

**AMERICAN ORNITHOLOGISTS' UNION**  
**GUIDE TO ANNUAL MEETINGS**

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## INTRODUCTION

This notebook serves as a guide to holding the annual meetings of The American Ornithologists' Union. It is based on the experience of many years of past and current practice. The information in this notebook represents the compiled contributions of a succession of Scientific Program Coordinators, who benefitted from the advice of local chairs, officers, and the many other members who have helped put on past meetings. These past coordinators were Marion A. Jenkinson, Scott Wood, and Gary D. Schnell. I thank the many officers, members, and former local committee chairs who have made suggestions on previous drafts of this guidebook. I also thank Mrs. Bonnie Knight, of The University of Mississippi, for seeing this project through two editions and numerous drafts.

## EARLY CONSIDERATIONS

### **Name of Meeting**

Each year, the American Ornithologists' Union holds an annual meeting traditionally referred to as the "Stated Meeting." Each meeting bears a number harkening back to the first meeting. For example, the 1993 meeting was referred to as the One Hundred and Eleventh Stated Meeting of the American Ornithologists' Union.

### **Invitation/Acceptance Process**

The meeting venue is selected by formal vote of the Council of the AOU. Organizations interested in sponsoring a meeting prepare a written proposal to the Council, at least two years and preferably three or four years in advance of the meeting date. As part of the proposal or soon after a proposal is accepted by Council, a formal invitation from the Executive Officer of the sponsoring institution, such as a University President, is to be submitted to the AOU President. This letter and the AOU President's acceptance constitute the formal invitation/acceptance process.

The AOU is officially the guest of the host institution (or institutions). The Local Committee Chair or Co-chairs are usually affiliated with the host institution. The meeting is often co-sponsored by several organizations in addition to the organization serving as official host. These may include the state ornithological society, a local birding club and so forth. Such co-sponsorship can often greatly increase the pool of resources available to the Local Committee.

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### **Timing of the Meeting and the Lead-up**

The meeting traditionally is held in mid-August. In years when the International Ornithological Congress meets, the AOU meets in June. The local committee has some latitude in scheduling the meeting, however tradition plays an important role in whether a member decides to attend a meeting. Earlier dates often interfere with field seasons and later dates interfere with University classes and traditional fall meetings by other societies. In planning nontraditional AOU meeting dates, the schedule of other national societies should be considered in order to avoid conflicts (ABS, ESA, AIBS are frequent conflicts). Proposed meeting dates are to be part of the proposal presented to Council for its consideration.

Establishing the deadlines of events leading up to a meeting is very important, and should be begun two to three years in advance to allow appropriate decision making and consultation. Preregistration and abstract deadlines especially need to be adhered to in order to plan appropriately.

### **MEETING RESPONSIBILITIES**

Several individuals and committees are involved in the Stated Meeting. Below are brief descriptions of the responsibilities of the President, Council, Secretary, Treasurer, Committee on Local Arrangements, the Scientific Program Committee, the Student Awards Committee, and the Scientific Program Coordinator. Their work is elaborated on in subsequent sections.

#### **President**

The duties of the President with respect to the annual meeting are:

- to receive meeting proposals and to present them to Council.
- to receive and with approval of Council accept formally meeting invitations from sponsoring organizations.
- to appoint the Chairs and members of the Scientific Program, Local, and Student Award committees, and with advice of the Secretary appoint the Scientific Program Coordinator.
- to maintain oversight on meeting preparations through the appointed officials.
- to invite formally plenary and banquet speakers.
- to chair all official meetings, to accept the greetings of the sponsors, to officiate at the

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banquet, and to conduct all the usual and customary affairs of the Society.

### **Council**

The duty of the Council with respect to the annual meeting is:

- to receive and formally accept proposals to sponsor meetings.
- to set overall policy for conduct of meetings.

### **Secretary**

The duties of the Secretary with respect to the annual meeting are:

- to recommend to the President appointment of the Scientific Program Coordinator, who is also an Assistant to the Secretary.
- to oversee preparations for formal AOU events, including the meetings and the banquet:
- to assure through the Scientific Program Coordinator and other officials that meeting procedures are followed.
- to conduct the usual secretarial business of the meeting.
- to receive reports and produce the meeting *Proceedings*.

### **Treasurer**

The duties of the Treasurer with respect to the annual meeting are:

- to give advice to the Local Committee on appropriate financial procedures.
- to review meeting activities with respect to liability.
- to advance funds to the Local Committee upon approval of the President and to secure reimbursement of these funds.
- to make payment to Allen Press for the costs of printing and mailing the *Circular* and for OSNA address labels.

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- to submit to the Secretary an annual financial report, including the meeting finances.
- to pay for the AOU travel expenses for the president, secretary, and treasurer.

### **Committee on Local Arrangements**

The Chair (or Co-chairs) of the Local Committee is appointed by the President of the AOU. Chairs are nominated by the host institution and must be identified in the meeting proposal. The Chair assembles an appropriate group of individuals to serve on the Local Committee. Representatives of the Local Committee should be in attendance at AOU meetings at least two years in advance of their own in order to familiarize themselves with meeting operations. It is wise to have different Local Committee members assigned the various responsibilities.

The duties of the Local Committee are:

- to submit a written proposal to Council to hold the meeting.
- to finance the meeting and to fulfill all financial responsibilities concerning the meeting.
- to provide information for the *Circular of Information*.
- to produce registration packages, *Program* and *Abstract* books, and all other written materials of the meeting.
- to make arrangements for meeting rooms, registration, housing, local events, field trips, and a variety of other activities including social events.
- to manage all aspects of the actual meeting, including provide necessary registration and Scientific Program staffs.
- to invite a local dignitary to speak at the opening ceremony, if it chooses.
- to provide required reports of the meeting, including meeting report, an historic report, and a financial report.
- to make announcements of interest to participants at the opening ceremony and periodically through the meeting.
- to select plenary lecturers and banquet speakers, jointly with the Scientific Program Coordinator and with approval of the Scientific Program Committee and the President.



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### **Scientific Program Chair and Committee**

The Chair and other members of the Scientific Program Committee are appointed by the President. The Committee is to include individuals who are located where they can physically work on the program together, but is also to include a member of the Local Committee whose responsibility is to achieve liaison and to assure that logistic considerations are observed in advance.

The duties of the Scientific Program Committee are:

- to provide information for the *Circular of Information*.
- to approve and schedule special sessions (symposia, workshops, plenary lectures, etc.).
- to accept or reject applications for places on the scientific program.
- to determine the schedule and arrangement for the scientific sessions.
- to select session chairs.
- to coordinate activities during the meeting to ensure that the scientific program is carried out in a timely and efficient manner.
- to approve invited speakers.
- to submit program material to the Program Coordinator on schedule.
- to arrange and coordinate the conduct of the scientific program (session chairs, projectionists, etc.).
- to provide a report on the Scientific Program, for the Council's consideration at the Stated Meeting during which that Scientific Program is presented.

### **Student Awards Committee**

The duties of the Student Awards Committee are:

- to work in conjunction with the Program Coordinator to ensure that clear and correct instructions are included in the *Circular of Information* for students who wish to be

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considered for student awards.

- to receive applications directly from students.
- to determine which students are eligible for student awards.
- to select winners of travel awards.
- to judge presentations at the meeting and select the students to receive presentation awards.
- to present the awards at the banquet (by the Committee Chair).
- to provide an annual report to Council, including budget for following year.
- to bill Treasurer for expenses up to budgeted limits.

### **AOU Scientific Program Coordinator**

The responsibilities of the Scientific Program Coordinator are:

- to serve as an Assistant to the Secretary.
- to coordinate activities of the Committee on Local Arrangements, the Scientific Program Committee, the Student Awards Committee Secretary, President and other officers of the AOU, with respect to planning for the meeting.
- to assure that the Local Committee meets pre-meeting deadlines and that pre-meeting activities occur appropriately.
- to approve the meeting logo.
- to assure that proper notices for submission of symposia, submission of papers, and attendance at the meeting are placed in the OSNA newsletter.
- to work closely with the Secretary in coordinating meeting times and rooms for Council, Fellows and Business meetings and other activities involving the Council.
- to produce the *Circular of Information* in consultation with all interested parties.

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- to communicate with Allen Press regarding the *Circular*.
- to communicate with the OSNA Director in securing the mailing list for the *Circular*.
- to proof galley and authorize printing and mailing of the *Circular*.
- to receive mailed applications for a place on the scientific program.
- to acknowledge in writing the applications.
- to receive copies of *Circular* returned in the mail and to notify the OSNA director of address problems or changes.
- to forward copies of applications and abstracts to the Chair of the Scientific Program.
- to provide advice on the program and on paper time limits.
- to assure communication occurs between the Local Committee and Program Committee in planning the scientific program.
- to confer with relevant chairs and officers as appropriate regarding the *Program*.
- to receive from the Program Chair a schedule of papers, authors, titles, and session chairs by session, on disk, following the standard format of the scientific program.
- to edit, correct, make last minute program deletions and substitutions, to consult with appropriate officials and other committee chairs, and makes final changes on the program as required.
- to solicit and receive relevant information from other officers for inclusion in the meeting *Program* and to send these to the Local Committee.
- to inform authors and session chairs of their places in the program.
- to review the draft *Program* provided by the Local Committee on disk and hard copy, and to approve final drafts.
- to produce a final camera-ready copy of the scientific program listing and to send this to the Local Committee for inclusion in the *Program*.
- to list late Program changes and forward these to the Local Committee for printing

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and distribution at the meeting.

