure of 85,000 USD to IW3C2.
- **Surplus:** any surplus is split between the LCO and IW3C2 on an agreed breakdown, usually LCO:70% and IW3C2:30%.

6.3 Budget Format

- Any change in the Budget requires a new Version Number and date to ensure that the correct one is being used.
- IW3C2 reserves the right to lower the estimated number of delegates if the number proposed is too optimistic.
- Promotion may be necessary to ensure new groups are targeted.
- IW3C2's Publications Liaison works with the LCO to estimate the Proceedings cost from ACM. The approximate cost, that needs to be confirmed each year, is 30USD per 750-page Proceedings when 1200 are ordered. (Note: 15% of registrants in Budapest did not take away the printed Proceedings.)
- Budget should include the cost of an overhead projector, an internet interface, a data projector (appropriate for the size of the room), a PC and four video-to-PC connectors for each session room.
- An adequate number of tutorial notes and CD-ROMs must be budgeted for each tutorial.
- The Conference should not make a loss even if 70% of delegates register at the Early Bird rate.
- IW3C2 requires one meeting room for 10 people throughout the conference at no cost to IW3C2. This should be included in the budget.
- IW3C2 requires a free booth in the Exhibition or reception area for promoting the Conference Series. This will be part of the cost of the Conference.
The rates are based on a rate of 1.0 for early-bird conference registration which is independent of whether the person is from industry or academia. The other figures come from the following rules:

- If you miss early bird, the rate goes up by 1.2 over the early bird fee
- If you register on-site, the rate is 1.4 the early bird fee
- Student is 0.5 normal rate
- Tutorials or Specialists Day is 0.45 times the conference registration fee
- A Workshop is 0.3 times the conference registration fee
- A Passport is 1.7 times the conference registration fee

These multipliers are cumulative. For example, an onsite passport would be $1.4 \times 1.7$ the early bird conference-only fee.

The relative costs of different options for delegates are illustrated below. It is up to the LCO to come up with a realistic breakdown of delegates and use this to drive the Registration Fees.

A=Attendee S=Student, C=Conference Only, T=Tutorial, W=Workshop, D=Specialist or Developers-Day, P=Passport

<table>
<thead>
<tr>
<th>Type</th>
<th>A-C</th>
<th>S-C</th>
<th>A-T or A-D</th>
<th>S-T or S-D</th>
<th>A-W</th>
<th>S-W</th>
<th>A-P</th>
<th>S-P</th>
</tr>
</thead>
<tbody>
<tr>
<td>Early</td>
<td>1.0</td>
<td>0.5</td>
<td>0.45</td>
<td>0.225</td>
<td>0.30</td>
<td>0.30</td>
<td>1.70</td>
<td>0.85</td>
</tr>
<tr>
<td>Normal</td>
<td>1.2</td>
<td>0.6</td>
<td>0.54</td>
<td>0.270</td>
<td>0.36</td>
<td>0.36</td>
<td>2.04</td>
<td>1.02</td>
</tr>
<tr>
<td>On-Site</td>
<td>1.4</td>
<td>0.7</td>
<td>0.63</td>
<td>0.315</td>
<td>0.42</td>
<td>0.42</td>
<td>2.38</td>
<td>1.19</td>
</tr>
</tbody>
</table>

For example, assuming 10% student attendees and assuming 50% Early Bird, 40% Normal, 10% on-site and assuming 20% Passport, 30% Conference, 20% Conference+Tutorial, 20% Conference+Workshop, 10% Conference+Specialists Day. Income is then $N \times 0.95 \times 1.12 \times 1.335 \times B$ (1.42044NB) where B is the Early Bird Conference Rate and N is the number of paying delegates. Plugging in N, and the Cost of the Conference allows B to be defined based on the profile anticipated for the Conference.

A conservative figure is obviously $N \times B$ (all Early Bird attendees that only go to the Conference). The worst-case scenario is $0.5 \times N \times B$ (as above but they are all students!). Best possible is $N \times 2.38 \times B$ (all on-site passport registrations).

### 6.4 One Day Registration

The rate for one-day registration should be 0.5 the appropriate Conference Only rate as there is a significant on-site cost for such participants. It gives the possibility for a specialist day to be accommodated as part of the Core Conference Days if there is good reason for it.
7. The Local Organizing Committee

The organizational structure is shown in Figure 3. The Conference Co-Chairs coordinate all aspects of the Conference including organizing the LOC. They ensure that the LOC keeps to the agreed time schedules, stays within budget and achieves the goals set. The Programme Co-Chairs head the LOC and its members are:

Programme Co-Chairs
- Responsible for the technical programme including the theme, timetable, selection of the IPC, calls for participation, refereeing and organizing the Programme Meeting where paper and poster selection takes place. They organize any invited papers and define the panel sessions and their organizers. They establish an Awards Committee that recommends to the Programme Co-Chairs the winner of the Best Paper award. They organize the individual Conference Tracks through a set of Track Co-Chairs. The LCO is responsible for arrangements at the venue once the Programme Co-Chairs define their requirements. The LCO is responsible for scheduling not content.

W3C Track Co-Chairs
- Usually members of the W3C Communications Team responsible for bringing the set of W3C Presentations together in an effective manner that is complimentary to the rest of the programme.

Awards Co-Chairs
- Responsible for setting up the Panels to assess the various Awards and ensure that their decisions are produced in a timely fashion before the Closing Ceremony.

Conference Evaluations Co-Chairs
- Frequently, a member of the LCO for the next Conference and a member of IW3C2. They are responsible for ensuring that the Conference is assessed in all aspects and a report produced. This may require discussions with the delegates, volunteers, LCO and others involved in the Conference. They will be responsible for an online evaluation after the conference closes.

Tutorials and Workshops Co-Chairs
- Responsible for both the tutorial and workshop programmes. They identify tutorial topics and speakers, negotiate and sign off contracts with the speakers, and liaise with the LCO regarding the on-site arrangements. The LCO is responsible for advertising, room booking, audio-visual aids, payment, printing tutorial notes, etc. The Co-Chairs organise the Call for Workshops and make the selection of Workshops and their Chairs. They ensure individual Workshop Chairs know their responsibilities.

Corporate Co-Chairs
- Responsible for organising the Corporate Track and any liaison required with the Exhibition.

Specialist Track Co-Chairs
- Each Specialist Track will have Co-Chairs who define their format and decide whether there is a Call for Papers or do it by invitation.

Specialists Day Co-Chairs
- Responsible for a specific track on Specialists Day that runs in parallel with Developers Day

Developers Day Co-Chairs
- Responsible for all the Developers Day tracks on Specialists Day

Panels Co-Chairs
- Responsible for the set of Panel Sessions organized on the Core Conference days.

Technical and Volunteers Co-Chairs
- Responsible for the technical infrastructure needed by the Conference including those provided by the Conference Centre. They manage the Technical Volunteers.

Keynote Co-Chairs
- Responsible for inviting the keynote speakers with input from the Programme Co-Chairs and IW3C2.
8. The Conference Programme

- 8.1 Refereed Papers
- 8.2 International Programme Committee
- 8.3 Referees
- 8.4 Reviewing
- 8.5 Referee’s Report
- 8.6 Programme Meeting
- 8.7 Notification of Authors
- 8.8 Proceedings
- 8.9 Keynote Speakers
- 8.10 Panel Sessions
- 8.11 Poster Presentations
- 8.12 The Awards Committee
- 8.13 Journal Publications
- 8.14 Critical Dates

8.1 Refereed Papers
The refereed paper sessions are a major responsibility of the Programme Co-Chairs. With over 400 papers submitted to each Conference, it is necessary to define a set of Vice-Chairs responsible for specific parts of the refereed programme. A starting point is the breakdown used by the previous conference together with statistics of the last year’s submissions. The Vice-Chairs oversee the selection of a subset of the refereed papers and with the Track Chairs develop the overall Programme under the guidance of the Programme Co-Chairs.

To ensure the standard of contributions is maintained, an International Programme Committee (IPC) is appointed underneath the Vice-Chairs to contribute to the refereeing process. IPC Members may use additional referees to help in the reviewing process. These should be clearly identified so that their contribution can be recognized in the list of referees.

