Canadian Society for Civil Engineering
2000 Conference London Final Report

Prepared for

Mr. Dave Taylor, MCSCE
CSCE Conference Monitor
CH2M Gore & Storrie Ltd.
1600, 555 - 4 Avenue S.W.
Calgary, AB  T2P 3E7

By

W. Wayne Irwin, FCSCE
Chair, CSCE 2000 London Conference Organizing Committee
Dillon Consulting Ltd.
495 Richmond Street
London Ontario
N6A 5A9
email: wirwin@dillon.ca

F. Michael Bartlett, MCSCE
Secretary, CSCE 2000 London Conference Organizing Committee
Dept. of Civil and Environmental Engineering
University of Western Ontario
London Ontario
N6A 5B9
email: f.m.bartlett@uwo.ca

and

Other members of the London 2000 CSCE Conference Organizing Committee

Draft of 17 August 2000
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1.0 Introduction

The 2000 Annual Conference of the Canadian Society for Civil Engineering was held at the London Convention Centre from June 07 to June 10. We congratulate and thank our fellow organizers who, during the past four years, have endured over 80 committee and subcommittee meetings making plans and preparations. It was rewarding to see our plans come to life, and to witness how the initiatives and contributions of each individual coalesced into a magnificent whole – synergy works.

Some of the highlights and achievements of our conference include:

- Financial success – a surplus of approximately $75,000 on revenues of $260,000
- Excellent attendance – we had 515 paying registrants from 22 countries, narrowly missing the record of 521 set in Edmonton in 1996, and printed almost 700 name badges for registrants, volunteers, and industrial display exhibitors.
- Excellent sponsorship and industrial displays – we did set the record for industrial display exhibitors, 29, and perhaps a record for cash and in-kind sponsorship as well.
- A record number of technical presentations: we scheduled 320 presentations in the Annual General Conference, the 6th Environmental and 2nd Geoenvironmental Specialty Conference, the 3rd Structures Specialty Conference, and the 3rd Transportation Specialty Conference.
- For the first time, proceedings of all four conferences were published on CD-ROM, an initiative led by Said Easa and Hanping Hong.
- Record numbers participated in the undergraduate and graduate student competitions.
- The NSERC Funding Reallocation Workshop, united academics in civil engineering with a preliminary vision of future research initiatives.
- Excellent volunteer support, including volunteer moderators for the 67 technical sessions, and the assistance of student volunteers from Western who operated the AV equipment.
- Keynote speakers that were diverse and enlightening. Tom Davey recognized the role of civil engineers in environmental engineering and waste management from a journalist’s perspective. Roger Nicolet explored the new challenges that civil engineers will face and the new social environment where they will work while responding to natural disasters. And Mississauga Mayor Hazel McCallion told us that she values engineers who tell her what she should hear -- not what they think she wants to hear and was rewarded with a standing ovation.
• Our Social Events Committee engendered a warm spirit of fellowship and conviviality. The Opening Luncheon featured a re-enactment of the Iron Ring Stamp dedication ceremony and a presentation by Louise Comeau, of the Federation of Canadian Municipalities, about the launch of two special environmental engineering funds. The offsite event at Fanshawe Pioneer Village was splendid: good rides, tours, weather, food, and camaraderie. The Awards Banquet drew a very large attendance and, aided by Alan Davenport’s thespians, fittingly marked Peter Wright’s final stint as Master of Ceremonies. And the Companions Program and Post-conference Trip to Stratford were memorable for all who participated.

• With the assistance of Alistair Mackenzie and the CSCE History Committee, the Canada Southern Railway Bridge in St. Thomas was designated a National Historic Site.

This final report summarizes the activities of the various organizing committees and subcommittees. We have asked each member to write a page indicating their job, name, contact information, general job description, and a point form summary of what went well and what didn’t go so well. We think the result is a useful and candid summary of our activities.

A companion CD-ROM has also been prepared, which contains a great quantity of information in electronic format that was produced by our organizing committee. Most of the files require the Office 2000 versions of Microsoft Word, Microsoft Excel, or Microsoft Access. Some are in Wordperfect format. A listing and brief description, where appropriate, of the various files on the CD-ROM is presented in Appendix IV.

The CSCE 2000 Conference in London required an intensive collaboration of civil engineers from local consulting firms, the City of London, and the University of Western Ontario. Our successful and amicable interaction will serve as a lasting network to enhance the vigour of the civil engineering community and the CSCE in London over the long term.

We hope that this report provides a useful aid for future CSCE Conference Organizing Committees, and wish them best of luck in their efforts.
2.0 General Organizing Committee

The following persons comprised the Committee:

Wayne Irwin, Chair
Alan Davenport, Honorary Chair
Lou House, Vice Chair, and Chair of Sponsorship Committee
Vic Morris, Chair/Co-ordinator of Technical Committee
John Lucas, Chair of Local Arrangements and Social Activities Committee
Jim Lefler, Chair of Publicity Committee
Len Macdougall, Chair of Registration Committee
Ed Wszol, Treasurer
Mike Bartlett, Secretary
Bob Curtis, Member-at-Large

All members of the various subcommittees were invited to attend meetings of the general organizing committee and many did so. Typically there would be 8 to 12 people at a meeting.

General Activities:

- More-or-less as outlined in conference manual.
- Reviewed progress of various subcommittees, and allowed co-ordination of activities between subcommittees. Served as a “sounding board” for subcommittee ideas.
- Meeting schedule: Varied, say six times per year until the final two years, monthly until the final 8 weeks, once per fortnight until the conference opened, every morning while the conference was running. Total: 42 meetings.
- Details: see minutes of all meetings in CD ROM, folder “Organizing Committee Meeting Minutes”
- Financial Information: See Appendix II, and files in the “Overall Planning and Schedules” folder on the CD-ROM.

Things that went well:

- Early start in planning eased logjams.
- Group was a collection of dedicated and active individuals who worked together well. There was roughly equal representation from local consulting engineers, engineers working for the City of London, and the Department of Civil and Environmental Engineering at Western. This balance was extremely useful.
- Key members of the committee (Chair, Local Arrangements Committee Chair, Secretary, Treasurer) had previously attended one and in many cases several past CSCE Conference and so knew what they were aiming for and, through informal discussion with past organizers, what had to be done to get there.
- A decision was made with about 18 months before the conference to break the organizing activities down into 5 subcommittees, because the meetings of the overall organizing committee were becoming unwieldy. The subcommittees were:
  - Technical Subcommittee
  - Registration Subcommittee
Local Arrangements and Social Events Subcommittee
Publication and Publicity Subcommittee
History Subcommittee
Sponsorship and Industrial Display Subcommittee

At least two members of the organizing committee were members of each subcommittee, to facilitate communication and to resolve co-ordination between activities of different subcommittees.