- to assure that both the meeting Program and Abstract Book contain an appropriately indexed alphabetical list of participants in the scientific program.
- to prepare and provide camera-ready copy to the Local Committee of “Instructions to Presenters” and “Instructions to Session Chairs” to be included in the meeting packets.
- to introduce the program and last minute changes at the opening session.
- to provide timers to the Local Committee for individual scientific sessions and to secure these timers between meetings.
- to assist the Scientific Program Committee in assuring that the sessions are carried forth appropriately.
- to answer queries and direct people to appropriate individuals or committees involved in the meeting.
- to record corrections, deletions, additions, and cancellations in the Scientific Program.
- to provide a final listing of the program to the Secretary on Word-Perfect disk in appropriate format to be included in the *Proceedings* published as a supplement to *The Auk*.
- to provide an annual report of activity to Council, including budget proposal for the following year.
- to bill Treasurer for expense reimbursement to the level budgeted.

## **WRITTEN MATERIALS**

### **The Written Proposal**

The proposal to invite the AOU to meet at an institution should be carefully prepared in writing. Not only the dates and venue, but other aspects of the meeting should be known in advance and included in the proposal. An estimated budget, showing projected registration fees and other costs and income needs to be included. Any deviation from traditional schedules or activities should be specifically highlighted. Such advance information allows appropriate discussion and decision-making by both Council and the Local Committee and reduces later misunderstandings.

### *Circular of Information*

**General information.**--The *Circular of Information* provides members and other potential attendees with information about the Stated Meeting. The *Circular* is sent to all members of the AOU. An example is found in the Appendix of this document. To aid in the communication process, it should be clear, concise, and conform to the traditional format as much as possible. Many will make their decision whether to attend the meeting based on this communication. All attending will depend on the *Circular* up to the time they find the registration desk.

The *Circular* contains the following sections: (1) general invitation to the meeting, with brief description of the host institution(s) and city; (2) schedule of business sessions; (3) description of scientific sessions, including lecture and poster sessions, symposia, workshops, plenary lecture, abstracts, and audio-visual aids; (4) call for papers, including deadlines, reference to application forms, and information on student awards; (5) exhibits and social events, including schedule; (6) field trips and tours; (7) climate and travel; (8) accommodations, meals and communication; (9) listing of members of Committee on Local Arrangements; (10) listing of members of Scientific Program Committee; (11) name of Program Coordinator; (12) basic information on meeting for following year (obtained from Secretary); and (13) reminder concerning nominations for officers (obtained from Secretary); (14) map(s) to assist arriving participants in locating buildings and institutions involved in Stated Meeting; (15) preregistration and housing forms (which may or may not be separate); (16) standard abstract form to be used when applying for place on scientific program; (17) liability statement; (18) names, phone and FAX numbers of persons in charge of meeting arrangements, registration and housing.

The preregistration, housing, and standard abstract forms are designed for inclusion as center pages in the *Circular* to facilitate easy removal. The AOU has been advised that the preregistration form should include a "release" to be signed by registrants indicating that those involved in the meeting will not be held responsible for bodily injury, etc., to a meeting

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participant. It is worthwhile to ask participants to note if they have special needs, such as meals, handicapped facilities, etc. Special circumstances may require modifications to the content of the *Circular* but these should be minimal.

When developing the *Circular*, keep in mind that meeting participants usually use the instructions in the *Circular* to make all their plans and find their way to the meeting location. It is important that they be able to reach the registration desk easily by following instructions in the *Circular*. Also, they often leave a copy at their home institution and/or at home so they can be reached if necessary. So it is important to have contact telephone numbers listed in the *Circular*. Design the *Circular* to make it helpful to AOU members. After attendees arrive at the registration desk, they use the Program for guidance.

**Responsibility for production and development of *Circular*.**-- The Scientific Program Coordinator is responsible for the *Circular*. The Local Committee is responsible for creating the first draft of the *Circular* in communication with the Program Coordinator. The Scientific Program Coordinator has responsibility for approving the format of the *Circular*, keeping in mind the format expected by members and needs and preferences of the Local Committee.

The process begins with the Program Coordinator bringing together information from various sources for the *Circular of Information* and supplies this to the Local Committee. Specifically, responsibility for providing information for the *Circular* is as follows: The Local Committee is responsible for providing to the Program Coordinator the basic information for items 1, 2, 5, 6, 7, 8, 9, 14, 15, and 18 above (and may have relevant information on several other items). The map(s) provided by the Local Committee must be in camera-ready form and should be designed keeping in mind small size and limited production quality of the *Circular*. Note that specific prices for each activity need to be included in the *Circular*. Thus, these need to be determined at an early date by the Local Committee. The information on item 3 and 4 (lecture and poster sessions, symposia, workshops, plenary lectures, etc.) is provided to the Program Coordinator by the Scientific Program Committee in coordination with the Local Committee. Information on student papers in item 4 is provided by the Student Award Committee. The Program Coordinator develops information on the other items listed, including the call for papers, etc., after close coordination with others involved in the organizing of the Stated Meeting. He/She is responsible for coordinating deadlines, etc., for when various application materials are to be received.

The Local Committee produces a draft in appropriate format on Word-Perfect diskette and supplies this to the Scientific Program Coordinator on schedule.

The Scientific Program Coordinator circulates draft copies of the *Circular* to the Chair of the Scientific Program Committee, the Chair of the Student Awards Committee, the President, Secretary, Treasurer, President-elect of the AOU, the OSNA Director, and any others who may

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have an interest. As early as possible, a draft of the *Circular* (with information about field trips, special events, etc.) should be sent to the Treasurer, who is responsible for the AOU's liability policy. Depending on their nature, these events could affect the amount of coverage needed.

After receiving responses, appropriate corrections and additions are made by the Scientific Program Coordinator. The new draft is returned to the Local Committee for their final review. The Scientific Program Coordinator is responsible for final approval of the copy of the *Circular*.

The camera-ready copy is prepared and submitted by the Scientific Program Coordinator to Allen Press. See letter in the Appendix. The correction and final production of camera-ready copy of the *Circular* is the responsibility of the Program Coordinator. Allen Press will send proofs of the *Circular* to the Program Coordinator. Since camera-ready copy is used, it is anticipated that no modifications will be needed.

Address labels for the *Circular* are obtained by contacting the OSNA Director who prepares the work order for the OSNA Business Manager at Allen Press (see Appendix). The Business Manager prepares the address labels and provides them to the unit at Allen Press that will mail the *Circular*. Allow 1 week for this step. It may be prudent to contact the OSNA Director much earlier in the process.

Upon receipt of the camera-ready copy for approval, the Scientific Program Coordinator will also receive a form from Allen Press authorizing its printing and payment by the AOU. The Scientific Program Coordinator authorizes one *Circular* to be printed for each member paid for the current year, but not institutional subscriber of the AOU. 140 additional copies are made and distributed as follows: Scientific Program Coordinator, 25; Local Committee, 50; Secretary, 15; President, 5; Treasurer, 5; Assistant to Secretary at the AOU permanent address, 25; OSNA Executive Director, 15. The *Circular* is then printed and mailed by Allen Press.

The *Circular* is sent by first-class mail in the United States and by air mail to members in other countries. Experience has proved it unrealistic to use a cheaper class of postage or to send the *Circular* with the journal.

The Scientific Program Coordinator has a practical responsibility to pay particular attention to the size of the *Circular* so as to minimize mailing and production costs. The size of the *Circular* has been standardized in recent years such that the edges are trimmed by the printer so that it will weigh less than 1 ounce. If the circular exceeds 1 ounce, the extra cost for the AOU approaches \$1,000. The weight of four sheets of 8 1/2 by 11 inch sheets printed on both sides is less than 1 ounce. If five sheets are needed, the *Circular* must be trimmed. Also, it has been found to be cost effective to have the *Circular* stapled and **not** placed in an envelope. The envelope has additional weight; printing and stuffing of envelopes would probably cost at least \$700.

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**Deadlines.**--The following provide guidelines for appropriate deadlines: (1) sending camera-ready copy of the *Circular* to Allen Press [6 months before start of meeting]; (2) mailing of *Circular* from Allen Press [4.5 months before start of meeting]; (3) receipt by the Program Coordinator of abstract forms from applicants and by the Student Awards Committee of student-award application materials [3 months before start of meeting]; (4) receipt of preregistration and housing forms by Local Committee or their representative (e.g., local conference service) [2 months before start of meeting].

It is helpful if the *Circular* can be provided to Allen Press earlier and mailed earlier than indicated by the dates above. (This seems to be particularly the case for some of our Canadian members, since they experienced significant mail delays in recent years.) However, one should be cautious about moving up the other deadlines, since earlier deadlines may bring more cancellations because of uncertain plans by potential participants.

### *Program*

**General Information.**-- A written *Program* is produced that is provided to all of the registered meeting participants at the meeting. It is the primary way participants will organize their activities at the meeting. All information they need should be in the program. Some of the information will be repeated from the *Circular*. The standard formats of previous meetings should be followed, as these are familiar to attendees. It is possible to be somewhat more flexible with respect to the size and format of the *Program* than it is with the *Circular*, since fewer copies are produced and they are not mailed. However, when designing the *Program*, the Program Coordinator and Local Committee should keep in mind just how the *Program* is used by meeting participants. At most Stated Meetings, the schedule is very tight. The *Program* should be designed so that it is easy for the participants to keep track easily of all events and just when and where they occur. It also is useful if the program is of a size that can be easily carried around by participants. See the Appendix for the Missoula example.