Allocation of papers and analysing referee’s reports are handled by the Programme Co-Chairs and Vice Chairs using the Witan Web Reviewing System. Each Vice-Chair’s load should be about 35 papers received, with 10 to 15 IPC members and their referees each providing reviews for 8 to 10 papers.

8.2 International Programme Committee
The International Programme Committee (IPC) is selected by the Programme Co-Chairs and Vice-Chairs based on the following criteria:

- To provide a good coverage both in subject and nationality
- To provide Session Chairs at the Conference
- To include authors and presenters from previous years to ensure that new blood gets added
- To maintain continuity by not making too radical a change each year

8.3 Referees
The IPC together with additional reviewers they invite form the set of referees for the Conference. The IPC should be about 150 people with the total referee population of the order of 300. Requiring 3 reviews of about 400 papers means about 8 papers allocated to each IPC Member initially for them or their referees to assess. Authors expect and deserve three reviews of their paper so contingency plans are needed for referees that fail to deliver.

8.4 Reviewing
The Vice-Chairs and IPC members should be listed in the Call For Papers (CFP). Only the names of people who have agreed to be on the IPC should be listed. The CFP should contain a list of topic areas from which papers are solicited. Authors should be asked to categorize their submissions relative to these themes. IPC Members and referees should be asked to define their areas of expertise relative to these themes. This helps to ensure that papers assigned to referees are in their areas of competence.

Papers are submitted to the Witan Web online refereeing system and must arrive by the defined deadline. Almost all the papers will arrive within 2 days of the deadline. The Vice-Chairs decide which papers are allocated to each referee and this should occur immediately after the deadline. Getting referees familiar with the system before the papers arrive is an advantage and some dummy papers should be provided for referees to practise on.

8.5 Referee’s Report
The Reviewing System defines the format of referee’s reports. Overall Judgment should be used as the selection criterion. The other categorizations help in deciding where the paper might fit in the overall programme. The report contains two areas for detailed comments. The first one is for comments that must not be fed back to the author while the second contains comments that are sent back. Referees should be urged to use both areas. It eases the Vice-Chairs’ task if they know why a referee gives a high or low mark. Critical constructive feedback to authors improves the quality of the programme.

8.6 Programme Meeting
The January Programme Meeting selects the papers and defines the overall programme. Prior to the meeting, the Vice-Chairs receive the Referee’s Reports for their area, average the overall marks and make a first attempt at ordering their papers. The overall format for the Conference and the number of sessions and papers should have been agreed.
The Programme Co-Chairs should know the minimum and maximum number of papers that can be selected, somewhere between 78 and 90. There are at most 3 parallel sessions of refereed papers (3 per session) and at most 10 sessions of refereed papers over the 3 days. The following process has been used successfully to construct the programme.

All attendees should get a printout of all marks and comments for all papers. (Care should be taken that confidential information concerning papers co-authored by attendees is not made available to the relevant attendee.) Preparing this information is a time-consuming task, but it helps greatly towards a smooth running of the Programme Meeting.

Papers have a mark between 0 and 5. Papers with only 4 or 5 marks are likely to form the bulk of the programme. Papers with only marks 2 or less are most unlikely to be accepted. In consequence, there are number of papers that probably need very little further work as they are either accepted or rejected. The ones that appear to merit acceptance should be used as the core of the programme.

Each Vice-Chair in turn is asked to nominate an additional paper they support for being in the programme giving their reasons. Other Vice-Chairs can challenge this recommendation and the paper will either be accepted or not.

This process will proceed for a number of rounds until Vice-Chairs peter out due to no solidly good papers remaining or yielding to peer pressure. A large part of the programme has been completed at this point.

In a second phase, each Vice-Chair in turn nominates a paper to be discussed giving their view as to its merits and reasons for not being in the initial set. A similar process follows with papers either being accepted or left in the pending pile. Eventually, the minimum number of papers will have been passed and a natural break occurs.

The papers are then allocated to Sessions and Chairman for each session selected. Detailed timetabling of sessions, allocation of rooms and session chair is best done either at the end of the Programme Meeting or after the meeting depending on how long it takes.

The Programme Meeting is the place to finalize Keynote Speakers and handle any conflicts between these, the refereed paper tracks, panels etc.

The Programme Meeting should also endorse the composition of the Awards Committee. Copies of the referees' reports for accepted papers should be passed to the Chair of the Award Committee.

Having some papers allocated as reserves initially may be useful. Authors have withdrawn papers late on for various reasons (unable to attend, could not get Visa, permission to publish withdrawn etc).

8.7 Notification of Authors

Immediately after the Programme Meeting, authors should be notified if their paper is accepted or rejected. (The reserves will be held for a period with no response or at best a holding one.) The response should say when the final paper is required and any copyright information required. The final paper must be returned in the format required by the Series Publisher. The author should receive the relevant comments from the referees. Under no circumstances should the private comments be relayed to the author.

Rejection responses should be short and not invite a discussion of the reason for rejection. Referee's comments should be sent back to the author.

Referees should be emailed thanking them for their help.

Once the programme is complete, authors should be informed of the position of their paper in the programme. At this time, the author should be asked to confirm who will present the paper and the AV requirements.

8.8 Proceedings

The Conference Proceedings will be published by ACM. The Programme Co-Chairs will be the editor of this volume with the IPC and Vice-Chairs included as co-editors. The Programme Co-Chairs should discuss with the IW3C2 Publications Liaison Officer details of the publication of the Conference Proceedings. IW3C2 have a commitment to make all the papers permanently available and have the Proceedings available for purchase after the Conference.

The list of accepted papers is sent to the publisher straight after the Programme Meeting. Ensure that authors' email and real addresses are given accurately. The publisher will say when final papers are required. The Programme Co-Chairs should check with the publisher that material is being received and help in dealing with delinquents. The Programme Co-Chairs with the Conference Co-Chairs should write a Preface for the Conference Proceedings.

Copies of the final papers should be sent to the Awards Co-Chairs and to the IW3C2 Digital Library.

A CD-ROM version and the paper version of the Conference Proceedings are only given to those attending all the Core Conference Days. Students only get the CD-ROM version. The 1-day delegates do not get copies of the Conference Proceedings.

8.9 Keynote Speakers

The Keynote Co-Chairs define at least two Keynote Speakers, one each at the opening and closing sessions. No alternative tracks will be scheduled at these times. Other keynote speakers can be invited but they may have alternative activities proceeding in parallel. Timing should be 45 minutes including any questions. Two Keynote Speakers in a single 90 minute Session is possible but they should be informed. The set of Keynote Speakers should come from around the world and be balanced according to gender. Expenses for Keynote Speakers are not normally paid by the Conference. In exceptional circumstances this rule may be waived, but only if provision is made in the conference budget and IW3C2 approval is obtained.

Every effort should be made to have some material concerning the talk on the Conference web site at the end of the Conference. This could just be a link to a set of slides.

Individual Track Co-Chairs may invite speakers to their track. The same rules apply. The only difference is that this will not be a plenary talk. Other parallel sessions will compete for delegates attendance.
8.10 Panel Sessions
It is usual to include in the programme a number of panel sessions in which recognized experts discuss the state of the art in hot topics. The Panels Co-Chairs identify the topics, decide the form the panels should take, and select the Panel Chairs who are responsible for assembling the necessary panel speakers.

Expenses of panel speakers are not normally paid. Panel Session presenters sometimes attends for just the panel itself. Clear guidelines need to be given to Panel Co-Chairs as to what is and is not allowed in such cases. The minimum requirement is to provide a VIP Badge and Pass that allows the person to take part in the Session. The maximum that should be offered is a 1-day pass.

8.11 Poster Presentations
Sources for Poster Presentations are:

- A distinct Call for Posters with a late deadline that allows late breaking results to be presented
- Refereed papers not accepted for session presentation but which have merit

Posters provide a complement to the presented technical programme. The ideas may be embryonic or the paper needs a demonstration to be effective. Timings need to be agreed when authors are available for discussions with delegates about their Posters.