- With about 18 months to go, the committee drafted a schedule of the activities it would have to undertake. Bob Curtis developed a precedence diagram using a computer software package, which is included on the CD-ROM. This activity, although time-consuming, did allow the various members of the committee that had never attended a CSCE Conference to appreciate the task ahead.
- Minutes of the committee were distributed promptly after each meeting, giving members as much time as possible to carry out action items.
- The Chair, through an arrangement with his employer, was able to obtain assistance from his secretary for sending faxes, organizing meeting agendas, maintaining the roster of committee members, and many other activities.
- The Chair was also able to arrange through his employer for other assistance (such as development of the registration database program) when we needed it. It is not surprising that the employers of key committee members have been recognized as the highest sponsors at the London, Regina, and Halifax Conferences.

Things did not go so well:

- Communication and co-ordination with the CSCE National Office, and with the Technical Activities Committee, was not always efficient. For example, a TAC motion passed at the November 1999 meeting requesting that we minimize the fee for student attendees was not communicated to us until after the registration form and fees were finalized and printed. The schedule of meetings required by CSCE National and various Technical Divisions continued to be revised, even as the conference was going on.
- A number of retired or semi-retired individuals were invited to participate on the committee, based on a theory that “they’ll have time to do it”. Generally, these individuals were extremely effective committee members: they brought a wealth of experience and useful perspective to aid us in our decisions, they accepted responsibility for major tasks and carried them out effectively, and they allowed us to use their extensive network of contacts to assist with our various activities, such as contacting keynote speakers. However, it is necessary to consider that such individuals are:
  - typically very busy, either with other volunteer activities or due to travelling.
  - typically used to working with secretarial assistance, and can be less effective, or less willing to volunteer to do something, if such assistance is unavailable.
  - not always able to afford the latest computer technology, such as email or the most recent version of word processing software.
• regrettably, not always healthy. One outstanding member of our group passed away, and a second became sufficiently ill that he had to relinquish his duties. We were able to find a replacement for the first individual but had to find resources from within our committee to fill in for the second.

• In recognition of the millennium, there was a suggestion, about 3 years before the conference, that we consider publishing a special volume celebrating civil engineering. Eventually we decided that we were going to be too busy to do it— but in hindsight, it took a long time to reach that obvious conclusion. There is enough to do without taking more on.

• At the end of the process, the organizing committee felt that it had been given too large a task, and had to spend too much time re-inventing the wheel. A letter has been sent to CSCE President Bob Loov conveying this view and suggesting means to relieve the load on the organizing committee: see Appendix III of this report.
Chair

Name: W. Wayne Irwin
Tel: 519-438-1288 Ext. 294
Fax: 519-667-2050
Email: wirwin@dillon.ca

What was done:
- On board since the inception of the organizing committee in July 1996.
- Responsibilities as outlined in conference manual.
- General approach:
  - got lots of good people on board as early as possible
  - delegated and avoided interfering in the details
  - attended a few sub-committee meetings early on, or when there was a hurdle to cross – otherwise let sub-committees do their own thing
  - raised rates because of uncertainty over numbers -- priced registration and events with a comfortable margin – focussed on good value rather than low cost
  - ensured that core committee met monthly over a three year period, and more frequently over the last few months – attended all meetings but one
  - made scheduling (critical path) an item at all meetings
  - involved personally in conference policies (e.g. rates for committee members) and protocols/agendas for opening ceremonies/luncheons

Things that worked well:
- Excellent team who worked well together and supported each other.
- Several team members attended the two previous conferences (Regina and Halifax), saw first hand how things were being done and received invaluable briefings from previous organizers.
- Publicized London 2000 broadly and early – believe this impacted attendance.
- The one page “schedule at a glance” was invaluable to the organizers and well received by the participants.
- CD-ROM proceedings are much easier to handle than hard copy – although hard copies were made available on request, there was virtually no demand.
- Detailed planning by the Local and Social Events Committee and a full cadre of “event captains” resulted in a very smooth events.
- A determined Sponsorship and Industrial Display Committee contributed significantly to the financial success – and provided essential cash flow in the spring before the conference.
- Non-members and retirees were invaluable on the organizing committee – special registration arrangements helped to ease the financial burden on these contributors.

Things that did not work well:
- The Secretary got “drowned” – a very capable, experienced, willing and skilled person becomes invaluable and everyone relies on him. Having more people on the committee with past conference experience and with experience in the “ins and outs of CSCE” might help the Secretaries of future conferences.
• There was too much “reinventing the wheel” in the registration process – a canned data base, centralized mailing service and an experienced support person at headquarters would have helped greatly.

• Coordination of meetings and headquarters-organized events was a headache for all – despite the best intentions and a fair amount of planning and liaison, things kept changing and changing.

• While the industrial displays were very successful, exhibitors felt the hours were too long for the amount of traffic – should consider shutting these down no later than Friday noon.
Honorary Chairman

Name: Alan Davenport
Tel: 519-661-3338
Fax: 519-661-3339
Email: a.g.davenport@uwo.ca

I am not sure exactly what the responsibilities of this position really but I was very appreciative of the honour – certainly a highlight for me. I should have gone to more of the meetings which were superbly well run and minuted. The esprit de corps was terrific and never flagged.

I was invited early to be honorary chairman which was a good thing and allowed me to emerge from a fog of ideas. I was thinking a lot about natural disasters, one of a number of serious threats which engineers have to try to deal with.

In my case I thought it would be interesting to have these ideas and concerns spoken through the lines of the actors. The introductory ramblings to the playlet were not the real thoughts of the honorary Chairman but something he should try to avoid!