**Responsibility for production and development of the Program.**-- Camera-ready copy of the *Program* is produced by the Committee on Local Arrangements working with the Program Coordinator and through the Scientific Program Coordinator with the Scientific Program Committee. Printing of the *Program* and associated costs are the responsibility of the Local Committee.

The Local Committee provides the text on the following items (1) material on the meeting headquarters, transportation and parking, the institution(s) hosting the meeting, and meals; (2) evening social events; (3) other events; (4) exhibits; (5) field trips and tours; (6) schedule of business sessions (developed in coordination with AOU officers and the Program Coordinator); (7) dates and place of the next meeting; and (8) an author index.



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After the Scientific Program Committee has decided on the scheduling of the scientific program (sessions, dates, times, session chairs, etc.), the Program Coordinator provides the Local Committee with the Scientific Program Listing and an alphabetized Author Index that are included as part of the *Program*. The style of the listing used for individual contributions to the scientific program has been standardized. Concurrent presentations should be shown adjacent to each other on the same page or a facing page.

The cover for the *Program* and the meeting logo is designed and produced by the Local Committee, but must be approved by the Program Coordinator (as a representative of the AOU Secretary). Make sure that complete information on the meeting number, date, and place are included on the cover.

The Local Committee submits a draft of the Program to the Program Coordinator for review and approval. If desirable for any reason, the Scientific Program Coordinator may circulate a draft copy of the *Program* to the Chair of the Scientific Program Committee, Chair of the Student Awards Committee, the President, Secretary, Treasurer, or others. In this way, corrections can be discovered before the *Program* is printed. The Scientific Program Coordinator is responsible for final approval of the copy of the *Program*.

**Deadlines.**-- The deadlines for developing the *Program* is up to the Local Committee, but the Program Coordinator should be given three weeks to effect a complete review and consultation.

### *Abstracts*

**General Information.**-- A book including *Abstracts* of the scientific presentations is produced by the Local Committee and distributed to registered participants at the meeting. The Scientific Program Coordinator supplies an alphabetical index of speakers.

Production of the cover for the *Abstracts* is the responsibility of the Local Committee, but the design needs approval by the Program Coordinator (as the representative of the Secretary).

The abstract book looks best and most professional if abstracts are retyped through word processing by the Local Committee or their convention bureau. An alternative is to use the original typeset in camera ready format. The best approach is to request abstracts be submitted on diskette. Responsibilities for preparing the abstracts for printing are worked out between the Local Committee and Program Coordinator. It is possible to combine the *Program* and *Abstract* book, but its bulk should be considered. The Program Coordinator approves the final *Abstract* book.

**Deadlines.**-- The deadlines for developing the *Abstracts* Book is up to the Local Committee, but

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the Program Coordinator should be given one week to effect a review.

### *Auklet*

*The Auklet* is a (hopefully) humorous booklet (or other communication device) distributed at the Annual Banquet. It is not required but is often appreciated. Its preparation, content, and cost is entirely a Local Committee matter, although individuals outside the Local Committee may volunteer written contributions.

### *Meeting Report*

The Local Committee prepares a report on the meeting for the Secretary. This is to include: the number of attendees, including how many were students, and the number for each state, province, or other country. This should be prepared on Word-Perfect and sent to the Secretary on disk within four months of the meeting to allow time for the Secretary to use some of the information in the *Proceedings*.

### *Proceedings*

*The Proceedings* are published as a supplement to the Auk. Information for the proceedings are supplied to the Secretary by the appropriate officials. Information on the Scientific Program is provided by the Program Coordinator. This is the same information as is in the written Program, having been corrected for changes that occurred during the meeting. It is to be prepared according to the standard format used in previous *Proceedings* and supplied on Word-Perfect or ASCII disk. The Treasurer should send the annual financial report on Word-Perfect to the Secretary as soon as possible after the annual audit is complete. The Local Committees meeting report is also used in the *Proceedings*.

### *Historic Report*

The Local Committee provides a *Historic Report* of the meeting to the Program Coordinator within 6 months after the meeting. The report should include details of the meeting, registration numbers, and major correspondence. The Local Committee also sends as part of the report copies of the *Circular*, *Program*, *Abstracts*, *Auklet*, and group photograph. The Program Coordinator will submit the report to the AOU, Attn. Archives Committee (c/o Division of Birds, MRC116, National Museum of Natural History, Washington, D.C. 20560).

## FINANCIAL MATTERS

### Responsibilities

The Local Committee determines the budget for the Stated Meeting, sets the registration and other fees, collects these fees, and (with few exceptions) makes all disbursements associated with the Stated Meeting. Local Committees find it most helpful to use their institution's conference services to assist them in organizing the meeting, collecting fees, etc. Services of a good university conference service can greatly simplify the task of the Local Committee and is usually cost effective. Housing, registration, preparation of printed documents (Circular, Program, Abstracts) are all best handled by professionals.

Various costs can be substantial and can easily escalate. The Financial Statement in the Appendix should help in planning. The Treasurer and Program Coordinator can also provide advice. Most costs are per capita but not all. The costs of the printed Program, Abstract book, items in the registration package, rooms, AV equipment, break snacks, and receptions are some of the typical expenses.

There are significant postage charges, especially if preregistration acknowledgments are sent. Stationery supplies may be consumed in considerable quantities.

If the Local Committee opens a bank account, it should not do so in the name of the American Ornithologists' Union. The local bank account must not be an interest-bearing one, for various, somewhat complicated reasons. You may need a tax-ID number, however, even though the account does not earn interest. The Treasurer can provide this or discuss alternatives.

Among considerations when choosing a bank for the Local Committee account are: whether there is a service charge to nonprofit organizations; charges for cashing checks drawn on foreign currencies; cost of checks; availability of credit-card service. If the Local Committee handles its own finances, they may write 200 or more checks in connection with the meeting. Credit-card services are extremely advantageous and ease meeting attendance by those on official travel and international restraints. If an auction is held, such service would be particularly helpful.

One person should be assigned the bookkeeping responsibilities and should write most of the checks. However, at least one (and perhaps several) other members of the Local Committee should be authorized to sign checks. This provides needed flexibility during the meeting, especially if on-the-spot refunds are needed. Invoices should be kept of all expenses, and receipts should be written for all money received. When purchasing receipt books, allow approximately 1.5 receipts per registrant. Unless registrants ask for the receipt in advance, these simply can be included in the registration packet prepared in advance for each person.

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People who want to contribute money for your meeting and claim a tax deduction should contribute the money to the AOU. It may be difficult for the donor to demonstrate that a donation to the Local Committee was given to a nonprofit organization. The check should be sent to the Treasurer, with an indication that it is for the Local Committee's operation. The money will then be sent to the Local Committee as a donation from the AOU.

The Local Committee should close its books no later than four months after the meeting and should, at that time, submit a Financial Report to the Treasurer. If there are extenuating circumstances, discuss them with the Treasurer. Additionally, as soon as possible after the meeting, notify the Treasurer about the general financial condition of your operation. Monies remaining after expenses have been met should be sent to the Treasurer; these will be used by the Council to make advances, for future meetings and for other purposes as appropriate.

The AOU pays for the travel and rooms and other meeting expenses of the President, Secretary and Treasurer. These are usually paid by the individual and then reimbursed by the AOU Treasurer.

The Local Committee pays expenses for any speakers it invites. This usually includes travel, housing, registration and the banquet, if other arrangements are made they need to be clearly understood by the invitee.

### **Budget**

The Local Committee is responsible for paying for most expenses associated with the Stated Meeting. Funds to cover meeting expenses come from: (1) registration fees; (2) special-events fees; (3) fee added to banquet cost to cover favors and/or *Auklet* costs; (4) rental of exhibition space (book dealers, product vendors, etc.); (5) sales of t-shirts and other souvenirs; (6) contributions by sponsoring organizations; and (7) gifts, grants, donations, and waivers of charges by institutions, companies, and private individuals. (See financial summary for Ames meeting in Appendix).

A major exception is the printing and mailing of the *Circular of Information*. This is paid for by the AOU.

Registration fees have been set at different levels for: early / late registration; students; and spouses or guests who do not attend the scientific portions of the meeting. Nonmember spouses have been assessed a reduced registration fee. Persons who help with the meeting, but do not otherwise participate, and invitees may have registration fees waived at the discretion of the Chair of the Local Committee. The relative proportions of regular registrants, student registrants, and nonmember spouse registrants depends on the location and timing of the meeting. One may expect that about 30% of the registrants will be students.

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Because planning is easier if people register well before the meeting, the Local Committee may wish to take steps to encourage preregistration. This is most easily accomplished by adding a penalty fee for late registration. The deadline for preregistration typically is set about two months before the meeting.

For most meetings, registration fees will be the chief source of income. It may be helpful to set registration fees based on about 10% fewer attendees than are expected. Registration fees for guests and spouses who are not attending the business and scientific portions of the meeting should be set to cover the costs of the packets they receive and any social events underwritten by regular registration fees.

More people (especially students) will be able to attend the meeting if costs are kept relatively low. Arranging for economical housing and meals should receive high priority. The Table lists the major fees levied for several past meetings.

Local Committees may encounter expenses well in advance of receiving income for the meeting. On request, the Treasurer can provide a cash advance to be paid back at the end of the meeting. The amount of money involved in hosting a meeting is considerable. Thus, it is imperative that careful accounting procedures be followed. Funds should be deposited regularly. Checks and cash on hand should be safeguarded. Typically, local banks will not be open in the evening. Plans should be made for depositing funds in a vault at the local institution or in some other secure location.