Delegates should be encouraged to visit the poster area. Having coffee breaks or the Welcome Reception in the Poster Area are two ways that have been successful in the past. Having a ballot for the Best Poster and having a raffle prize on the ballots received encourages delegates to visit the Poster Area and to review them.

It is usual to have over 100 poster submissions with 30-40 coming from the refereed papers submissions. The Poster Area should cater for up to 80 Posters. The LCO should produce a Poster Publication of the order of 2 pages per poster.

Clear guidelines need to be given to poster presenters with examples of both the submission and the final poster. It should not be assumed that presenters know what the format of a poster is.

A possible schedule is:
- Poster Deadline: early February
- Poster Review: a full month
- Poster Notification: early March
- Final Poster Submission: mid March
- Poster Proceedings Publication: mid March to early April
- Poster CD-ROM: mid April
- Poster Set-up: Tuesday
- Poster Reception: Wednesday

8.12 The Awards Committee
Five awards are made each year to:
- Best Refereed Paper
- Best Presented Paper
- Best Poster
- Best Student Paper
- Best Student Poster

The Awards provide a vehicle to recognize excellence at the Conference and to encourage submissions to the next Conference. The first three awards above are often donated a free passport admission to the next. A sponsored travel bursary as well might also be negotiated.

The Awards Co-Chairs should be chosen well before the Programme Meeting in January and should be members of the IPC. At the Programme Meeting, the Co-Chairs will be able to collect any relevant comments concerning the papers selected and have access to the draft papers. After the meeting the Awards Co-Chairs should ensure that copies of all the Referee's reports for the papers selected are available to the Awards Committee.

At the Programme Meeting, the Awards Committee should be agreed. It is the responsibility of the Awards Co-Chairs to send out invitations to the Committee. In selecting members of the committee, care should be taken not to select individuals who will be unable to attend paper presentations because of other commitments.

The recommended procedure is for the Vice Chairs to select their area highlight paper submission and the Best Paper Award is selected from one of those candidate papers.

It is the Awards Co-Chairs' responsibility to come to the Conference with a plan of action for viewing those papers that are candidates for the Best Presented Paper Award. A meeting of the Award Committee should take place late Tuesday or early on the Wednesday morning of the Conference where the Committee should agree upon the plan of action.

The aim should be for all Committee members to hear all the relevant papers on the short list. This may not be possible if there are parallel sessions.
At 12:00 on the Friday of the Conference, the Committee should have a meeting to finalize the recommendations. The Awards Co-Chairs are responsible for organizing the two meetings. (Tuesday evening; Friday noon).

The Awards Committee make recommendations to the Programme Co-Chairs.

The Awards Co-Chairs are required to announce the results at the Closing Session of the Conference giving some indication of the reasons for the choice.

The LCO is responsible for producing the Certificates and having the prize itself available. It is usual, where possible, for the next year's Conference Co-Chair to donate three Passports for the following conference to the first three awards. An alternative is to seek sponsorship from Series Sponsors to sponsor specific prizes.

**Best Referenced Paper**

The Best Referenced Paper Award is presented to the author(s) of the best final paper presented at the Conference from the candidate papers using Technical Merit, Significance of Contribution and Written Presentation of Paper as the criteria. The Awards Committee makes the selection.

**Best Presentation**

1. The Best Presentation Award is given to the presenter of a candidate presentation that the Awards Committee considers to be best delivered.
2. The Awards Committee record their subjective views on the quality of the presentation using the following headings:
   - Presenter enthusiasm
   - Audience participation
   - Interest level of the material
3. The review form also records the following facts:
   - Audience size after 5 minutes
   - Audience size at end of presentation
   - Presenter name (in case a substitution was made)
4. The Awards Committee meets on Thursday to select the Best Presentation.

**Best Poster**

1. The Best Poster award is presented to the first named presenter of the poster receiving the highest number of delegate votes.
2. Posters are identified by number and delegates are allowed to vote for just one.
3. Ballot papers must have the delegates name clearly marked and must be placed in the official ballot boxes by the end of the poster reception.
4. The Awards Co-Chairs sort and count the ballots and identify the highest scoring poster.

To encourage delegates to ballot:

1. Token gifts of a local flavour are awarded to three delegates who balloted in the Best Poster ballot, as an incentive to participation.
2. Prizes are awarded to the first three valid ballot papers drawn by the Awards Co-Chairs at the closing ceremony.
3. The voter must be present at the closing ceremony and respond to the calling of their name to win. If the winner does not identify themselves within a short time, a replacement winner is selected.
4. The final decision rests with the Awards Co-Chairs.

**Best Student Paper**

The Best Student Paper must have the student as the lead author and the student must do the presentation.

**Best Student Poster**

The Best Student Poster must have the student as the first named presenter.

**8.13 Journal Publications**

Journals often offer to republish a subset of the Conference papers in an issue of their Journal. The Programme Co-Chairs should make sure that they are aware of the offers made in previous years and solicit those journals to see if they would be interested in a similar arrangement for the current year.
8.14 Critical Dates

The Critical Dates for the Programme Co-Chairs in the year before the Conference are:

May
- Preliminary Call for Papers distributed at previous Conference. Appoint Vice-Chairs. Timescales for paper submission set up.

July
- IPC defined and agreed with the Conference Co-Chairs.
- Invitations sent to IPC; and asking them to indicate areas of expertise.
- Vice-Chairs solicit papers in their areas.
- Select Awards Co-Chairs
- Set up schedule for meetings including the Programme Meeting.

September
- Final Call for Papers defined including conference theme, names of Vice-Chairs and the IPC. Start accepting paper submissions.

November-December
- Date when Papers need to be received. Assign papers to Vice-Chairs and 3 reviewers. Check out Reviewing System. Make initial stab at number of sessions etc. Check all submissions. Prepare Programme Meeting.

January
- Programme Meeting where Vice-Chairs and Track Chairs meet to select papers and define programme. It is usual to have this meeting at the venue most sensible for the Vice-Chairs.
- Awards Co-Chairs propose Awards Committee members for approval by the Vice-Chairs, take note of comments of the IPC about the accepted papers, and produce a preliminary report for the Awards Committee to work from.
- A list of Papers is passed to the Posters Co-Chairs with whatever recommendations have been passed on by the IPC.

February-March
- Date when publisher needs final copies of papers. Write Introduction to Proceedings.
9. Tutorials and Workshops

9.1 Topics
Major points to consider when choosing topics for tutorials and workshops are:

Local Topics
Some topics should be relevant to local needs as a large number of delegates will be local.

Introductory and Specialist
Have a good mix of introductory and specialist topics.

Topical Subjects
Anticipate what topics and issues are likely to be of interest to the conference community.

Presenters
Aim for good internationally recognised presenters with high technical content.

English Speakers
Presenters must be good English speakers with good visual aids. Delegates that do not have English as their first language can often comprehend written information better than spoken.

9.2 Tutorial and Workshop Selection
The Tutorials and Workshops Co-Chairs may solicit topics and presenters directly and there will be a Call in the summer of the year before the Conference. The aim is to wrap up the selection of both prior to the January Programme Meeting.

Each Tutorial and Workshop Organizer should sign a Contract with the Conference. This makes it clear what the obligations of both parties are and avoids misunderstanding at a later date. Using the Contract from the previous Conference as a basis is likely to ensure some continuity.

Publicity material for Workshops and Tutorials should be available early to use on the Web site to attract potential delegates.