Thanks

Yours sincerely,

Alan Davenport, FCSCE

Alan is being modest about his contributions here! He provided us with a number of essential ideas, including the theme and the view-from-space motif that appeared on our program and publications. He made all arrangements with one of the Keynote Speakers, Dr. Roger Nicolet, and acted as Dr. Nicolet’s host while in London. He also wrote the script for the play at the end of the awards ceremony.
Secretary

Name: Mike Bartlett
Tel: 519-661-3659
Fax: 519-661-3779
Email: f.m.bartlett@uwo.ca

What was done:
- On board since the inception of the organizing committee in July 1996.
- Responsibilities as outlined in conference manual. Supervised Joanne Lemon, who served as “Technical Secretary” and handled all abstracts, papers, correspondence with authors, etc.
- Worked with the Technical Subcommittee, the Publications and Publicity Subcommittee, and the Registration Subcommittee in a co-ordinating role.

Things that worked well
- Excellent team with complimentary strengths and abilities.
- Communication using email generally extremely effective. Still a few problems with Word/Wordperfect word processing incompatibilities.

Things that did not work well
- Someone has got to be the nerve centre through which almost all information flows and I guess that was me! On the one hand, it was wonderful to have the whole picture of what was going on and to be able to advise solutions that would be most effective for all. On the other hand, I thought the job wouldn’t require the 4 person months as identified in the conference guide, because we were hiring Joanne to deal with the Technical Correspondence. It turned out to take about 800 hours; I recall weeks with four committee meetings, each 2-4 hours long, scheduled on consecutive days.

Part of the difficulty was my colleagues’ lack of familiarity with the details of organizing and running a conference – I had to help a number, make that most, up the learning curve. I don’t know what the solution is -- the conference guide is an essential document but, although necessary, is not sufficient. To make it sufficient would make it impossibly long, and no one would read it (or would procrastinate until it was too late). The best solution is to have as many organizers as possible attend the conference one or two years before the one they are working on.
3.0 Technical Committee

The following persons comprised the Committee:
Vic Morris, Chair/Co-ordinator
Kerry Rowe, Chair of the Enviro Specialty Conference
Doug McTavish, Chair of the Annual General Conference
Graydon Knights, Chair of the Structures Specialty Conference
Said Easa, Chair of the Transportation Specialty Conference, CD ROM Proceedings
Sandra Millward and Magda Krol, Minute Recorders
Mike Bartlett, Organizing Committee Secretary, Publications Co-ordinator
Hanping Hong, CD-ROM Proceedings

The above make-up of the Committee effectively integrated the work of the technical activities with that of the Organizing Committee.

General Activities:
- More-or-less as outlined in conference manual.
- Drafted preliminary calls for papers for the 3 specialty conferences (see Publications folder on CD ROM). About 200 copies of each were made (single page, black print on letterhead, 2 sides) and distributed at transportation, environmental, and structural conferences in the 12 month period before abstracts were due. Note the rule is that one can’t upstage the conference being held the year before – so we pushed the specialty conferences but not the Annual General Conference.
- Drafted preliminary call for papers/conference announcement (see Publications folder on CD-ROM). We tried to display our theme in the list of sessions for which papers were invited – this had moderate success, made us look fresh.
- Recommend potential keynote speakers for confirmation by general committee. This was consistent with Technical Committee’s link to conference theme. It is never too early to line up keynote speakers.
- Invited potential session chairs to sign on early, before the call for paper stage, to beat the bushes for good speakers/topics for their sessions.
- Received and logged abstracts. Hired a part time secretary, Joanne Lemon of the Geotechnical Research Centre at Western, to do this – she performed admirably and eased the work of the other committee members markedly. Abstracts were logged as they came in – see the “log of abstract” files in Internal Documents & Files folder of Technical Committee folder on CD ROM. We received a total of about 400 abstracts, less than 25% of these before the original deadline. We were still being asked if we would receive abstracts in April, 2 months before the conference.
- Sorted abstracts to conference chairs, who circulated them to session chairs for review and comment.
- Informed authors of acceptance of abstract – sent guidelines for paper submission, registration deposit form.
• Received papers. Perhaps 70% of the accepted abstracts eventually arrived as papers. Again the deadline was largely ignored, and authors were contacted by the session chair or directly by the conference chair to get a move on.
• Reviewed (or had others review) papers. Generally this was a check of format and non-commercial nature of paper. Responsibility for the paper content (including spelling, grammar and technical content) is that of the authors; there is neither time nor resources to make revisions.
• Build a schedule of sessions for each conference. This is an impossible job; someone always complains that they are in the wrong session (and occasionally they are right)! Used presentations by grad/undergrad students and industrial people exhibiting at trade show to fill slots in sessions. This was good – we had a total of 320 presentations in the technical sessions. But it didn’t help the scheduling – all student presentations have to be done before the awards banquet (and our conference conflicted with convocation at two or three universities, so that some students were present for a single day only). Similarly, the industrial people wanted to go home Friday night.
• Based on a preliminary schedule, prepare order of papers for CD ROM proceedings. (See comments by Hanping Hong and Mike Bartlett for further information). Banners for each paper were fixed to the paper by Xeroxing the front page of the paper to a page with the banner on it (see “Final Paper Banner” file in CD-ROM folder in publications folder). Page numbers were added electronically as part of the production of the CD ROM – trying to do this manually was very labour intensive.
• Based on near-final programme, prepare order of abstracts for Book of Abstracts. Page numbers in abstract book had the format X-YY where X represented the conference (A for annual general, E for enviro, S for structural, T for transportation) and YY was the session number that the paper was presented in. Thus all papers presented in a single session have the same page number – and appear in the Book of Abstracts in the order on the programme. Student and industrial display presenters did not necessarily submit papers but were asked (in some cases, hounded) to submit abstracts.
• Co-ordinate Student competitions with CSCE National Officers.
• Co-ordinated student volunteers who ran the AV equipment in each room. These were mostly grad students and undergrad summer research assistants from Western – and they performed admirably. They were compensated for parking costs and were invited to look for empty seats at luncheons 10 minutes after the lunch started.
• Provide information to presenters concerning presentations, and provide recommendations to session chairs on how to manage sessions. Many presenters wanted to use data projectors for Power Point presentations using laptops – this would have been very expensive for us to provide, but we allowed them if the presenter would make their own arrangements.
• Monitor progress of sessions.