Refunds should be made whenever possible. However, there should be a date stated in the *Circular of Information* after which refunds on registration fees should not be guaranteed.

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*Summary of attendance and fees for some past meetings. Typically, figures are per person for a standard meeting.*

	Alaska 1993	Ames 1992	Mont 1991	LA 1990	Pit. 1989	L.R. 1988	SF 1987	MS 1986	AZ 198	KS 1984	Chi. 1982	AB 1981
<b>Attendance</b>												
(Total nos.)	402	369	--	626	561	338	785	317	657	510	742	484
Regular	274	219	--	--	--	230	--	193	418	460	423	433
Students	86	94	--	182	168	76	--	105	194	--	250	--
Spouses	42	14	--	--	--	32	--	39	45	30	59	51
Nonpaying	--	24	--	--	--	0	--	--	--	20	10	32
<b>Early Registration (\$)</b>												
Regular	90	75	60	80	45	40	40	40	30	40	25	25
Student	60	60	40	50	35	30	40	35	20	40	25	15
Spouse	30	25	25	30	20	20	20	10	10	15	10	10
<b>Late Registration (\$)</b>												
Regular	110	90	75	105	60	50	50	50	40	50	30	30
Student	75	75	55	75	50	40	50	40	25	50	30	15
Spouse	35	30	30	40	25	20	20	15	10	15	10	10
Banquet (\$)	35	35	35	25	25	18	25	18	15	15	14	10
<b>Housing (4 nights; \$)</b>												
dorm (1/rm)	50	70	136	274	70	--	200	35	--	68	--	--
dorm (2/rm; / person)		46	--	194	50	--	150	25	--	48	--	--
hotel (1/rm)	--	244	421	549	240	192	--	--	168	--	176	--
hotel (2/rm; / person)	--	130	236	369	146	112	--	--	94	--	120	--

Note: 1987 housing charges included full meal package; 1988 included breakfast only; in 1990, charges for 5 nights plus most meals, in 1992 a student banquet fee was initiated.

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### **MEETING SCHEDULE**

The Local Committee is responsible for proposing the days of the meeting to the AOU Council, but conforming to typical schedules helps participants plan their attendance. Most meetings start on Thursday but some start on Tuesday or Wednesday. A stay over Saturday reduces air fares. The following "Thursday start schedule," can be used as a guide for any starting day.

#### "Thursday Meeting Start"

Tuesday (PM)--First meeting of the Council.

Wednesday--Second Meeting of the Council.

Wednesday--Premeeting Workshops.

Wednesday (afternoon)--First Meeting of the Fellows.

Thursday (AM)--Welcome and opening of sessions.

Thursday-Saturday--Scientific Sessions.

Thursday-Friday--Evening Poster Sessions.

Thursday (7:30 PM)--Business Meeting of Members.

Friday (noon)--Third Meeting of Council. (Not usually needed)

Friday (early afternoon)--Second Meeting of Fellows. (Not usually needed)

Saturday (evening)--Annual banquet.

Sunday--Post Conference Field Trip.

Typically, the following groups regularly meet during the AOU Stated Meeting:

- AOU Committee on Classification and Nomenclature.-- Usually meets from 9:00 AM to 4:00 PM on the Tuesday before the meeting. Approximately 10 persons.
- OSNA Committee.-- Usually meets at lunchtime for 2 hours on the first day of papers in a room close to the dining facility. Approximately 10 persons.
- Society of Canadian Ornithologists.-- Variable.
- Ornithological Council.-- Variable.
- BirdLife International (ICBP).-- Up to 50 persons, usually day before official start.
- Student Awards Committee.-- 10 persons. Variable.

### **REGISTRATION AND PACKETS**

#### **Registration**

For registration, the Local Committee must have a computer system available. Again, it is best to contract with a conference center to do this. Those involved in previous meetings may have developed database and other programs that may be helpful to future meeting hosts. An

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acknowledgment of preregistration must be made promptly and provides an opportunity to include additional items for registrants, such as up-to-date information on recreational and cultural activities available during the meeting week and weekends.

The registration desk should be located conveniently to the main housing or conference area, since people arriving will want to get settled. Some registrants (especially Council members) arrive on Monday, for a "Thursday start". Most registration will take place Wednesday, but a considerable number of people will wait until Thursday morning. The registration functions should be moved to the conference area at the start of the paper sessions. Recommended Registration Desk hours are: Wednesday 8:00 AM-10:00 PM; Thursday - Saturday 8:00 AM-5:00 PM.

The registration "desk" should be set up to handle a large number of people in a short time. Packets for preregistered attendees should be divided alphabetically among two or more stations. A separate station, with facilities for making the name badges, should handle new registrations. There should be receipt books and cash boxes (with adequate money for change). Someone who can sign checks and make financial decisions should be available to make the inevitable refunds. The registration area should have extra copies of Programs, Abstracts, copies of last minute changes in the program, and any materials provided by the Secretary (such as AOU membership brochures). A bulletin board (or, perhaps, two) and a chalk board should be set up near the registration desk for messages. Field trip sign-ups should be obvious.

The Registration desk should also serve as the information center for the meeting. However, if the housing and meeting areas are at some distance from each other, the information desk should be moved to the meeting area late Tuesday morning.

If possible, a list of all registrants should be posted early in the meeting. If registration is computerized, this task is facilitated.

### **Packets**

A registration package should be available for each full registrant. Spouses and guests should receive most registration materials, including the carrying device, but do not need the Abstracts. The registration package normally includes the following:

**Carrying device.--** Not essential. Sometimes it is appreciated - other times its cost is not appreciated. The carrier ranges from printed cardboard folders, to nylon zippered briefcases, to canvas shoulder bags. The carrying device may add a significant cost to the registration fee. A souvenir bag may cost \$3-8. Most participants carry around their program, and if the program is a convenient size and all information is contained in the program, a carrying bag may not be needed.



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**Name tag.**-- This one of the most important essentials to make a meeting successful. Be sure the registrant's name is in large letters, preferably 1 cm or more high. The name should be legible at 5-6 feet. A type font of about 24 point (bold) would be a good starting point. Computers have provided a considerable number of options in this area. The easier it is to identify people, without your reading glasses, the more communication will occur. Inclusion of the home institution or city is a good idea. It's best not to identify status (Professor, student) on tags. Test the name tag holder to be sure the tag will stay in place. Many people prefer a tag that clips on or is on a neck chain to one that uses a pin. The Local Committee should have identifiable name tags. An example of the Missoula tag is in the appendix.

**Program.**-- See previous section.

**Abstracts.**-- See previous section.

**Program changes.**

**Tickets.**-- For social events.

**Meal tickets.**-- If not handled by Housing Services. These might be placed on name tags.

**Receipts.**

**Local bird lists.**

**Local maps.**-- Include a map of locations of meeting activities and a map of the vicinity of the meeting. This may be part of the *Program* book.

**Guides to restaurants.**-- Especially important if a mandatory meal plan is not included.

**Guides to local attractions.**

**Local propaganda.**

Most packets can be made up well ahead of time. Packets for persons registering at the start of the meeting ("walk-ins") can also be made up in advance with only the name tag and tickets to be inserted. Name tags for such "walk-in" registrants should be made with the same care as for those registering early. One system that has worked well is to have a labeled envelope containing badge and tickets separate from a stack of carrying devices stuffed with the generic materials. Finding the envelope for a given registrant is easiest if it is small. These can be combined when the preregistrant arrives.

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### **BUSINESS SESSIONS**

This information is for a "Thursday start" meeting. Adjustments must be made for other start days.

#### **Council Meetings**

The AOU Council meets on Tuesday evening starting at approximately 7:00 PM, again on Wednesday, from approximately 9:00 AM until 4:00 PM, and finally on Friday (if needed) for about one hour over lunch. If this third meeting of the Council is needed, it should be just before the paper sessions resume and near the paper session rooms. The President or Secretary should be consulted for precise meeting times.

About 20 to 25 people may be involved. Ideally, they should meet in a room located near the center of other activities, and the room should be quiet. Tables should be provided with ample space for members to study reports, etc., water pitchers and glasses. The Local Committee should provide coffee, tea, etc. in the middle of morning and afternoon sessions. The Secretary should bring a tape recorder to tape-record sessions. Since the second, all-day meeting of the Council overlaps lunch, Council usually prefers to have dining arrangements made ahead of time. In recent years, the most efficient and convenient arrangement has been for the Local Committee to arrange for lunch to be brought to the meeting room in the form of box lunches, or a simple "buffet" of wrapped lunch items such as assorted sandwiches and cookies, a bowl of fruit, and assorted canned soft drinks. Such an arrangement allows the Council flexibility in scheduling its lunch break. The Secretary, acting in consultation with the President, instructs the appropriate person on the Local Committee on the details of providing lunch, as well as drinks and snacks during the Council meetings. As host of the Council, the Local Committee is responsible for the cost of snacks and lunch for the Council.

#### **Meeting of the Fellows**

The Fellows meet on Wednesday at about 4:00 PM. A room that will accommodate 75-85 people should suffice. This should be near the room that the Council is using on Wednesday, or near the site of the no-host dinner for Council, Fellows and guests (see Social Events). Required in the room are chalkboard, chalk, eraser, table in back of room with an electric outlet for the ballot counting machine.

When a second meeting of the Fellows is needed it should be just after the third meeting of Council, just before the paper sessions resume. It should be near the Council meeting room and near the paper session rooms.