9.3 Tutorials
The main points for each tutorial are:

- Tutorials can be given by one or several presenters. One person should act as the organizer.
- Presenters agree to give either a half or a full day Tutorial
- Handouts for delegates must be provided at least a month before the Conference for printing
- One presenter per tutorial receives a Passport to the Conference
- Presenters usually receive a fee based on number of attendees
- The contract should allow cancellation or renegotiation of the remuneration if the number of attendees is less than a minimum number specified by a certain date
- Delegates should sign up for a specific tutorial and lecturer's fees are based on this sign-up number
- Delegates only receive tutorial notes for the tutorials they sign up for
- Each tutorial will need at least a data projector
- Tutorial speakers should be asked to specify their A/V requirements
- Timing for a tutorial will be something like:
  
  07:00 - 08.30  Registration  
  08.30 - 09.00  Overview  
  09.00 - 10.30  Session 1  
  10.30 - 11.00  Coffee  
  11.00 - 12.30  Session 2  
  12.30 - 14:00  Lunch  
  14:00 - 15:30  Session 3  
  15:30 - 16.00  Coffee  
  16.00 - 17:30  Session 4  

- Half-day tutorials will either occupy slots 1 and 2 or 3 and 4.
- Keep tutorial presenters informed of the numbers signed up for their tutorial in the run up to the Conference
- Evaluation forms should be given out to attendees and the results fed back to IW3C2 and next year's LCO
- If tutorial rooms are of different size, the Co-Chairs will need to make a decision on which tutorial goes where
- Tutorial speakers should be aware of the arrangements for coffee and lunch and what to do if they have problems with equipment
9.4 Workshops

The main points for each workshop are:

- The Workshop provides a forum for highly interactive discussion on focused topics.
- Workshops should address current Web-related issues that can benefit from small-group information exchange and discussion.
- Attendance at workshops is limited.
- All workshops are full-day.
- One person acts as the Workshop Facilitator.
- The Facilitator issues a Call for Participation
- The Facilitator defines the agenda and format for the Workshop
- The Facilitator provides a written summary of the workshop within two weeks of the workshop, taking place. This will be put up on the Conference web site
- One Facilitator per Workshop receives a Passport to the Conference
- Two additional facilitators may receive a free entry to the Workshop
- Each Workshop will need at least a data projector
- Workshop Facilitators should be asked to specify their A/V requirements
- Timing for a Workshop will be similar to the Tutorials
- Give Workshop facilitators information about the numbers signed up for their Workshop at regular intervals in the run up to the Conference
- Evaluation forms should be given out to attendees and their results fed back to IW3C2 and the next Conference's LCO
- If Workshop rooms are of different size, the Co-Chairs will need to make a decision on which Workshop goes where
- Make sure Workshop facilitators are aware of the arrangements for coffee and lunch and where assistance is to be found if they have problems with equipment

9.5 Industry Focused Training

If the local community have the need, it is worth considering the organization of more intensive local industry-related training days. For example, it would be possible to organize a 2-day (Monday and Tuesday) training session aimed at a web related topic that is an issue for the local industry at that time. Careful organization may mean that this can be achieved using the existing tutorial speakers and other people who are known to be attending. This could draw from the training budgets of local companies thus increasing the revenue for the Conference. It also brings local industry more closely to the current key activities on the Web and may result indirectly in more participants in the Conference itself.

9.6 Critical Dates

The critical dates for the year before the Conference are:

**June-August**

- Analyse the evaluations and comments from the previous conference; define main parameters to the Tutorials and Workshops programme - number, cost being aimed for, subject areas, possible speakers. Put out the call for Tutorials and Workshops proposals; Solicit other desired Tutorials and Workshops; Deadline for submissions should be in October.

**November**

- Send e-mail notification to those submitters whose proposals have been accepted; They should be given two weeks to indicate continued interest; Do not send out e-mail notification to the rejected proposal submitters UNTIL the end of that two week period.

**December**

- Have informal agreement with tutorial presenters and workshop facilitators regarding the topic and scope of their sessions. Contracts ready to be signed. Half-page description of each tutorial and workshop ready for advertising.

**January - February**

- Presentation of Tutorials and Workshops Programme to Programme Meeting.

**February**

- Article for Conference Web advertising Tutorials and Workshops. Tutorials and Workshops section of Preliminary Programme agreed with Speakers.

**February-March**

- Ask tutorial presenters and workshop facilitators for details of their sessions. Workshop facilitators should issue a Call For Participation.
- Remind Tutorial Presenters that Tutorial Notes needed by specified date. Confirm A/V aids.

**March - May**

- Write to Tutorial Presenters and Workshop Facilitators giving final details and current registration figures.

**April-May**

- Make a visit to each room to check that all is progressing smoothly and to take responsibility generally for resolving any last minute problems with the tutorials and workshops.
10. Specialists Day

10.1 Introduction
The Saturday of the Conference Week is set aside for specialist events. A major attraction of Specialists Day is a multi-track Developers Day. Other events vary from year to year and are aimed at attracting local participation as well as Conference delegates.

10.2 Developers Day
Developers Day (sometimes referred to as D-Day) initially was aimed at the real technical experts who were crafting the Web. It had a period when software vendors made major product announcements (Java, IE etc). Now, it is a set of tracks on specific topics with a mixture of all the previous ingredients plus a certain amount of practice and experience presentations. The Developers-Day Co-Chairs main responsibility is defining the 4 to 6 tracks, supporting 100 to 200 delegates at each track. There is no requirement for delegates to be given material for D-Day other than the Timetable for each track. There is no constraint imposed on individual delegates to remain with a single track. The aim is to provide a Forum for late-breaking news and, in consequence, the organizational timescales are less predictable.

The list of agreed tracks, an overview of what will be covered, and already signed-up speakers is all that is needed early on. Delegates expect to get late breaking news and will sign-up without having a complete knowledge of the programme. Delegates may sign up late, even at the Conference. This can cause logistic problems and the LCO can place a limit on D-Day Registrations based on a first come first served basis.

Some pointers to a successful D-Day:
- You need a solid and respected group of track chairs. They draw on their network of contacts to establish the core set of speakers.
- Topics must be timely and the presentations current. Presenters may finalize their presentation just before the Conference.
- Tracks are usually 4 sessions split by Morning Coffee, Lunch and an afternoon break. Sessions can be used for presentations or panel discussions. Presenters should allocate 25% of their time for Questions and Answers.
- Track Chairs map out their sessions. D-Day Co-Chairs may request some rearrangement to allow cross-track migration for sessions likely to be big draws.
- Provide lunch and ensure that delegates get an opportunity to discuss. A special feature such as lunch with Tim Berners-Lee goes down well.
- The day is casual, no suits and ties, and track chairs should encourage rapport with the audience.

10.3 Specialists Day Alternative Tracks
Developers Day only attracts developers. Delegates to the Conference come from a much broader spectrum. Alternative tracks should be aimed at the local community and the other delegates to encourage continued participation on the Saturday.

The LCO is best placed to gauge what is required. Some possible communities or topics to aim at are:
- Educators
- Small to Medium Size Enterprises in the region
- Regional Economic, Social, Legal or Governmental issues
- Technology and Society Issues
- Accessibility
11. Exhibition and Corporate Track

There is a strong link between the Corporate Track and the Exhibition. Corporate Product Presentations in the Corporate track should be strongly linked to demonstrations on the Exhibition Stand.

It may be attractive to open the Exhibition to the general public on some days charging an admission fee. This requires thought when choosing the exhibition location, for example to limit access and avoid exhibition visitors moving into the conference sessions. This was done very successfully at WWW5 in Paris. It should not alter the focus on the products displayed but add value to exhibitors and sponsors. It may generate revenue.

The circumstances conducive to having a public exhibition are high interest due to news etc, potential for large local attendance at the exhibition, venue structure conducive to maintaining separation of exhibition and conference attendees, strong local marketing to promote the exhibition attendance, strong presence by local companies in the exhibition so that they can assist in promotion and sufficient international exhibitors to attract local interest.

A scenario would be a, say, the first two days only open to delegates and the third to the public as well.

11.1 Exhibition

The focus is Web products and services that support web standards and demonstrate interoperability between products from different vendors.

Companies exhibit at the Conference to influence and educate conference delegates demonstrating support for standards, quality of implementations etc. They may present new products. An exhibitor’s pack needs to be made available giving information about the delegates profile and size, what benefits the exhibitor can expect, and any linkage to the Corporate track.

This is a partial list of previous exhibitors.