Things that went well:
• Early start in planning eased logjams.
• Results impressive: 320 presentations (a record for CSCE), many very high quality.
• Due in part to the early involvement of session moderators, the papers in each session were reasonably complimentary and appropriate.
• Keynote speakers effective, different from each other, and appropriate.
• Presence of Kerry and Mike (academics with lots of experience with conferences and submitting papers to conferences) essential; their counsel allowed the others to excel.
• Said Easa functioned very well as Transportation Conference Chair even though he never attended a Technical Committee meeting. Success here due to excellent email communication between Said and Mike, Said and Sandra/Magda.
• Link between this committee and general organizing committee good, with Mike and at least one of Vic, Doug, or Graydon present at most organizing committee meetings.
• NSERC Workshop was very good for people that went. It could become a regular activity at CSCE conferences – probably the Thursday afternoon.

Things did not go so well:
• An annoying percentage (10% ?) of authors didn’t show up, leaving gaps in the program. Mike emailed authors reminding them to register on two occasions – if the author said they couldn’t come, they were asked if anyone would be coming who could present their paper.
• International delegates were particularly probable to no show. The impact can be limited here by scheduling presentations at the end of the session if one thinks that the presenter may not show up.
• Session moderators were not effectively informed which presentations in their sessions were by students in the Grad or Undergrad competitions. If an author didn’t show up, they would simply bump all the remaining presentations forward in the program, which meant the judges arrived too late to see the students presentations.
• Registration deposits should have been payable by credit card. This means the Treasurer has to have the credit card processing machinery in place in February instead of April.
• CSCE used to have a program, funded by CIDA, that brought delegates from Pakistan, China, and Jamaica to the CSCE conference at no cost to the delegate. This program was cancelled between our conference and the previous one, when CIDA funding ceased. No one bothered to tell the delegates that if they submitted abstracts that were accepted, no funds would be available to transport them/pay the registration fee as they had come to expect in past years. This was a serious screw up that, understandably, caused some misunderstandings.
• People complained about the time it took to learn that their abstract or paper had been accepted. This was due in part to linking session chairs with sessions early in the game – if one paper was missing from a set in a session, it delayed review of the others.
• Registration Deposit form should be revised (1) to indicate that people must register separately on the regular form that will arrive in the mail with the
preregistration package, and (2) to deal with GST. Student paper presenters paid $200 registration deposit but owed $214 with GST, a headache for the Treasurer.

- The process of finalizing the schedule of technical sessions was character-building; don’t see any easy way around this.
- The usual frustrations were always present: as Susan Madzia observed, having been involved with the organization of a previous (medical) conference: “These things would be simple if people only read the directions”.
Chair/Coordinator, Technical Committee

Name: Vic Morris
Tel: 519-641-0179
Fax: 519-641-0347
Email: vicandbetty@sympatico.ca

What was done:
- On board February 98 +/- and attended general meetings (generally 1 per month) and technical committee meetings (also 1 per month)
- Responsibilities were to
  - compose Call for Papers
  - correspondence to Authors
  - Authors Instruction Kits
  - Technical Program Design
  - Session Chair Instruction Kits
  - Printed Materials/Preliminary Program
- I did something on most of these, but several were also taken on by Mike
- Worked with chairs (particularly Doug McTavish) of Specialty Conferences
- Contacted Keynote Speakers
- Judged student papers

Things that worked well
- Good team, people worked well together, particularly Wayne & Mike
- Special arrangements for volunteers paid off at conference
- City’s contribution significant, and also UWO and Dillon

Things that did not work well
- Later general committee meetings could have been streamlined
- should have been able to utilize material more from previous annual conferences to reduce the efforts here.
Chair, 6th Environmental Engineering Conference

Name: Kerry Rowe
Tel: 519-661-2126 to 31/8/00 then (613) 533-6933
Fax: 519-661-3942 to 31/8/00 then (613) 533-6934
Email: r.k.rowe@uwo.ca to 31/8/00 then rowek@post.queensu.ca

What was Done:
1. inviting provisional session chairs before the call for papers (through personal contacts) and encouraging them to invite authors to submit papers for their sessions
2. call for papers
3. forming the technical sessions
4. assigning session chairs based on papers that eventually were submitted
5. correspondence with authors/session chairs
6. assisted with development of the draft CD-ROM
7. participating in development of proceedings
8. monitoring sessions during the conference.

Things That Worked Well
1. invited-speaker sessions worked better that other sessions
2. technical committee met often and generally worked well as a team
3. selecting session chairs early and getting them involved in attracting papers/speakers around themes
4. publication process (proceedings and CD-ROM)
5. display presentations (ie, presentations by trade fair exhibitors) -- excellent idea
6. excellent keynote speakers (invite politicians), entertainment, tours, and food!
7. conference secretary

Things That Did Not Work Well
1. some speakers, not attending even though they paid the deposit and indicated that they would attend
Chair, 3rd Transportation Specialty Conference

Name: Said Easa
Tel: 416-979-5000, ext. 6451
Fax: 416-979-5122
Email: saideasa@acs.ryerson.ca

What was Done:
1. inviting speakers through personal contacts
2. call for papers (this included preparing a preliminary call for papers circulated at the ASCE Transportation Conference about 20 months before our conference, and providing information for the Announcement/Call for Papers circulated at and after the prior CSCE conference)
3. forming the technical sessions
4. assigning session chairs
5. correspondence with authors/session chairs
6. developing draft CD-ROM
7. participating in development of proceedings
8. monitoring sessions during the conference.

Things That Worked Well
1. invited-speaker sessions worked better than other sessions
2. sessions that relate to safety, smart technology, and infrastructure management
3. relationship with the local organizing committee. Frequent meetings, minutes, communication, etc.
4. publication process (proceedings and CD-ROM)
5. display presentations -- excellent idea (initiated in Regina)
6. excellent keynote speakers (invite politicians), entertainment, tours, and food!
7. conference secretary -- a dynamic, energetic secretary is critical to keeping things smooth and in time.
8. young session chairs
9. activities of CSCE national history committee.