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### **General Sessions**

**Welcome and Opening Session.--** This is held Thursday morning and is the official start of the Scientific Sessions. It should be held in the largest auditorium used for the meeting, able to hold most of the registrants. The format is as follows: (1) introduction of a dignitary (or several) representing the host institution (or organizations) by the Chair of the Local Committee; (2) formal welcome by the dignitary (or several welcomes); (3) response by the AOU President; (4) announcements by the Program Coordinator; (5) announcements by the Local Committee. The Program Coordinator usually gives a very short verbal listing of program changes. A few cancellations can be given quickly by session, time and presentation number. If extensive, changes should be posted rather than announced.

**Business Meeting of Members.--** This meeting is held on Thursday evening starting typically at 7:30 PM. Officers are elected, brief reports are given by the officers, and resolutions are considered. An auditorium large enough to hold 70% of those attending the meeting should be used. A public-address system, chalkboard, chalk, eraser and table with electrical outlet in the back of the room should be available. The Local Committee should plan for this meeting to take from one to two hours.

**Resolutions.--** A place to display resolutions is needed. The secretary and resolutions chair are responsible for promptly displaying prior to the general business meeting.

### **Special Meetings**

Various groups and committees hold meetings in conjunction with the AOU meeting. Traditional meetings were listed previously. The groups or committees are responsible for contacting the Local Committee to arrange for space, and, except for official committees of the AOU, are responsible for other than minimal costs. However, the Local Committee should recognize that some of these groups or committees may wait until the last moment to make arrangements. Consequently, the Local Committee may wish to arrange for at least four rooms, each able to accommodate 20 to 40 people, to be available for the entire meeting, including Wednesday. A few groups will want to meet on Tuesday, as well.

### **Joint Meetings**

AOU meetings may be held jointly with other societies. Such a meeting can add considerable complexity to the schedule and requires that all involved be sensitive to the different needs and traditions of the scientific societies involved. This is especially the case for business meetings. Such joint meetings should be especially considered during years when the International

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Ornithological Congress meets.

A special planning meeting of pertinent officers and the Program Coordinator is to be held 2 years prior to work out detailed procedures for scheduling business sessions, handling expenses, giving student awards. A schedule for the 1994 combined AOU/WOS/COS meeting is in the Appendix.

### SCIENTIFIC SESSIONS

#### Number of Contributions

With the growth in size of the Stated Meeting, the number of scientific presentations has reached a point where there often is relatively little flexibility in scheduling. The Scientific Program Committee and Program Coordinator, in cooperation with the Local Committee, determines the number of concurrent sessions and the maximum length of presentations. Three auditoriums (three concurrent sessions) and 12-minute papers (including discussion) will permit a maximum of about 250 papers to be presented (subtracting time for coffee breaks, lunch, business meetings and a plenary lecture). Poster presentations can add substantially to the total number of slots available. The AOU Council has set policy on the matter as follows: Concurrent oral presentation sessions should be limited to three. The preferred format for oral presentations is 15 minutes each, 12 minutes for presentation and 3 minutes for questions. Symposia presentations will be limited to 30 minutes each. The number of symposia should not exceed the number of days on which papers are presented during the meeting. Symposia may be scheduled concurrently if desirable.

An increase in the number of posters is highly desirable. Most scientific societies now accommodate far more posters than papers. Although the platform talk should never be eliminated, especially for students, posters provide more opportunity for interaction. An increase in the number of invited papers is also desirable. Symposia, workshops, and plenary sessions allow the meeting participants to be involved in important syntheses of their disciplines. The extensive use of posters and workshops at the '94 Missoula meeting was well received.

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This table shows recent levels of participation.

### *Numbers of Papers and Posters*

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Missoula, 94	491
Fairbanks, 93	222
Ames, 92	144
Montreal, 91	318
San Francisco, 90	329
Fayetteville, 89	143

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### **Applying for Places on Scientific Program**

The *Circular* includes details (described earlier) concerning the application procedure for a place on the scientific program. Proposals for symposia are to be submitted to the program Coordinator 9 - 12 months prior to the meeting. The Local Committee is invited to suggest symposia and is invited to offer advice on their selection by the Program Committee. Applications and abstracts for all papers need to be in the hands of the Program Committee 3 months prior to the meeting. Typical forms are in the Appendix. Several steps are involved in the processing of applications and the determination of the schedule for the scientific program.

The Program Coordinator obtains from the Local Committee details on the rooms available for the scientific sessions (their names, capacities, locations relative to one another, special limitations if any, etc.). The exact times individual rooms are available should be determined, as well as the times allocated each day to the scientific program. (The Local Committee needs to keep in mind the prime importance of the scientific sessions). The Program Coordinator should check to make sure that adequate space and time is included in the Local Committee's proposed schedule for the scientific sessions (including a poster session). If symposia are planned, the Chair of the Scientific Program Committee needs to make certain that abstracts of presentations are sent to the Program Coordinator (either by the symposium convener or by individual participants) by the deadline set in the *Circular*.

Abstracts are received by the Program Coordinator. The Program Coordinator acknowledges each receipt in writing. After the deadline is past, the Program Coordinator checks the number

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of applicants to develop a recommendation as to the length of presentations that will be used.

As soon as practical, the Program Coordinator sends a set of abstracts (the original is retained by the Program Coordinator) to the Chair of the Scientific Program. Special requests from applicants concerning timing (e.g., a particular author may not be able to attend each day of the meeting, or the need for two papers to follow in sequence) and audio-visual equipment should be tabulated by the Program Coordinator and forwarded. The Program Coordinator also conveys his/her recommendation on time limits to the Chair of the Scientific Program Committee and, after discussion, they jointly determine the appropriate length of presentations, as well as the scheduling for special symposia (if the latter has not already been set).

The Program Coordinator consults with the Chair of the Student Awards Committee to determine exactly which students are eligible to be considered for presentation awards and communicates this to the Program Committee. The Committee needs to develop the schedule so that presentations of students competing for presentation awards are **not** juxtaposed, since the members of the Student Awards Committee need to attend the presentations of each student. Often some discussion is needed at this stage (involving the Scientific Program Committee, the Program Committee, and the Local Committee) to iron out details of the schedule. In organizing the Scientific Program, the Committee should follow the guidelines established by the AOU Council, noted above.

The Chair and the Scientific Program Committee review applications for a place on the program including the submitted abstracts. They accept papers, arrange items for the scientific program in specific sessions, deciding on session chairs, number papers appropriately, identify student papers. Scheduling the scientific program must be done in constant consultation with the local committee, who is responsible for assuring that local logistic constraints are duly considered.

In practice, applications for a place on the scientific program have not been rejected by Program Committee, except for glaring inappropriateness or failure to follow the procedures or meet the deadlines. The general feeling has been that rejecting papers should probably be rare if it ever occurs; many attendees cannot get financial assistance unless they make a presentation. Furthermore, in practice it is difficult to judge "quality" on the basis of an abstract. However, the AOU Council (1993) has set the following policy regarding paper acceptances: The Scientific Program Committee should exercise its option to reject papers if appropriate and to assign papers to oral or poster presentations in order to enforce guidelines and to meet program constraints. It is reaffirmed that authors are to submit a single paper and that posters presented at the AOU meeting must not have been presented at any other ornithology meeting.

If a session chair is identified who has not indicated a willingness to serve, the Program Committee Chair will contact him/her before assignment.

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### **Preparing the Scientific Program**

The Scientific Program Committee returns to the Program Coordinator the schedule of talks in disk in the usual Program format, indicating the timing of specific presentations, the titles of particular sessions, and the session chairs selected. A careful check should be made to be certain that no applicant has inadvertently been left out. When all checking is done and the program set, presentations (and abstracts) are assigned sequential numbers. The Program Coordinator sends out letters (examples included in Appendix) informing participants of the schedule for their presentation. The letter should give the complete listing for the presentation as it will appear in the *Program* so that the author will have an opportunity to provide the Program Coordinator with corrections if needed. This step has resulted in the elimination of a number of errors from the *Program* that initially appeared in the database. The Program Coordinator also writes to session chairs indicating that the Scientific Program Committee has selected them to chair a particular session.

The Program Coordinator corrects and prepares a final listing of the Scientific Program including an index. A disk of this material is sent to the Local Committee for the *Program*. The Scientific Program Coordinator also sends a hard copy to the Chair of the Scientific Program Committee for final review.

Cancellations or requests for late additions may be received by the Scientific Program Coordinator. These are handled by the Program Coordinator, who may accept and place new applicants in holes created by withdrawals. If a major change is needed, the Program Coordinator will consult with the Chair of the Scientific Program Committee. There is no obligation to accommodate late applicants, but sometimes these actually can be helpful for filling in holes in the program that develop because of cancellations. If cancellations occur, slight rearrangements in the schedule may be desirable so that cancellations appear either at the start or end of a particular session. The Program Coordinator needs to communicate any such changes to the affected participants.

Depending on the arrangements made, the Scientific Program Coordinator sends the original copy of the abstracts to the Local Committee. The Local Committee prepares the camera-ready pages for the *Abstracts* book (including the alphabetical listing of all authors).

The Program Coordinator also sends the instructions for authors and for session chairs to be reproduced by the Local Committee and included in packets of all registrants (or only those involved directly in the scientific program).

After the *Program* has gone to press, the Program Coordinator keeps track of any last-minute cancellations, corrections, etc. Others receiving such information (such as the Local Committee) should forward the changes to the Program Coordinator. He/she prepares a "Program

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Changes" sheet that is forwarded to the Local Committee just before the start of the meeting for reproduction. Typically, a stack of these is available at the place where registrants obtain their packets.