<table>
<thead>
<tr>
<th>Akamai</th>
<th>HTML Writers Guild</th>
<th>Elsevier</th>
<th>Chrystal Software</th>
<th>John Wiley</th>
</tr>
</thead>
<tbody>
<tr>
<td>Microsoft</td>
<td>Sun</td>
<td>IBM</td>
<td>HP</td>
<td>Adobe</td>
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<td>OCLC</td>
<td>Bellcore</td>
<td>eXcelon</td>
<td>Philips</td>
<td>Compaq</td>
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<tr>
<td>ILog</td>
<td>Mecklermedia</td>
<td>Silicon Graphics</td>
<td>O'Reilly</td>
<td>Alta Vista</td>
</tr>
<tr>
<td>Apple</td>
<td>Verity</td>
<td>Wolfram</td>
<td>OSF</td>
<td>Softquad</td>
</tr>
</tbody>
</table>

11.2 Corporate Track

Corporate seminars are a good way to encourage industry to participate in the Conference. They provide a useful forum for companies taking part in the exhibition to give the technical details of their products. Corporate seminars last from 30 to 90 minutes. Presenters should be strongly discouraged from giving and should be encouraged to make technical presentations not sales talks.
12. During and After the Conference

- **12.1 Meetings**
  There is a need for some meeting rooms during the Conference. Some are IW3C2 (whole week), Awards Committee, Press Conference, Speakers’ Room etc.

- **12.2 Prizes**
  Five awards are made for best papers and posters. The winners receive a certificate and a cash prize, which should be included in the conference budget. Prizes with some local significance are often attractive and well received by the winners. It is usual for the Certificate to be designed locally using similar artwork to that for the Conference. If the certificates are to have the names of the winners on them, the LCO needs to ensure a sign writer is available at lunchtime on Thursday as there is not much time between the Awards Committee meeting and the prize giving.

- **12.3 Sponsors Presence**
  Sponsors pay to get their involvement in the Conference recognised. For major sponsors, it is usual to recognise their involvement by having their logo prominent on the Plenary Auditorium stage. Placement should be such that a plenary speaker is not photographed with a single sponsors logo visible. For social events, the LCO should make sure that appropriate recognition is given to the sponsor. It should not be so upfront that delegates feel that the sponsor runs the Conference.

- **12.4 Closing Ceremony**
  Awards and Announcing the Next Conference have already been described. An IW3C2 Member should also be on stage at the close to give IW3C2 the opportunity to solicit bids for future Conference venues.

- **12.5 Thanking Everyone**
  An important post conference task is to send out thank you messages to all relevant people. If possible, a press conference immediately after the Conference giving the relevant statistics (speakers, numbers, prizes, major highlights, next conference, etc) is desirable. This can also provide good PR for the next conference in the Series.

- **12.6 Final Budget**
  An informal statement of the conference accounts should be presented to the IW3C2 on the Sunday immediately following the Conference. The draft accounts should be produced within one month of the close of the Conference. The final accounts usually take some months to produce because of chasing unpaid invoices, but should be presented to IW3C2 within three months of the close of the Conference. The final audited accounts should be produced within one year of the Conference.

- **12.7 Postscript**
  When the Conference is over, the LCO should produce a set of papers describing the successes and failures of the Conference, the things that were right and those that were wrong. This helps organizers of future conferences in the Series.

  The Conference web Site should continue after the Conference. Adding photographs taken during the Conference plus information on Keynotes, Workshops, and D-Day is appreciated by delegates. A link to the next Conference site would also be appreciated by the new LCO!

IW3C2 requires the following reports from the LCO:

- Conference Co-Chairs Report
- LCO Report
- Statistics - delegates total, breakdown of delegates per activity and session. This is valuable for the next Conference.
- Financial Report - see above
- Combined registration lists from previous conferences
- Full Registration List for this Conference
- Full Sponsors and Exhibitors List (with contact people)
- The **Announce** email list
- The mailing list for the Conference
- The bad debt list from this and previous conferences

Each Conference amalgamates the previous lists and passes on the compendium of the old lists plus its new lists. The reason for keeping the two separate is due to the speed at which these go out-of-date.
13. Optional Events

- 13.1 W3C Workshops
- 13.2 Alternative Presentation Formats
- 13.3 STAR Sessions
- 13.4 Professional Training Days

13.1 W3C Workshops
W3C has a number of Workshops restricted to W3C Member organizations and invited experts who meet regularly throughout the year. They meet at least twice a year face-to-face. The Conference Series is an ideal place for such Working Groups to meet. Co-location may help the Working Group in terms of getting workshop members to attend and the Conference benefits from a larger number of experts who can contribute to the programme as a whole and may well be valuable as panel members and D-Day delegates. Frequently all that is required is a single room for 20 to 30 people.

13.2 Alternative Presentation Formats
Some Conferences have Short Presentation paper sessions for late-breaking research results with six papers presented in a 90-minute slot. Others have a Moderator and no presentations. The assumption is that the audience have read the papers prior to the session. The Moderator stimulates discussion on each paper in turn allowing the presenter may be 5 minutes to give the main points. This format is half way between a Panel Session and a Papers session with the presenter getting useful feedback on work in progress.

These have not been tried in the Conference Series but a LOC might want to do a pilot.

13.3 STAR Sessions
A State-of-the-Art (STAR) Session lasts for the full 90 minutes and gives the speaker or speakers the opportunity to give the State-of-the-Art in a specific area. It is similar to a Tutorial but is aimed at the professional who needs to know something about the topic but not sufficient to warrant attending, say, a full day tutorial. Delegates often go to STAR topics not in their main area to improve their background interest. Seeing what tutorials were successful in earlier years could translate into a STAR possibly using the same speaker. Again, these have so far not been tried in the Conference Series although the W3C Track has a flavour of the STAR Session.

13.4 Professional Training Days
Some conferences have used the Monday before the Conference or the Saturday after for Professional Development activities. It takes advantage of the presence of many industrial experts at the Conference and may attract local attendees and their employers to spend part of their training budget at the Conference. Promotion of these training sessions needs to be comparable to the promotion of other corporate training courses with the emphasis on the industry standing of the trainer.
14. Copyright and Privacy

Authors submitting papers to WWW20xx agree to the following copyright situation:

- Copyright of the paper remains with the author
- If accepted, IW3C2 has the right to make the paper available in both electronic and paper format.
- If accepted, IW3C2's publishing agent, currently ACM, has the right to publish the work in whole or in part in any and all forms of media, now or hereafter known.

A privacy statement is needed to tell attendees what will happen to any information that they provide. For example:

- Names, email addresses, postal addresses and other information provided with the conference registration is used for conference purposes only, which may include email or postal mailings. Your email address and other information will not be shared with outside marketing organizations.
- Cookies are not used by this website.
- We log access requests to our server to collect statistics on the number of web page visits as a function of time and the number of accesses by domain name or IP address. Only summaries of this information are used; individual users are not tracked.
- Refereed papers, posters, tutorial and workshop proposals, and other submissions are treated as conference-confidential. They are distributed to reviewers where appropriate in accordance with accepted reviewing procedures common to technical conferences, and are otherwise retained for internal conference use only. Materials selected for presentation are subject to copyright release agreements and are treated in accordance with those agreements. Where required, login information provided as part of the submission process is stored internally for conference use only.
15. IW3C2: the International WWW Conference Committee

IW3C2’s mission is to ensure the continuation and quality of the Conference Series. The committee was organized at the First Web Conference (WWW1) in Geneva, Switzerland in October 1994 and is a registered Swiss non-profit corporation. Committee Members come from commercial and academic institutions and represent themselves not their organizations. Many members have chaired a conference in the Series. IW3C2 has the following functions:

Assessing Applications to Host a Conference
IW3C2 accepts and evaluates proposals from organizations or consortia interested in hosting a WWW20xx Conference. The quality of the proposal, the financial model, and the venue are key criteria in the assessment. IW3C2 is committed to keep the Conference international by holding it at locations around the world.

A preliminary visit by some IW3C2 Members to a proposed location is usual in order to see the venue and meet and discuss the application with the potential LCO and LOC. The IW3C2 Members will make a recommendation back to IW3C2.

Negotiating a Contract
IW3C2 will negotiate a contract and budget for the Conference with the LCO.