Things That Did Not Work Well
1. some international speakers, not attending even though they paid the deposit
2. some international speakers could not pay the deposit. The deposit form should allow for VISA payment
3. a procedure should be put in place to avoid double payment (I paid a deposit for one of my student when the paper is submitted. When she came to register she paid the registration fee and the deposit was not subtracted from the fee -- partly my fault!)
4. some session chairs did not show up (last minute emergency, pregnancy!, etc.). It is critical that the conference chair go to each session before it starts and always have a backup
5. TAC and GAC meetings in parallel -- not a good idea because many people are members of both
6. some authors did not attend because they wanted free registration or said the fee is too high.
Chair, 3rd Structural Specialty Conference

Name: Graydon Knights
Tel: 519-438-1288, Ext 225
Fax: 519-672-8209
Email: gknights@dillon.ca

What was done:
1. Developed list of provisional session topics with considerable input from Mike Bartlett
2. Developed list of session chairs and alternates with Mike Bartlett’s guidance.
3. Enlisted session chairs for each topic
4. Engaged session chairs to review submitted abstracts for presentation in their session
5. Advised Technical Secretary Joanne Lemon regarding notification of abstract acceptance/rejection
6. Engaged session chairs to review submitted papers for their session
7. Advised secretary regarding notification of paper acceptance/rejection
8. Contacted all authors of accepted abstracts who did not submit papers
9. Contacted all paper authors who had not registered by early registration deadline
10. Contacted student presenters who had not registered by 3 days before conference
12. Provided some assistance to Mike Bartlett in setting the final sessions content and schedule
13. Ensured that each chair was briefed on the scheduling restrictions re start/stop time for papers
14. Identified authors to each session chair at start of sessions and monitored schedule adherence

Things that worked well:
1. The log system that was used to track the status of papers from initial abstract submission to its final allocation to a specific session
2. The assistance of Mike Bartlett in identifying good topics, good session chairs and good authors. Without the help of the right academic colleague, the chairing of a speciality conference would be a huge challenge for a non-academic
3. The co-operation of session chairs when we had to change topics to fit the papers received, the session time slots available, and the restrictions on timing for student paper presentations

Things that did not work well:
1. It seems to be a “given” that the published deadline for submission of abstracts is regarded by most people as the starting date for submissions. There does not seem to be much that can be done about this. However, this tardiness led to delays in our advising authors who submitted on, or near, the deadline date. (For efficiency, we waited to collect a batch of accepted abstracts before notifying the authors of abstract acceptance.) This delayed the notification of acceptance/rejection beyond the date when we said we would provide it. This caused the loss of several very good papers.
Action: Review abstracts and advise if accepted or rejected promptly to allow those who meet deadlines to get on with preparing the paper immediately. All good abstracts should be accepted, even if they do not fit a session topic because all good papers deserve presentation - there never are too many and because the session topics will change to suit the papers submitted a suitable slot can always be found.

2. The same situation of not receiving the papers by the deadline date also prevails. This caused major worries that we would not be able to fill sessions.

Action: To expedite paper submission and alleviate concern about getting enough papers to fill sessions, a follow-up Email should go out to the author of each accepted abstract about 2 weeks before the nominal deadline date to confirm if and when the paper will be submitted. This action should be followed up by a 2nd message, in the event of non-response.

3. The splitting of registration fees into 2 payments (part at paper submission and by the balance as late as the conference start date), caused concern (justified in a number of instances) that the paper would not be presented at the conference. This raised uncertainties about the filling sessions, publishing of the paper in the Proceedings etc.

Action: Consider requiring that payment of the final amount of the registration fee be made before the date when the Proceedings publications must be finalized.
4.0 Sponsorship and Industrial Display Committee

The following persons comprised the Committee:
Lou House, Chair
Maureen A. Looby

Both members regularly attended meetings of the general organizing committee, and so were able to co-ordinate their activities with those of the other committees. Almost all members of the general organizing committee assisted the sponsorship committee by making first contacts with companies to solicit interest in sponsorship or an industrial displays.

Contact Information

Lou House  phone: (519) 661-4989  
  fax: (519) 661-5931  
  email: lhouse@city.london.on.ca

Maureen Looby  phone: (519) 661-4936  
  fax: (519) 661-2355  
  email: mlooby@city.london.on.ca

General Activities:
- More-or-less as outlined in conference manual.
- See Sponsorship & Industrial Display folder on CD-ROM for electronic files listing the Industrial Display Exhibitors, Sponsors, and sample request letters to the sponsors and Industrial Display Exhibitors.
- Lou and Maureen followed up with interested companies after initial contact had been made by a member of the organizing committee that had a contact in the company – nice not to have to make cold calls
- co-ordination with Local Activities and Social Events committee important to identify sponsorship opportunities and recognition signage.
- most of the local consultants contributed in $300 sponsorship – not a huge commitment, but was significant when 9 firms put it in.
- extremely successful sponsorship and industrial display initiative brought in essential cash flow during the spring before the conference, easing financial problems considerably.

The following summary of remarks was prepared by Maureen Looby based on verbal comments solicited from the Industrial Display representatives on June 10, 2000.

GENERAL
- arrangements were well organized
- for the most part, coffee breaks were the only time attendees visited the displays - too much standing around time; it would have helped to know the conference schedule details
- felt that booth fee of $900.00 should have included meals
- one company out of 28 commented that the set up arrangements could have been clearer
- liked the variety of company displays
- suggested a “30 second” introduction of a couple of companies at meals and the breaks
- some felt 2½ days was too long, given the program maybe 2 days would have been better

**FACILITIES**
- good space, exhibit area is great
- beautiful facilities and terrific staff
- great set up service and move out as well
- good room with good open exposure

**CONFERENCE**
- ice breaker reception on Wednesday afternoon was great
- too much quiet time during the sessions
- some would consider in future “closing up” their booth during the “off time”
- would have liked to sit in on some of the sessions
- slippage of schedule impacted display booths
- would like to see some mandatory visiting of the booths by attendees - perhaps through a prize for the first complete set of company business cards
- not enough time on the agenda for visiting the display area
- would have liked to sit in at meals to talk with attendees

**REFRESHMENTS**
- good food and refreshments
- coffee breaks were too short for meaningful conversation with attendees
- lunch on Thursday went over schedule - impacting display visit opportunities
- refreshments should be continuously available for the display representatives - especially coffee and snacks
- found that at coffee breaks many attendees visited among themselves and not the displays

Overall, the comments were very positive and spoke to an outstanding job and very impressed with the organization of the event. Several remarked on the great appeal of the City of London.