The Local Committee has complete responsibility for physical facilities and equipment needed for the Scientific Program, including assuring that rooms are available, properly equipped, staffed, and that session chairs are in place and instructed. It is usually best to have one member of the Local Committee assigned to this responsibility.

At the start of the meeting (before the scientific sessions), the Program Coordinator and Chair of the Scientific Program Committee double-check meeting rooms to ensure that requisite equipment is present and that, in general, the rooms are adequate. The Local Committee is responsible for equipping the rooms and for making sure that equipment is functioning throughout the meeting. Arrangements should be made with the Local Committee for a prominent place (probably in the Headquarters area) where very-last-minute program changes can be posted.

The Scientific Program Chair and a member of the Local Committee should check out each session as it starts to make sure that Session Chairs appear and to answer any last-minute questions. Also, they may wish to check at the end of each session to obtain any program corrections and information on "no-shows." The Program Coordinator (with the assistance of the Program Committee Chair) is responsible for keeping a master copy of any program changes so that a corrected listing of the scientific program can be produced for the *Proceedings* published as a supplement to *The Auk*.

### Session Logistics

**Auditoria.**-- Three auditoria or large meeting rooms will be needed. Theater-style rooms with fixed seats and sloping floors are much preferred over ballrooms with movable chairs (although the characteristics of rooms available will vary considerably from site to site). Obviously, the largest auditorium should be able to accommodate the largest group expected for any one event; a Plenary Session could attract a crowd larger than the total number of registrants. The auditoriums should be close together (preferably adjacent) so that people can move among the concurrent sessions quickly and easily.

**Audio-visual aids.**-- Each auditorium must have a large projection screen (visible from all chairs), a pointer, a lighted lectern, a microphone, and projection equipment. The podium needs to be equipped with a light to allow presenters to read, but it should not detract from slides projected onto the screen. Auditorium helpers should be trained on all systems including stage lights. A blackboard, chalk, and eraser may also be useful, although the limitation to 12-15 minute talks rarely permits effective use of a blackboard. Special audio-visual equipment may



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be requested and, if provided, should be available for testing by the speaker prior to the session in which it is needed. Most presentations require only a 35-mm slide projector. This should have a remote control so the speaker advances the slides. An experienced projectionist (not the session chair) must attend each projector at all times and should have a second projector, a spare bulb, and a pen-light flashlight and knife (in case slides are jammed). For large screens the pointer should be of the flashlight or laser type (generally, laser pointers are superior). In rooms where a microphone is needed, a "removable" microphone is desirable so that speakers can be heard easily while they turn and point to a slide. The session chair should have some sort of timing device and a method of informing speakers that their time is up. Timers are supplied from the Program Coordinator. A pitcher of water and glasses may be provided near the podium.

**Slide check-in.**-- Each auditorium should have its own area where speakers are to deposit carousals with their slides prior to the lecture. These carousals should be clearly marked with the identification number of the presentation. Slides should be given to the projectionist before the start of the Session. There must be a place where speakers can pick up their slides if they forget at the end of the Session (usually the information/registration desk) and there must be a workable system for keeping track of slides. Speakers should be responsible for putting their own slides into carousals; a small room with a preview setup should be available for this purpose. Speakers should be encouraged to bring their own carousals, which will reduce the probability of last-minute hassles. A generous supply of carousals should also be on hand. Remember that some thick slides may not fit in carousals made to hold 140 slides.

**Personnel.**-- Each auditorium needs sufficient personnel to run projection equipment, deliver slides, operate the address system, and control lights and the address system. Depending on local situations, these might be volunteers or paid personnel. Training and practice sessions are essential and should be held in the auditoriums to be used. It is helpful to have two people assigned to each room (one as a projectionist and one to operate the lights and be a back-up).

**Poster sessions.**-- Posters are to be increasingly encouraged. Posters may be up from one to three days depending on the number of poster sessions. When more than one session is possible, they should be held on separate days. The poster room(s) should be open during Scientific Sessions, so registrants can browse at will, but a special time should be designated for authors to be in attendance to answer questions; often this is an evening session. The Local Committee is urged to combine a reception (with refreshments) with the poster session. Posters are best displayed in one large room, but logistics may demand that several smaller rooms near each other be used. In any case, circulation must be unincumbered. Display boards should be of uniform size (40" to 48" is good), and specified in the *Circular*. The Appendix includes a good set of instructions from the Missoula meeting. Finding a sufficient number of supporting boards may be a challenge. If they have to be constructed or rented, this can be a significant expense. The Program Coordinator and Scientific Program Committee should understand the space

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constraints of the poster room so that over-crowding is avoided.

Persons presenting posters should provide materials for mounting (pins, staples, tape, etc.). The Local Committee should provide a backup supply as well. Installation and removal times should be well publicized and authors encouraged to follow them. Information on poster sessions and their layout is in the Appendix.

**Special workshops.--** On the day before the opening session there are often programs and workshops on specialized topics. These are to be encouraged. The person or group wishing to hold the workshop should contact the Local Committee and Scientific Program Committee at least 10 months prior to the meeting to see if it is feasible, so that arrangements for facilities can be made, and so that the workshop can be listed in the *Circular*. The function of the Local Committee is to facilitate the arrangements (e.g., find suitable space) and determine whether the workshops can be worked into the schedule. Workshops that start on Monday morning will likely result in many attendees arriving on Sunday.

**Plenary and banquet speakers.--** The President issues a formal invitation to plenary lecturers. If an invited lecturer requires an honorarium, travel reimbursement, etc., the Local Committee Chair must have agreed to cover these costs prior to an invitation being issued.

## OTHER EVENTS

### Films

At some Stated Meetings, one or several semipopular films are shown during the evening. At other times, films have been shown on a more or less continuous basis in a room close to the other rooms used during the meeting. Films selected for presentation should not have been shown at a previous AOU meeting, and they should be of high quality. The Local Committee, Scientific Program Committee, and Program Coordinator should determine whether or not films are to be shown and, if so, who will be in charge of them. Films can be solicited in the Call for Papers, but in order to have a successful presentation, it may be necessary to invite appropriate films.

### Special Exhibits

Most meetings have one or more special exhibits. Frequently, there is an art show (some have shown works by local artists; others have featured a specific, prominent artist). These exhibits require significant advanced planning. Insurance will probably have to be purchased to cover the art work both in transit and through the exhibit. This will be easiest to arrange if the show is installed in a museum or gallery where art is frequently exhibited--it might be possible for the

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Local Committee simply to pay for a rider on a pre-existing policy. Potential costs include insurance, shipping, gallery rental, labels, printed guides, and extra guards.

Other special exhibits have included official pictures of previous AOU meetings, pictures of notables within the AOU, a "genealogy" of ornithologists and their students, historic items of various types, or what-not. Occasionally, a quiz (with or without prizes) is included in (or is the subject of) a special exhibit. Local Committees can be quite creative in these matters. Costs for such special exhibitions are usually less than for art shows, but the amount of time necessary to mount them may be considerable. Costs include gallery and case rental, labels, printed guides, etc.

### **Research Collections**

When meetings are held at an institution with a bird collection, some of registrants will want to take advantage of the opportunity to visit or work in the collection. The *Circular* should include instructions about any necessary prior arrangements to gain access to the collections. Access to the collections should be available for as many hours as possible; staff will have to be on hand to assist workers.

### **General Socializing**

Maximum opportunity should be available for socializing. If possible, there should be a place where people can purchase an alcoholic drink in the late afternoon (after the Scientific Sessions and before dinner). There should also be an informal gathering place where people can meet "after hours". If such places are not designated, they will probably be created causing traffic jams. If the Local Committee sets up some areas for this purpose, it may allow more individuals to be involved in the informal interactions that must take place at a Stated Meeting.

### **Alcoholic Beverages**

Many states, municipalities, institutions, and organizations have laws and regulations concerning the sale and consumption of alcoholic beverages. Some of these are very restrictive. The Local Committee should pay close attention to these to avoid legal problems, as well as complaints from registrants if such access is totally denied. Over the past decade there seems to have been a shift in consumption from hard liquor to beer and wine, and total consumption has diminished. Nevertheless, availability of alcoholic beverages is expected by many registrants. Often a "cash bar" is set up, although sometimes the Local Committee can find an individual or organization to provide refreshments for a particular function. One approach is to provide two free tickets paid by registration, with the rest being purchased. Often the easiest way to set up a cash bar is to sell tickets at the door or ahead of time. Be sure to provide enough ticket stations, also be very sure to provide sufficient bar stations to handle the expected crowd without creating a long

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line up.

### **No-host Dinner for Fellows and Council Members**

On Wednesday evening a dinner is held for the Fellows, Council Members, and their guests (usually spouses). The President may invite other distinguished guests, such as plenary speakers, foreign dignitaries, etc. There should be a cocktail hour (cash bar unless a sponsor can be found) before the dinner. All costs for the event should be borne by the participants (and because it should be a line item on the preregistration form, arrangements must be made in advance). Because this dinner is in such close temporal proximity to other important meetings, it should be held in close geographic proximity to one or both.

### **Receptions**

Wednesday reception is held that provides an opportunity for registrants to get acquainted and get into the mood of the meeting.

There is often a reception prior to the Business meeting or in conjunction with Poster Sessions. A reception should also be held prior to the banquet, if the situation is appropriate.

Catering for receptions may be expensive. Plan carefully for the expenses involved in a reception. Conference-center personnel often have considerable experience with receptions and can provide useful estimates of the beverages and snacks that likely will be consumed.