Initial Advice
IW3C2 will provide the LCO and LOC with information gained from previous conferences in the Series, starting with this Conference Guide. Any queries arising in connection with the organization should be directed to the IW3C2 Secretariat and the IW3C2 Chair (iw3c2@cern.ch).

IW3C2 Conference Liaison
IW3C2 will designate an IW3C2 Member to be the Conference Liaison for the Conference. The LCO regularly reports progress to IW3C2 via the IW3C2 Conference Liaison. The report includes a financial statement when it becomes appropriate. The IW3C2 Conference Liaison is empowered to make certain decisions on behalf of IW3C2.

Monitoring Progress
IW3C2 will monitor progress by the LCO and LOC to ensure that the Conference is a success. The IW3C2 Conference Liaison may act as one of the Conference Co-Chairs, in order to provide timely help and information. The IW3C2 Conference Liaison should be invited to and informed about all major conference-related meetings, such as the Programme Meeting. Immediately after the Programme Meeting and the Early Bird Closing Date are two dates when a review is worthwhile. IW3C2 may be able to help the LCO in proposing remedial actions, and assisting in carrying them out, if required.

Reconciliation
On behalf of IW3C2, the IW3C2 Treasurer and Chair will assess and accept the final accounts on when the LCO submits them.

Updating Information
IW3C2 ensures that information is captured immediately after the Conference for use by future LCOs. Major items are the Conference Proceedings, mailing lists, conference statistics, evaluating any new features, listing any problems etc. IW3C2 ensures that the published proceedings are available after the Conference and the IW3C2 web site provides access to an electronic version of the proceedings of the Conference Series.

The current responsibilities for individual members of IW3C2 are given below.

<table>
<thead>
<tr>
<th>Chair</th>
<th>Vice-Chairs</th>
<th>Treasurer and Legal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Allan Ellis</td>
<td>Mary Ellen Zurko, Bob Hopgood</td>
<td>Robert Cailliau</td>
</tr>
<tr>
<td>Conference Guide Editor</td>
<td>WW2006</td>
<td>Membership Convenor</td>
</tr>
<tr>
<td>Bob Hopgood</td>
<td>Wendy Hall</td>
<td>Wendy Hall</td>
</tr>
<tr>
<td>Keynote Speaker Coordination</td>
<td>Corporate Sponsorship Liaison</td>
<td>Tutorials and Workshops Liaison</td>
</tr>
<tr>
<td>Bebo White</td>
<td>Janet Daly</td>
<td>Bebo White</td>
</tr>
<tr>
<td>Publicity and Marketing</td>
<td>W3C Liaison</td>
<td>Website, Documentation, Archives, Info Database</td>
</tr>
<tr>
<td>Janet Daly</td>
<td>Janet Daly / Ivan Herman</td>
<td>Bebo White, Joseph Hardin, Daniel Schwabe</td>
</tr>
<tr>
<td>Specialist/Developers’ Day Liaison</td>
<td>Programme Liaison</td>
<td>Web Accessibility</td>
</tr>
<tr>
<td>David Duce, Ivan Herman</td>
<td>Arun Iyengar</td>
<td>Ivan Herman</td>
</tr>
<tr>
<td>Conference Proposals Coordination</td>
<td>Partnerships</td>
<td>Regional Conferences Liaison</td>
</tr>
<tr>
<td>Daniel Schwabe</td>
<td>Arun Iyengar</td>
<td>Bebo White</td>
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<tr>
<td>Publications</td>
<td>Awards</td>
<td>Evaluation Liaison</td>
</tr>
<tr>
<td>Ivan Herman</td>
<td>Arun Iyengar</td>
<td>Joseph Hardin</td>
</tr>
<tr>
<td>WWW2005</td>
<td>Recording Secretary</td>
<td>WWW2004</td>
</tr>
</tbody>
</table>
Some of the functions of the various posts are listed below.

**Conference Liaison**
The primary job is to ensure that monthly reports are send from the Conference LCO to the IW3C2 on time, and contain the information needed by IW3C2. These reports should begin 18 months before the conference. The Conference Liaison can be used by the LCO to bring problems and issues to the formal attention of IW3C2. The Conference Liaison's knowledge of the Series is available to the LCO and LOC.

**Technical Liaison**
Liaise with the TV Co-Chairs and the LCO to ensure that network and A/V facilities are adequate and consistent with the standard of past conferences.

**Publications**
The primary activity is to ensure a sound publication line for the conference proceedings. Currently, a 5 years contract with ACM Press is in effect.

**Accessibility**
To assist the conference organizers in ensuring that the whole conference is accessible to attendees with disabilities. This includes both the physical conference site and the conference's web site. The Accessibility Liaison can give technical help to the web site maintainers in achieving these goals.

**W3C Liaison**
To act as the interface between IW3C2 and the LCO on one side and W3C on the other. The W3C Liaison also monitors the W3C AC meeting's organization.

**Awards Liaison**
Liaises with the Awards Co-Chairs to ensure that the processes and standards of award selection and presentation are maintained. Seek support and sponsorship for established awards and consider new award categories.

**Chair and President**
Acts as the first point of contact for the committee. Convenes and chair the AGM and business meetings. Works with the Treasurer on financial, taxation and incorporation issues including the membership register.

**Vice Chairs**
If the Chair is unable to be present, the senior Vice Chair takes on the role of Chair. The Vice Chairs with the Treasurer form an executive to assist the Chair between meetings.

**Treasurer**
Maintains the accounts and financial records of the committee in accordance with our incorporation requirements. Prepare and submit the required reports and budgets to committee meeting and lodge the necessary taxation and incorporation returns. Maintain membership records, collect annual fees, and maintain the Articles of Association of the committee as required by Swiss Law.
16. The W3C Advisory Committee Meeting

The LCO should liaise with W3C directly as to their requirements. This section just gives a flavour of what is required for potential conference bidders.

The main parts of the W3C Advisory Committee (AC) Meeting are:

- Saturday: Meeting Preparation (creating Member Folders, last minute copying etc)
- Sunday, all day: W3C Team run through presentations in room where AC Meeting will take place.
- Sunday: New Member Orientation Meeting (18.00-20.00). This is a meeting for 50-100 people close to where the AC Representatives will be staying and close to where the Welcome Reception will take place.
- Sunday: Welcome Reception (20.00-22.00). This is a meeting for all the AC Representatives attending the meeting plus W3C Team (200-300).
- Monday: W3C Advisory Committee Meeting 08.30-17.30
- Monday: Dinner 20.00-22.00 (time varies dependent on location)
- Tuesday: W3C Advisory Committee Meeting 08.30-17.30

Both social events should allow AC Representatives to talk to each other and the W3C Team. Buffet receptions or sit-down dinners are options. The LCO W3C Liaison should discuss the options with the nominated person of the W3C Communications Team.

The AC Meeting room needs to have:

- Good accessibility for both AC Members and Speakers
- Internet access for speakers from their lap tops
- Wireless and ethernet access to most of the seats in the room.
- Power to most seats with some backup power adapters etc

Minutes of the meeting are made online using IRC. The slides being presented are online. The connectivity is important for the smooth running of the meeting. It is not an optional extra.

The location of the AC Meeting can be at the premises of the LCO, at the Conference Centre or at the Conference Hotel. W3C will pay for the additional costs associated with the meeting.
Appendix A: Abbreviations

The Table below lists the main abbreviations used in this document.