Maureen A. Looby, M. Eng., P. Eng.
5.0 Registration Committee

Post conference comments from Registration Committee Chair:

Len Macdougall
Tel: (519) 471-9869
Fax: (519) 471-9869 (Telephone first)
e-mail: lenmac@sympatico.ca

Registration Committee Membership

- The following persons comprised the Committee:

  Len Macdougall, Chair
  Mike Bartlett, Organizing Committee Secretary
  Ed Wszol, Organizing Committee Treasurer
  John Lucas, Local arrangements Committee Chair
  Don Purdy, Information Technology Support
  Andy Turnbull, CSCE London Section

  The above make-up of the Committee effectively integrated the work of registration with that of the Organizing Committee.

Registration Form

- The Registration Form was compiled from earlier conferences’ forms. Each of the English and the French versions was printed on both sides of 8 ½ x 11 paper.
- The Registration Form provided the primary input for the data base.
- Electronic versions of the registration forms are included on the CD-ROM, in the Preregistration Package folder in the Publications Folder

Registration Database

- The Registration Database was developed by Don Purdy of Dillon Consulting Ltd in London (dpurdy@dillon.ca) and maintained by Ed Wszol and Tammy Horton at Development Engineering (London) Ltd., (519 – 672 – 8310, deveng@wwdc.com). It is a Microsoft Access application, OrderEntry.mdb, and is included in the Registration folder of the CD-ROM.
- The database program was designed to capture all of the essential information from the registration form. It provided reports including: the number of attendees in each category (member, non-member, student, one-day registrant, etc); the numbers of people expected for each meal; the names of people wanting tickets to the post-conference trip to Stratford; the names of people wanting hard copies of the proceedings, and so on. The database was used to print name badges, and receipts for each delegate.
- We had intended to implement an automatic response feature, so that when a
registration was entered in the database, an electronic mail message would be sent directly to that person confirming details of the registration. Because we were late starting development of the program, we were unable to implement this feature in time for the conference, which caused some inconvenience.

Conference Bags

- Conference bags, with zipper main section, outside slash pocket and shoulder strap, carried two logos: CSCE crest and City of London crest. 500 bags were purchased from:
  Phone/Fax: (902) 893-8655. Web site: [http://fox.nstn.ca/~pmadigan](http://fox.nstn.ca/~pmadigan)
  E-mail: pmadigan@fox.nstn.ca
- Cost: $11.82 per bag, plus taxes and shipping, resulting in $13.99 per bag

Delegate Receipts and Name Badges

- The name badge size of 2 ½ x 3 ½ was chosen first. 600 badge holders with continuous neck strings were obtained from Grote Sales Limited, 10 Grote street, St. Catharines ON L2N 2E7. Badge holders cost $0.63 each, plus shipping and taxes, resulting in unit cost of $0.74 per Badge holder. Light card stock for badges was included, perforated to suit the holders.
- From the data base, receipts and name badges were produced on an 8 ½ x 11 sheet per delegate. The paper stock was heavier than normal, and CSCE crests were printed in green on the receipt portion and the badge(s) portion at the bottom of the sheet. The sheets were perforated in the lower 2 ½ inches, so that the delegate badges could be torn off and folded to fit the holders. The badge information included a code to indicate each delegate’s entitlement to lunches.
- Due to the numbers of student volunteers and industrial exhibitors, we ran out of badge holders. Consider this factor in future production.

Computer Network (LAN)

- Our setup had 4 laptop computers with an additional laptop server. The use of laptops made it realistic for us to have computers taken home each night, for security.
- The 4 computers were dedicated to the “Help Desk” and the “Register Today” table. Operators input new data “on the spot”.
- Two or three people staffed the “Pre-registered” table. They had a list of expected delegates (list similar to a voters list at a poll) on which they could mark off and initial names of delegates who picked up their registration “packages”. The updated list was available for data base update later.

Signs
· The sign “system” to direct delegates through the Convention Centre and to the appropriate registration tables was designed by Len Macdougall and Andy Turnbull.
· Production of the signs was arranged in concert with Bob Curtis and was carried out by Delcan Corporation, London and 3M Canada Inc., London

Post conference comments from Registration Committee member:

Andy Turnbull, P.Eng.
Tel:  (519) 873-4341 (work)
Fax:  (519) 873-4350
e-mail: aturnbull@golden.net

Pre-registered Delegate packages:
- distribute CD’s with bags during conference to reduce number of boxes containing pre-registered packages
- ensure promotional material delivered in time for “stuffing bee” – late delivery of material resulted in additional stuffing during conference
- ensure promotional material is delivered with instructions for distribution – unmarked materials resulted in additional stuffing during conference
- suggest contents of all packages be the same and everybody gets a bag with the same contents (apart from “additional item” envelope) – “who is entitled to what” caused unnecessary “stress” for volunteers and committee members.

Exhibitors:
- obtain list of names and print badges in advance, to avoid delays at registration area, during conference. Printing name badges for exhibitors “tied up” a computer terminal and volunteer operator, for a considerable time. Large numbers of exhibitors also drained supply of name badge holders and pre-printed conference receipt paper.

Conference Registration:
- process for dealing with pre-registered delegates owing money, was slow. Suggest that money matters be cleared up prior to conference, where possible. Print receipts of delegates owing money, in advance, so that there is no delay issuing conference package when delegates have settled outstanding balance
- splitting of pre-registered delegates registration (A-L and M-Z) not necessary. Two volunteers at the desk, with complete, up to date “voter’s” lists and assisted by two “backup volunteers” to get packages/bags, was adequate
- post an up to date list of “checked in” delegates on a regular basis. This will assist session chairs trying to locate presenters
- post the luncheons/offsite event/ banquet menus
- provide help desk with cell phone numbers of key organising members

Receipt/Name badge:
- print date on receipt.
Registration Staffing/Volunteers

- See: Registration Volunteers.xls in the Registration and History folder on the CD-ROM

General Comments:
- Complaint from one delegate (session chair from Ottawa, I think?):
  Time provided for technical sessions is too short. Not enough time for presentation and questions afterwards. Also, there is no designated meeting place for session chairs to meet with paper presenters.

- Generally, the set-up and distribution of pre-registered delegate packages worked very well. Time to distribute pre-registered delegate package (with no money owing) was approximately 30 to 45 seconds. (Fastest distribution time recorded was 15 seconds!)