### **Coffee Breaks**

Schedules for both morning and afternoon Scientific Sessions include coffee breaks. Brewed coffee should be provided. Hot tea, iced tea, juice, or soft drinks also may be provided. Many registrants hope for fruit, doughnuts, cookies, or other confections but this is up to the Local Committee. Costs can be significant and should be budgeted. In some institutions, supplies for coffee breaks are included in a conference service fee.

### **Banquet**

The banquet, with a pre-banquet cocktail hour is held on Saturday evening. At least an hour should be allowed for cocktails. Depending on the schedule for the evening, people may want to continue socializing after the banquet; sometimes, a cash bar is continued at this time. The Banquet character is up to the local committee. There is some demand for alternative meals, such a vegetarian, but this is a matter of local consideration. If special meals are to be provided,

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there should be a method of registering for them before or early in the meeting.

At traditional banquets, there should be a head table. The President, President-Elect, Vice President, Secretary, Treasurer, Editor of *The Auk*, Editor of *Ornithological Monographs*, the Chairperson(s) of the Local Committee, and spouses of these people are usually seated at the head table. Those presenting awards should be seated near the head table. The President or his designee (usually the Secretary) specifies the seating arrangement and decides details with the Local Committee. A podium and speaker system should be provided. At banquets where a head table is not appropriate (e.g., where a stand-up or multiple-room banquet is planned), a "head table" should be set up wherever the registrants gather for the post-banquet announcements.

Favors and *The Auklet* may be distributed at the Banquet. Costs for both are usually written into the price of the banquet and/or registration. There is a fine balance between appropriate memorabilia and indulgent expenditures of attendees' money.

At the end of the meal, the President makes various announcements. This includes introduction of the persons at the head table, award of the Brewster Medal and Coues award, student awards by the Committee Chair, and recognition of Local Committee chairpersons. There may be a speaker, as decided by the Local Committee and President. In recent years a banquet speaker has not usually been featured. Post-banquet entertainment (if any) is decision of the Local Committee in consultation with the President. In all cases we need to keep the banquet fun and memorable.

### **Auction**

At the 1984 meeting, an auction was held to raise money for the Student Research Fund. At the time, it was thought this activity might be repeated about every three to five years *at the discretion of the President* and if the Local Committee was agreeable. However, recent Local Committees have not seemed especially enthusiastic and no further auctions have had been held. If one is contemplated, a special committee should be established by the President and Local Committee to solicit items and organize the affair.

### **All-out Ostrich Uproar 5 km Run**

This competitive race has been organized and run annually since 1984. It is not a sanctioned activity of the AOU (and, thus, the AOU bears no responsibility or liability). The organizer should inform the Local Committee of the event. The responsibilities of the Local Committee are minimal, such as assisting in locating a venue and helping to set a time that will not conflict with other events. Income is donated to the Van Tyne Research Fund.

### **Local Birding**

Depending on location and season, some to many registrants may want to do some local birding. Maps or instructions about local birding opportunities should be prepared and, if possible, local guides should be available. If the local guides put a significant number of miles on their cars, the Local Committee may wish to reimburse trip leaders. State or local check-lists are usually included in the registration packet. Local birding is usually done in the early morning before the Scientific Sessions. More extensive local trips are sometimes arranged for Monday and even Sunday, if enough people show interest.

### **Guest Trips and Tours**

Spouses and nonparticipating guests, and a few full registrants enjoy opportunities to tour local sites of interest. Typically, participants are expected to pay the cost of the trip or tour. If possible these tours should be arranged far enough in advance so they can be included on the preregistration form.

### **Post-meeting Field Trips**

Typically, a major field trip (and sometimes more) is offered after the meeting. This is usually a one-day event on Friday, but sometimes an overnight trip is planned. Fees for participants should cover all expenses (transportation, food, lodging if needed, guides, etc.). A description of the trip should be included in the *Circular*; this should include information on clothing, equipment that may be needed. These trips often require a minimal enrollment; payment should be required in advance and refunds should not be guaranteed after a stated date if the refund would cause cancellation of the trip. The Local Committee should try to limit its financial liability for such trips when making arrangements.

Consider using a local firm that specializes in these kinds of tours to set up the post-meeting field trip. In such a case, the Local Committee might provide the scientific guide and the travel firm does the rest.

### **Group Photograph**

Because a group photograph provides a useful historical record, Local Committees are encouraged to arrange for one. Generally, attendees sign up and purchase copies by the end of the meeting. A better price may be negotiated if the Local Committee arranges ahead of time for a large number to be printed and handed out at the banquet or at the end of the meeting. Cost, in this instance is written into some part of the budget. The printing cost if done in volume may be relatively low; the main expense will probably be the photography session. By

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dividing this fee among all registrants, instead of the few who would order the photo after-the-fact, the 1989 Local Committee was able to negotiate a price of \$2 per copy (800 copies, delivered within 30 hours, no envelopes). If a sign-up system is used, it is likely that relatively few copies will be purchased; 45 copies were sold at the 1988 (Fayetteville) meeting to the 338 registrants.

### **TRANSPORTATION AND TRAVEL**

#### **Travel Agent**

A good travel agency can be helpful to a Local Committee. An agency may be able to arrange for low airfares, complimentary airfares, reductions in hotel/motel accommodations, complimentary hotel accommodations, bargains on local transportation, etc. For example, at the 1989 meeting, the travel agency used was able to guarantee lowest prices on airfares for registrants using the agency (through a 1-800- telephone number), arrange for larger discounts on hotel housing than the Local Committee had been able to find, persuade the local airport shuttle service to modify its schedule, and arrange for both complimentary airfares (as a function of the number of registrants using the agency and airline) and complimentary hotel rooms. In addition they agreed to staff the registration desk, set up an information booth at the airport, and provide ticketing services to local functions for the meeting participants (all at no cost to the Local Committee).

#### **Arrivals and Departures**

AOU registrants are responsible for getting themselves to and from the meeting. The Local Committee should provide detailed information on local transportation services to and from the airport and directions for arrival by automobile. In some cases the Local Committee can provide shuttle service to the airport, although this is unlikely to be cost-effective unless no viable shuttle service exists. The Local Committee may be able to make some special arrangements with the local commercial shuttle service (this is another area where a travel agency may be helpful).

#### **Air Travel**

Airfares often are expensive and may be as much as 70% of the total cost to a participant in the meeting. Super-saver and other low fares always have significant restrictions.

The Local Committee should try to make it possible for registrants to take advantage of low airfares. One way is to have the housing plan available for both Saturday nights of the meeting week (since most super-saver fares require a stay over a Saturday night). In the past, several airlines have offered special discounts to conventions. While these are rarely the lowest fares available, they carry fewer restrictions. The airline also may provide a free airfare to a person

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of the Local Committee's choice for every "X" number of "convention specials" purchased. This might provide a ticket for an invited speaker or be used by the Student Awards Committee to give to a worthy student.

### **Parking**

A number of registrants will arrive by car. The *Circular* should describe available parking facilities and any associated fees. This is especially important for meetings held in larger cities. The Local Committee should arrange for reduced parking rates, if possible (another item for your travel agent). Registrants should be made aware of security risks typical of the area.

### **Intra-city Transportation**

Buses are often needed to take registrants to special events, such as a reception or banquet. City buses are often available, but school buses are less expensive. If style, class, and comfort are considerations, use commercial coaches. Costs for the 1989 (Pittsburgh) meeting were \$100-\$150 per bus per reception for school buses and \$200-\$230 per bus per reception for coaches (city buses were even more expensive). For special trips, the Local Committee should provide people to direct the registrants to the buses.

### **Shuttle Buses**

At many meetings, some kind of shuttle service is needed between the dormitories and meeting rooms, at least for some handicapped or older members. These buses should have some kind of window sign, so participants can identify them. Drivers should be asked to keep as closely as possible to a schedule, to avoid delays for passengers awaiting a ride. Costs for these buses should be underwritten by the Local Committee.

## **ACCOMMODATIONS, MEALS, AND CLIMATE**

### **Advanced Booking**

Accommodations should be blocked well in advance by the local committee, as much as two years in some cases. Advanced information to participants should detail how they are to book their reservations, such as through the local committee, through a conference center, or with directly with the hotels. Attendees will come to meeting starting several days before and may stay several days after. Other attendees may only be able to stay for one night. Options for all these possibilities will need to be arranged. The options must be clear in the *Circular*.



### **Hotels and Motels**

Hotels or motels should be available at or near the meeting site. The meeting may be held in a convention center that has such rooms. Some registrants prefer commercial hotels or motels. For some locations, the Local Committee will want to arrange for a block of rooms at one or more hotels/motels at reduced convention rates. If this is done, there may be a minimum number of rooms that must be booked. This is another area where a travel agency may be helpful. Complimentary rooms may be made available to the Local Committee if a sufficient number of rooms are booked by registrants. Some hotels provide an executive suite as part of their conference package. If this is done, it is appropriate to make this available to the President. If virtually all participants will be housed in hotels and motels, the Local Committee may be able to negotiate favorable rates. Information on local hotels/motels should be included in the *Circular*.

### **Residence halls**

Residence halls (dormitories) are usually the least expensive and most convenient housing for the meeting. Most registrants will prefer these accommodations because they are less expensive than most alternatives. Dormitory space is very desirable if students are to be able to come to the meeting. If residence halls are available, the housing service that runs them may be the appropriate entity to handle housing registration. The Local Committee should make sure that housing services (if used) will assign roommates if desired and will consider smoking/nonsmoking requests, etc. The *Circular* should list any peculiar arrangements regarding the housing. Always also provide information for those not wishing to use residence halls.