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>CFP</td>
<td>Call For Papers/Participation</td>
</tr>
<tr>
<td>Core Conference</td>
<td>The three days, usually Wednesday to Friday, that come after the Tutorials and Workshops and before the Specialists Days</td>
</tr>
<tr>
<td>D-Day</td>
<td>Developers Day, the major technical set of tracks on Specialists Day</td>
</tr>
<tr>
<td>Delegate</td>
<td>Person who attends and participates in the Conference</td>
</tr>
<tr>
<td>Franchise Fee</td>
<td>Fee paid to IW3C2 in return for being offered the Conference and in recognition of the assistance provided by IW3C2</td>
</tr>
<tr>
<td>IPC</td>
<td>International Programme Committee</td>
</tr>
<tr>
<td>Invited Speaker</td>
<td>Person who is invited to speak. Alternative tracks may be running at the same time as the person speaks. Invited Speakers are not necessarily Plenary Speakers.</td>
</tr>
<tr>
<td>Keynote Speaker</td>
<td>Visionary Speaker invited to give their view of the future or state of an area. Usually this will take place at a Plenary Session or some other appropriate venue.</td>
</tr>
<tr>
<td>LCO</td>
<td>Local Conference Organizer: signs contract with IW3C2</td>
</tr>
<tr>
<td>LOC</td>
<td>Local Organizing Committee: the organizers of the Conference. Some of the main Conference Officers probably work for the LCO.</td>
</tr>
<tr>
<td>Partner</td>
<td>A group that provides significant support for the Conference in terms of content and organization.</td>
</tr>
<tr>
<td>Plenary Speaker</td>
<td>A speaker where no other tracks are running in parallel</td>
</tr>
<tr>
<td>Programme Meeting</td>
<td>Meeting organized by Programme Co-Chairs usually in January to define the Conference programme</td>
</tr>
<tr>
<td>Social Event</td>
<td>Event on the Thursday evening often away from the Conference site</td>
</tr>
<tr>
<td>Specialists Day</td>
<td>The Saturday of the Conference week will have specialist events including Developers Day</td>
</tr>
<tr>
<td>Surplus</td>
<td>Any surplus from running the Conference after all bills have been paid including the IW3C2 Franchise Fee</td>
</tr>
<tr>
<td>The Conference</td>
<td>Used to indicate the World Wide Web Conference under discussion</td>
</tr>
<tr>
<td>TV Co-Chairs</td>
<td>Technical and Volunteers Co-Chairs</td>
</tr>
<tr>
<td>Web</td>
<td>World Wide Web</td>
</tr>
<tr>
<td>W3C</td>
<td><a href="http://www.w3.org">World Wide Web Consortium: www.w3.org</a></td>
</tr>
<tr>
<td>WWWxx</td>
<td>The part of the Conference Series up to WWW10</td>
</tr>
<tr>
<td>WWW20xx</td>
<td>The part of the Conference Series from WWW2002 in Hawaii. Full title is something like: <a href="http://www.iw3c2.org/">WWW2002, the 11th International WWW Conference</a></td>
</tr>
</tbody>
</table>
Appendix B: Budget Format

B.1 Introduction
Below is the preferred format for the Conference Budget. The official budget format should be the spreadsheet available on the IW3C2 web site. Each Conference is different so it may be difficult to make this breakdown precisely but every attempt should be made to keep to these headings. More detailed tracking should roll up into these headings. The budget becomes the working document for monitoring expenses against income. Budget heading should include:

<table>
<thead>
<tr>
<th>Version</th>
<th>Date</th>
<th>Conference Dates</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expected Paying Delegates</th>
<th>Currency of Budget</th>
<th>Inflation Rate Assumed: % per annum</th>
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</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

B.2 Core Conference Expenditure

B.2.1 Core Conference Fixed Charges

A. Hire of Venue (Room Rental, Decoration, Signage, Wardrobe, Security)
B. Audio-Visual Equipment (Data projectors, PCs, microphones, etc)
C. Organization (Registration Staff, Volunteers, Telephones, Photocopying, Stationery, Mailing Costs, Buses)
D. Internet (Web Server, IPC Refereeing System, Terminal area)
E. Printing (Artwork, Calls for Participation, Posters, Registration)
F. Promotion
G. LCO/LOC Costs (Meetings etc)
H. Subsidized Registration Costs (Invited Speakers, etc)
I. Insurance (Cancellation, Damage, Public Liability)
J. Sundries and Contingency (Bank Costs, etc)

B.2.2 Core Conference Variable Charges

A. Organization (fixed charge per registration)
B. Printing (Final Programme, Badges, Conference Proceedings)
C. Memorabilia (Bags, T-Shirts, Mugs, Lanyard etc)
D. Food and Beverage (Coffee, Lunch, Receptions)

Total per Person
Number of Registrations
Total for All Registrations

B.2.3 Summary Core Conference Expenditure

Fixed Charges
Variable Charges
Core Conference Expenditure

B.3 Tutorial, Workshops and Specialists Day Expenditure

<table>
<thead>
<tr>
<th>Item</th>
<th>Tutorials</th>
<th>Workshops</th>
<th>Specialists Day</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Hire of Venue</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>B. Audio-Visual Equipment (VCRs, PCs, microphones, Overheads etc)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>C. Organization Costs (Subsidized Registrations, Meetings etc)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>D. Variable Costs: Printing</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>E. Variable Costs: Food and Beverage</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Total Costs</td>
<td></td>
<td></td>
<td></td>
</tr>
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</table>
B.4 Total Expenditure

<table>
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<tr>
<th>Item</th>
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<th>Student</th>
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<tr>
<td>Paying Delegates</td>
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<td></td>
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<tr>
<td>Total Delegates</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Passport</td>
<td></td>
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<tr>
<td>Workshop</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Specialists Day</td>
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<tr>
<td>Total Delegate Income</td>
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<tr>
<td>Silver Sponsors</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sponsors</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Sponsorship Income</td>
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<td></td>
</tr>
</tbody>
</table>

B.5 Total Income

The income will depend on the options offered and number of delegates taking each option. The relative costs of different options for delegates are illustrated below. The LCO should come up with a realistic breakdown of delegates and use this to drive the Registration Fees.

A=Attendee S=Student, C=Conference Only, T=Tutorial, W=Workshop, D=Specialist or Developers-Day, P=Passport

For example, assuming 10% student attendees and assuming 50% Early Bird, 40% Normal, 10% on-site and assuming 20% Passport, 30% Conference, 20% Conference+Tutorial, 20% Conference+Workshop, 10% Conference+Specialists Day. Income is then N*0.95*1.12*1.335*B (1.42044NB) where B is the Early Bird Conference Rate and N is the number of paying delegates. Plugging in N, and the Cost of the Conference allows B to be defined based on the profile anticipated for the Conference.

A conservative figure is obviously N*B (all Early Bird attendees that only go to the Conference). The worst-case scenario is 0.5*N*B (as above but they are all students!). Best possible is N*2.38*B (all on-site passport registrations).

Parameters that need to be fixed with possible values are:

- Number of paying delegates (1200)
- Total number of delegates (1220)
- Delegates attending Tutorial/Workshop Day (30%)
- Delegates attend Specialists Day (30%)
- Attendee:student split (90:10)
- Early Bird: Late : Walk-In (50:45:5)

B.6 Summary

The assumption made is that the Exhibition is budgeted on a zero surplus break-even budget with any loss taken by the LCO.
Appendix C: Sample Standard Contract

The International World Wide Web Conference Committee (hereafter referred to as IW3C2) having its registered office at PO Box 12, CERN, CH -121, Geneva 23, Switzerland and XXX (the Local Conference Organizer, hereafter referred to as LCO) are the parties to this Agreement.

Article 1 - Scope of Agreement
1.1 IW3C2 hereby entrusts the LCO with the organization of the IW3C2 International World Wide Web Conference that will take place in YYY at ZZZ from AA to BB May 20YY.
1.2 The IW3C2 Conference Guide (hereafter referred to as the Conference Guide) gives full details of the overall structure and content of the Conference and the duties of both IW3C2 and the LCO. This should be used to guide any decisions taken by the LCO. Significant changes from the approach specified in the Conference Guide must be agreed with IW3C2.

Article 2 - The LCO's duties
2.1 The duties of the LCO are as defined in the Conference Guide.

Article 3 - IW3C2's duties
The duties of IW3C2 are as defined in the Conference Guide.

Article 4 - Budget
4.1 The LCO is responsible for the preparation of the estimated budget of the Conference in the form specified by IW3C2 in the Conference Guide.
4.2 The budget, as defined in the attached Schedule, forms part of this agreement. The currency used for all budgeting and payments is defined in this Schedule.