- Process for dealing with money owing delegates requires improvement (as noted above).
6.0 Publicity & Publications Committee

The following persons comprised the Committee:

- Jim Lefler, Publicity Chair (active until January 1999)
- Jay Stanford, Publications Chair
- Mike Bartlett, Secretary of Organizing Committee
- Ian Blevins, Member-at-Large
- Hanping Hong, CD-ROM

We were assisted by Said Easa, Chair of the CSCE National Publications Committee, on the development of the CD ROM Proceedings, the hard copy volumes of Proceedings, and the Book of Abstracts.

It was decided to combine the activities of the publicity and publications committees to one group, because there was significant overlap in the tasks of the two groups. For the purposes of this report, the publicity activities and the publication activities will be discussed separately. Extensive supplementary material, including MS Word versions of all notices, programs and other documents, are included in the Publicity and Publication folders on the CD-ROM.

Publicity

General Activities:
1. Develop theme for conference. The theme evolved over about 3 meetings involving members of the publicity committee and Honorary Chair Alan Davenport.

2. Develop logo for conference, to go on the covers of all conference publications. It is conventional to use a photo provided by the Tourism Bureau of the host city – sometimes they even help pay for the colour reproductions. We decided that (1) London didn’t have a terribly appealing skyline, and (2) we wanted our conference to look different to the others, and so decided to adopt our own logo. Initially we sponsored a competition that was advertised to members of the London Arts Council – we offered a cash prize ($500?) and got no entries. The feedback was that local artists were unable to appreciate what civil engineers do and so be able to develop a suitable theme. So we met again, and Alan Davenport suggested a view of the earth from space. We found a suitable shot on a website (Portuguese, maybe?) and adapted it for our logo.

3. Designed and staffed booth at the prior CSCE Conference in Regina. This was effective, in part because John Lucas and Lou House convinced the City of London to provide prizes (coffee mugs, sweat shirts, bags) with the City of London logo on them that could be raffled off. Many people entered the raffle by dropping off business cards or slips of paper with their names and addresses on them – this information was included in the Call for Papers mailing list. John also arranged for photographs and posters to be mounted on foam core, which he brought out in a spare suitcase.
4. Publicized the Call for Papers. At the time that the Call for Papers went out, Ian Blevins developed a matrix of technical publications that he subsequently sent short notices advertising the call for papers. The matrix included media/contact names and addresses/deadlines/specific information regarding format of notice. We also prepared short descriptions of the conference – for example “CSCE 3rd Structural Engineering Specialty Conference; Location: London Ontario; Dates: June 07-10, 2000; Theme: “Building Canada for the New Millenium”; Contact: Graydon Knights, (phone/fax/email); website: [http://www.engga.uwo.ca/civil/csce.htm](http://www.engga.uwo.ca/civil/csce.htm). Summaries to American publications included a description of where London is, identified US carriers that fly to London, and noted US dollars go a long way in Canada. The overall effort was effective: many of the publications printed these notices free in their “Call for Papers” section and included the address of our website, where the whole Call was available. The publications on the list included:

- Professional engineering publications like PEO’s *Engineering Dimensions*, and the newsletter of the local PEO chapter.
- ASCE publications – we also sent notices to ASCE local and state chapters near London to include in their newsletters.
- Technical publications associated with the various specialty conferences: for example, *Advantage Steel* and *Concrete International* for the Structures Specialty Conference.

Most of the contact was made by email, with the notices sent as email attachments in Word format. Copies of the matrix of publications and the typical blurbs are included in the Publicity folder of the CD-ROM.

5. Assembled mailing lists for the Call for Papers and Preregistration package. The first list, for the Call for Papers, was prepared from the CSCE National membership list and the mailing list of attendees for the previous conference in Regina. The second list, for the preregistration package, included all the names on the first list plus members of the Canadian Geotechnical Society (who were particularly interested in the Environmental and Geoenvironmental specialty conference, and were eligible to attend at the CSCE Member rate), the list of people that had submitted abstracts, and Civil Engineers on the PEO list with postal codes starting with N (the local area). It took considerable negotiation to obtain the PEO list of registered Civil Engineers, partly because they had no means to draw it easily from their database of all engineers registered in Ontario. When we did get it, it was huge (9,000 names) – we had neither the budget nor the number of colour covers necessary to send packages to all of them.

6. Retained the services of a professional letter service to eliminate duplicate names from the mailing list, print envelopes, stuff the envelopes and send the material out. We obtained quotes from three local firms – and they were extremely competitive, within a few dollars of each other. The mailings were sent to Canadian addresses as “addressed admail” instead of first class postage, a savings of about 12 cents per letter, and first class to US and international addresses. We printed our return address on the envelopes, and got a few returns and change-of-address information – generally a small fraction of what was sent out. I think we mailed about 3000 calls for papers and 5000 preregistration packages.
7. Maintained a conference website on a server at Western. When documents were produced in hard copy, they were also posted on the web: Call for Papers, Preliminary Program, Why Come blurb, Companions Program/Post-conference Trip, Final Program. The two page registration form could be printed from the website – French or English versions – and faxed or mailed in to Ed Wszol.

8. Produced the preregistration package: the preliminary program, a blurb describing why people might want to come to our conference in London, a page describing the post-conference event and companions program. All of this material was translated: François Trottier, EDICOM Canada, phone: 514-276-2524, fax: 514-276-1370, email: edicom@videotron.ca, cost: $0.15 per word.

9. Provided copy for the Canadian Civil Engineer magazine: the Call for Papers, Why Come blurb, registration form, all in both official languages.

10. Directly contacted the 20 CSCE Section Chairs – mostly by email and for the few that didn’t have email addresses, by fax – to advertise the conference and ask them to inform members of their section and section executive about it. As a past Chair of the Edmonton Section, Mike notes that there has never been communication like this before; a unfortunate lapse in the CSCE organization. Three or four messages were sent out – one based on Wayne Irwin’s remarks in Regina, that went out the summer before the conference; one to Ontario Sections asking them to nominate Fellows to be recognized in London and providing suggestions about a process by which to do this, and two with “late breaking” news to be circulated as the conference registration deadlines approached. Messages to French-speaking sections were sent in French a day or two after the English versions, translated by Mike’s colleague Professor Moncef Nehdi.