### **Campgrounds**

Some registrants may wish to use local campgrounds (either public or private) if available. Information on them, including distance from the meeting location, should be included in the *Circular*.

### **Meals**

For on-campus meetings, it should be possible to arrange one or more meal-ticket options covering breakfasts, lunches, and some dinners. It is important that registrants not be required to purchase a block of meal tickets, since many will want to make their own arrangements, or may not wish to eat all meals every day. The Local Committee should make arrangements as flexible as possible for meals in the vicinity of the meeting and describe options fully in the *Circular*. People wishing to go birding in the early morning should have some way of getting breakfast, or at least coffee and doughnuts. Lunches should be available near the Scientific

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Sessions since time is often short. Lists of local restaurants, spanning a range of prices and styles, should be provided in the registration packet.

### **Medical Problems**

Insofar as possible, facilities used for the meeting should allow access for handicapped people. A few dormitory rooms on ground level should be reserved for people with health problems. The Local Committee should provide the dormitory and information-desk personnel with the names of at least one physician and one dentist who will be available during the meeting and who have agreed to handle any medical emergencies that might arise.

### **Emergency Telephone Number**

It is important that an emergency telephone number be listed in the *Circular* so that it can be left with a participants family and office. The number should be for a telephone through which messages can be transmitted quickly to a participant if required.

### **Mailing Address**

Some participants (especially those who may be coming from remote field locations) may need to have materials mailed to them at the meeting. An address should be designated for this purpose that will ensure that the sent materials will reach the participant (and that packages will not be lost in the last-minute rush of the meeting).

### **Smoking**

Smoking is forbidden in meeting rooms and common areas at the AOU meeting.

### **Child Care**

Registrants who bring young children to the meeting should be responsible for their care. The Local Committee may wish to provide child care assistance for hire.

### **Sports**

Some registrants like to swim, play handball racquetball, tennis, etc. Check to find out what facilities are available and what arrangements are needed for their use.

### **Publicity**

Not only for the benefit of the AOU, but for the benefit of the local institution, as much

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publicity as possible should be arranged in local newspapers, with radio and TV stations. This is a difficult task, because these news agencies usually want to obtain their information immediately before (or during) the meeting, a time when the Local Chairperson(s) is least available. A university public relations office or a local Chamber of Commerce office might be able to provide some assistance, but generally it will be the Local Chairperson(s) who is involved in interviews. AOU meetings are frequently attended by people who are regarded by the general public as being particularly noteworthy. Local news media may want to have special interviews with these individuals.

### **Computer, Printer, and Copier Availability**

The Local Committee should make arrangements to provide access for AOU officers, council members, etc., to a computer and printer, and photocopier. Meeting participants will also ask for a photocopier.

### **Liability Release**

In the Appendix below is an example of the release form that should be included in the *Circular* (on the back of the Preregistration Form) and signed by all participants in the meeting (and returned to the Local Committee). Legal advice received by the Treasurer has indicated that this form could be very important to the AOU if litigation resulted as a result of an injury that occurred to a meeting participant. The host institution may want to provide an alternate version of this release. If so, obtain the AOU Treasurer's approval.

## **MEETING FACILITIES**

Ideally, all facilities for the meeting should be in very close proximity. The following are usually needed:

**Headquarters and lounge.**--The information desk and notice boards are located here. This must be central to the meeting activities

**Registration.**--Should be near the main housing area and/or the meeting rooms. If all facilities are close together, Registration should be in the Headquarters area. Otherwise, it may be appropriate to move Registration from the housing area to the Headquarters on Tuesday afternoon.

**Bulletin board.**--A large well placed bulletin board with a sufficient number of tacks is needed throughout the meeting for messages.

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**Auditoria for Scientific Sessions.**--Two to four auditoria (depending on the number of concurrent sessions) will be needed. One should be large enough to hold the entire group of registrants, especially if a plenary session or lecture is held.

**Slide-preview rooms.**--One or more small rooms adjacent to the auditoria might be assigned for this purpose. If the auditoria are close together, a single preview room may suffice.

**Poster presentations.**--A large, well-lighted room close to the center of activities is desirable.

**Workshops.**--Room needs for workshops vary considerably. Some require special facilities.

**General meeting rooms.**--Typically, several meeting rooms are needed for business and committee meetings. At least one (for the Council) should accommodate 30 people around a central table.

**Auditoria for Business Meeting of Members.**--The Business Meeting of Members requires a relatively large room located near to where other activities are scheduled for Monday night.

**Auditorium for Fellows Meeting.**--The room should accommodate approximately 80 people and be located near the Council meeting room or the place of the no-host dinner (or both). A chalkboard and electric outlet is needed.

**Exhibits gallery.**--This depends on the exhibit. Often a secure space is needed.

**Commercial displays.**--A large, well-lighted room near the center of activities is desirable. This room must be secure. It may be combined with the Headquarters area if large enough. Also, it may be desirable to have it located near the room used for posters. To protect valuable equipment and books, consider locking quads where the room is open.

**AOU sales.**--The AOU will want to have a table to display and sell its publications. This should be in a prominent location. The Chair of the AOU Sales Promotion Committee is in charge of this table. He/she may ask the Local Committee to hire some student (paid by the AOU) to be in charge of this table.

**Coffee-break areas.**--There should be sufficient room (at one or more locations) to accommodate almost as many people as are registered, with room to move around. Typically, coffee breaks are no longer than 15-20 minutes; thus, arrangements should be made to serve participants quickly.

**ADA compliance.**--The Americans with Disabilities Act (ADA) is aimed at addressing problems of discrimination against persons with disabilities. It contains various provisions that address

public accommodations and services provided by private organizations. The AOU, when entering into a contract with a hotel or convention center to use facilities, should include a provision whereby the space provider is responsible for ensuring that the facilities comply with any applicable ADA requirements.

## COMMERCIAL SALES AND DISPLAYS

It is most worthwhile to encourage participation by commercial and nonprofit vendors. Participants benefit from their information. A list of potential vendors should be compiled by the local committee and solicitations made. Vendors should be given a permanent space near the coffee break area. A list of potential vendors is in the Appendix.

Rental of table space for commercial sales can be source of income for the Local Committee (see Appendix). Many registrants look forward to the vendor's displays, especially those of the book dealers. The space allocated should be well lighted, large enough to have several hundred registrants comfortably milling around the tables. Find out what city or state tax laws apply to any sales the Local Committee might be involved with.

Often, T-shirts, tote bags, mugs and pins especially designed for the meeting are sold. A local group might want to do this, or the Local Committee might want to handle it. A considerable investment of time and money may be required. An alternative is to find a commercial artist who will pay a commission to the Local Committee. In any case plan carefully and discuss the success of previous meetings before making decisions.

Book dealers and publishers will write to the Local Committee (starting about six months before the meeting) seeking space for displays and sales. Before commitments are made check with the local institution to find out if there are any regulations that pertain to this activity (commercial sales). These commercial users should pay for the privilege of selling or advertising, either at a fixed rate per table or on a commission basis. The Association of University Presses is one organization that usually rents space. Vendors often sell the display books at discount.

Vendors of books and scientific equipment may be solicited to rent space. Those that sell equipment to field ornithologists and manufacturers of museum supplies and equipment are particularly likely to be interested.

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A few nonprofit or professional "organizations" (such as *Birds of North America*, bird observatories, conservation organizations) might want display space. This should be provided at no charge if it is available. Be sure to arrange for space well in advance especially if the meeting is held in a commercial conference center. The unexpected can occur. The Fayetteville Hilton refused to provide free space in the display room, even for nonprofit organizations.

### **WORKERS**

A successful meeting requires a large number of well-organized workers. When a meeting is at a university, graduate students are usually conscripted; frequently, students in disciplines other than ornithology (e.g., mammalogy, vertebrate paleontology) are willing to help. A few undergraduate and talented high school students might also assist. Local Audubon or nature clubs should be involved. Ornithologists and amateurs from nearby schools and from throughout the state are often eager to help. All persons who agree to help out must understand that their tasks may not permit them to attend some of the activities.

The Chairperson(s) of the Local Committee will have to delegate major portions of the work. Persons assigned major responsibilities must be chosen with great care! You often can spend more time overseeing an irresponsible worker than you would have spent doing the entire job yourself.

One person should be in charge of the overall organization of the meeting. This need not be the Committee Chair, although it often is. This person is responsible for making sure that things are done on time, nothing is forgotten or left out, all jobs are assigned, volunteers who want to help are assigned jobs, and all loose ends are tucked in. It is critical that whoever takes this job excels at administration, and is able to pay attention to detail.

One useful technique for keeping track of things is to have a job "matrix" posted with workers on one side, days (or hours) across the top, and the cells filled in with specific tasks. This is a good visual way to check for available workers.

A large amount of physical labor is required for such jobs as moving heavy boxes of registration packets, setting up tables, hanging signs, moving poster boards, bulletin boards, and the like. You should have a number of workers capable of such feats, as well as people with vans or station wagons for moving all sorts of things around.

All workers (whether they are members of the Local Committee or not) should have name tags that prominently identify them as such. A brightly colored ribbon attached to the name tag is frequently used.

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### **Concluding Remarks**

The annual meeting is one of the primary activities of the AOU. Meetings can be great or mediocre, memorable or soon forgotten. Which depends on the initiative, skills, innovation, dedication and perseverance of the many individuals with responsibilities. Cooperation, collaboration and communication are keys to holding a successful memorable meeting. The AOU is grateful to all those undertaking its annual meeting.