Article 5 - Financial Arrangements
5.1 Registration fees shall be collected by or on behalf of the LCO. Registration fees shall be agreed with IW3C2 and should be broadly in line with the algorithms given in the Conference Guide.
5.2 The payment of the IW3C2 Franchise Fee of USD$85,000 will be made within one month of the close of the Conference. The IW3C2 Franchise Fee is part of the Conference Budget and is not connected with any surplus that may arise.
5.4 Within 120 days from the end of the Conference, the LCO will provide IW3C2 with an itemized and audited statement of account of the Conference.
5.5 Any surplus will be divided equally between the LCO and IW3C2. Such payments (up to 90% of the anticipated surplus) will be made within one month after the approval of the audited accounts by both parties, and in any event not later than one year after the end of the Conference.

Article 6 - IW3C2 Conference Liaison
6.1 The IW3C2 Conference Liaison is IW3C2's representative for the organization of the Conference.
6.2 The LCO shall report regularly to the IW3C2 Conference Liaison on the progress of the organization of the Conference. The Report shall be in writing and shall include budgetary information. The IW3C2 Conference Liaison shall have access, at any reasonable time, to the conference accounts.

Article 7 - Printing of the Conference Proceedings
The proceedings of the conference will be printed by ACM Press according to a separate agreement of publication. The duties of the LCO and IW3C2 as a consequence of this agreement are given in the Conference Guide. The IW3C2 Publishing Liaison can provide any guidance required.

Article 8 - Appearance of IW3C2's Logo
IW3C2's Logo will appear on all appropriate material related to the Conference and must be as prominent as any other logo.

Article 9 - Conference Series Information
IW3C2 will provide the LCO with its lists of potential delegates and exhibitors in electronic form. Within 90 days after the Conference, the LCO shall provide the list of delegates to IW3C2 in an agreed electronic format. The list of delegates is the property of IW3C2, not the LCO. Other statistical information provided by and required by IW3C2 is defined in the Conference Guide.

Article 10 - Intellectual Property Rights
No Intellectual Property Rights are assigned by IW3C2 to the LCO. All such rights in relation to the Conference Organization and Content shall remain the property of IW3C2 or the authors depending on the agreement made between the author and IW3C2.

Article 11 - Settlement of Disputes
All disputes arising in connection with the present agreement shall be finally settled under the Rules of Conciliation and Arbitration of the International Chamber of Commerce in Switzerland by one or more arbitrators appointed in accordance with the said Rules.

This Agreement is governed by Swiss Law.

<table>
<thead>
<tr>
<th>Signature (IW3C2):</th>
<th>Signature (LCO):</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name: Allan Ellis</td>
<td>Name:</td>
</tr>
<tr>
<td>Position: President, IW3C2</td>
<td>Position: Director,</td>
</tr>
<tr>
<td>Date:</td>
<td>Date:</td>
</tr>
<tr>
<td>Place:</td>
<td>Place:</td>
</tr>
</tbody>
</table>
Appendix D: Previous Conference Statistics

- **D.1 Registration**
- **D.2 Programme**
- **D.3 Tutorials**
- **D.4 Workshops**

All prices are in USD. * indicates the number is an estimate.

<table>
<thead>
<tr>
<th>Date</th>
<th>Place</th>
<th>Delegates</th>
<th>Paying Delegates</th>
<th>Industry</th>
<th>Academia</th>
<th>Student</th>
<th>Volunteers</th>
<th>Papers submitted</th>
<th>Papers accepted</th>
<th>Posters accepted</th>
<th>Technical Tracks</th>
<th>Other Conf Tracks</th>
<th>Tutorials</th>
<th>Workshops</th>
<th>D-Day Sessions</th>
<th>Tutorial attendance</th>
<th>Developers Day attendance</th>
<th>Exhibitors</th>
</tr>
</thead>
<tbody>
<tr>
<td>25-27 May 1994</td>
<td>CERN Geneva</td>
<td>385</td>
<td>385</td>
<td>5</td>
<td>366</td>
<td>30</td>
<td>28</td>
<td>75</td>
<td>49</td>
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<td>1</td>
<td>1</td>
<td>none</td>
<td>11</td>
<td>none</td>
<td>*551</td>
<td>*289</td>
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<tr>
<td>17-19 October 1994</td>
<td>NCSA Chicago</td>
<td>1,336</td>
<td>939</td>
<td>544</td>
<td>465</td>
<td>213</td>
<td>78</td>
<td>189</td>
<td>200</td>
<td>70</td>
<td>1</td>
<td>none</td>
<td>15</td>
<td>10</td>
<td>9</td>
<td>*551</td>
<td>*289</td>
<td>18</td>
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<tr>
<td>10-14 April 1995</td>
<td>FhG Darmstadt</td>
<td>1,531</td>
<td>1,123</td>
<td>1,229</td>
<td>465</td>
<td>79</td>
<td>70</td>
<td>210</td>
<td>38</td>
<td>53</td>
<td>4</td>
<td>2</td>
<td>10</td>
<td>12</td>
<td>3</td>
<td>*791</td>
<td>*558</td>
<td>20</td>
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<tr>
<td>14-17 December 1995</td>
<td>MIT Boston</td>
<td>2,400</td>
<td>1,773</td>
<td>1,608</td>
<td>*526</td>
<td>*141</td>
<td>80</td>
<td>276</td>
<td>58</td>
<td>51</td>
<td>3</td>
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<td>12</td>
<td>14</td>
<td>4</td>
<td>*815</td>
<td>*739</td>
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<td>1,608</td>
<td>1,297</td>
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<td>*101</td>
<td>80</td>
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<td>9</td>
<td>620</td>
<td>674</td>
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<td>7-12 April 1997</td>
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<td>1,028</td>
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<td>820</td>
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<td>14-18 April 1998</td>
<td>SCU et al Brisbane</td>
<td>1,208</td>
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<td>14</td>
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<td>390</td>
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<td>333</td>
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<td>7-11 May 2001</td>
<td>WWW10 Ltd</td>
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<td>7</td>
<td>850</td>
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<tr>
<td></td>
<td>Honolulu</td>
<td>913</td>
<td>836</td>
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<td>13</td>
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<td>850</td>
<td>340</td>
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</table>

D.1 Registration

<table>
<thead>
<tr>
<th>Category</th>
<th>Honolulu</th>
<th>Hong Kong</th>
<th>Amsterdam</th>
</tr>
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<tbody>
<tr>
<td>3-Day Core Conference</td>
<td>815</td>
<td>634</td>
<td>1122</td>
</tr>
<tr>
<td>Tutorials and Workshops</td>
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<td>204</td>
<td>695</td>
</tr>
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<td>Developers Day</td>
<td>395</td>
<td>63</td>
<td>472</td>
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<td>1-Day Conference</td>
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<td>Student</td>
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D.2 Programme

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<th>Hong Kong</th>
<th>Amsterdam</th>
</tr>
</thead>
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<tr>
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</tr>
<tr>
<td>Papers Accepted</td>
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<td>Sessions</td>
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<td>24</td>
<td>19</td>
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<tr>
<td>Acceptance rate (%)</td>
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<td>19.9</td>
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<td>Corporate Track Submissions</td>
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### D.3 Tutorials

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<td>Web Service Composition</td>
<td>67</td>
<td>XML Schemas</td>
</tr>
<tr>
<td>Web Engineering</td>
<td>49</td>
<td>XML Boot Camp</td>
</tr>
<tr>
<td>Service Composition technologies</td>
<td>48</td>
<td>WebDAV: Writable, Collaborative Web</td>
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<tr>
<td>XML and Data Management</td>
<td>47</td>
<td>The Shrinking Web Interface</td>
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<td>Web services Security</td>
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<td>WebDAV Delta V: Adding Versioning</td>
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<td>38</td>
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<td>Security</td>
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<td>Experience Design</td>
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<td>Secure E-Payments</td>
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<td>SVG</td>
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<td>XSLT and XPath</td>
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<td>17</td>
<td>Security</td>
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<td>XML Topic Maps</td>
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<td>Teaching and Learning with the Web</td>
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### D.4 Workshops

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<tr>
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<td>Web Engineering</td>
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<tr>
<td>Real World RDF and Semantic Web</td>
<td>28</td>
<td>Web Research in PRC</td>
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<td>Advanced Security</td>
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<td>Online Learning</td>
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