11. Publicized Conference Registration outside the CSCE. This involves the same matrix of publications that were involved with the Call for Papers, referred to in item 4 above. For notices to appear in April, May, and June, we intended to do this by the end of January and in fact got there in late February. Earlier would have been better.

12. Retained a public relations advisor to drum up media interest immediately before and during the conference. Cost $1350; we obtained two proposals, the other was $4,000. I think this was worthwhile, in part because we got a good fellow who was effective schmoozing with the local media. Certainly members of the organizing committee and publication committees did not have the time or the necessary contacts to carry out this. Publicity included:

- Pre-conference article in the London Free Press
- Interviews of Roger Nicolet (keynote speaker) by the Free Press, CFPL (local London) television, and the Weather Network.
- Articles in the St. Thomas and London newspapers, and on CFPL television, about the designation of the Canada Southern Viaduct as a National Civil Engineering Historic Site.
13. Provided a photographer for the conference – this was a 2\textsuperscript{nd} year Western Civil Engineering student who was available and familiar with the operation of a digital camera. Results were fair – Mel Hosain also took pictures and, with his experience, had a better eye for photographs of people. All photographs are included on the CD ROM in the Photographs folder.

Other things that went well:

1. The theme was developed early enough that it could be taken to the Technical Committee, which drafted target topics for the Conference Announcement and Call for Papers that addressed the theme. This gave our conference a sense of novelty in the first wave of publicity – we weren’t just asking people to respond to the usual (and rather dulled by repetitive use) Call for Papers.

2. We staffed our booth for most of the Regina Conference (thanks largely to Wayne’s effort). People regularly came by to chat – members of the Regina organizing committee, industry people who were exhibitors at the Trade Show (they weren’t always happy), people who were planning to come to London the next year. We really started a buzz then – and came back enthused and energized ourselves.

3. Wayne Irwin gave an excellent speech at the Closing Luncheon in Regina inviting people to join us in London. It had the right mix of humour and sizzle, and conveyed effectively the amenities of London and the attractions of our Conference (keynote speakers, CD-ROM proceedings, post-conference trip in Stratford). Many people came to the table where we were sitting after the speech to express congratulations and “see you in London” promises.

4. The commercial letter service was not very expensive and saved a great deal of volunteer effort and management. They could work easily from an electronic spreadsheet of addresses to print envelopes. We saved money, as have most past CSCE conferences, by sizing booklets and other information so that it can be “stuffed” mechanically. One cash flow note: letter services all require a certified cheque for the full amount of the postage cost before they mail anything.

5. Translation is a necessary hassle! Actually, it generally went well, especially when we started sending material directly to François as email attachments in Word format. He returned Word files in French that could readily be cut and pasted into our documents and mimicked the paragraph formatting exactly. We also found “check translation” assistance from colleagues at Western (two profs and one grad student) to be worthwhile – we are very pleased with the quality of our translation, and this has been a problem at past conferences.

6. We did not pay money to advertise in any publication – it wasn’t (and shouldn’t be) necessary.

Things that did not go so well:
1. Logo artwork downloaded from website was not of sufficient quality to make a satisfactory image for our brochure. The printer “jazzed it up” electronically to make the blurriness look intentional. It would have been better to start from a high-quality photograph. We hit the problem again when producing posters for our banner, etc.

2. The website could have been made flashier and updated more often. There is a fair bit of work here and we didn’t really find a person with the interest, abilities and time to do it properly – might be something that National could include on the main CSCE website?

3. Links from the National website to our site were established late and were not easily found.

4. We decided that people should be able to download a registration form from the website to fax or mail back to us. This was surprisingly difficult – the form, when printed, often was barely legible. Should have written it using Adobe Acrobat Writer?

5. A mailing list problem – often the person who submits an abstract isn’t the person who will eventually come to the conference to present the paper. We had several cases where the preregistration package was sent to a person who wasn’t coming and wasn’t smart enough to pass it on to the author that was coming. In future it would be prudent to have all authors include their addresses with the abstract, and send the preregistration package to all authors.

5. Translation – we had a COREL-Draw file showing the conference schedule and a Wordperfect file with the registration form. Both took a long time to translate because the translator (and CSCE National) can really only handle Word documents and other Microsoft applications.

6. Deadlines for the Canadian Civil Engineer strike early and are always a challenge to meet. Folks from National were very co-operative about this. We wanted to print the registration form as a centrefold pull-out, and eventually did, but this was a challenge because the Wordperfect document was incompatible with the CSCE’s Word applications and, when it finally did appear, the “return to” fax number was inadvertently omitted from the English version of the form.

7. We were understaffed, particularly when Jim’s health required him to switch to inactive status. Much of the work was co-ordinated by Mike, who held many other CSCE conference-related commitments and could not devote as much time to the job as he would have liked. Publicity is a vital, time-consuming job that requires a communication-saavy person, without other significant responsibilities, to carry it out.
Member of Publicity Sub-committee

Name: Ian Blevins
phone: (519) 673-0865
fax: (519) 673-5975
e-mail: iblevins@earthtech.ca

Responsibilities
1. Developed a contact list of relevant publications, journals and magazines to send the Call for Papers for the annual general conference and specialty sub-conferences (January-June 1999). See the file “Contact List.doc” in the Publicity folder of the CD-ROM
2. Drafted short blurbs to accompany the Call for Papers to encourage submission of papers or attendance at the conference (July 1999)
3. E-mailed out short blurbs with Call for Papers as file attachments (August 1999)
4. E-mailed out a general reminder of the conference including specific specialty conference information and details as appropriate to all publications, journals and magazines that were sent the Call for Papers (February 2000)
5. Drafted a one-page “Terms of Reference” that was used to obtain fee estimates from local publicity/communication firms to get information out, immediately before and during the conference. (April 2000)
6. Suggested information about the conference, keynote speakers, and papers thought to be of interest to the communications firm that was retained (Tom Johnston Communications) so that information about the conference could be circulated to local radio, television and newspaper outlets. (May 2000)

Things that worked well
1. The organizing committee did a very good job at disseminating information and setting target dates by which specific tasks had to be completed.
2. Information was generally sent out by the target dates
3. Retaining a specialist publicity consultant

Things that could be improved
1. Consideration should be given to retaining the publicity consultant much earlier on in the process. This would enable them to have a clear understanding of the conference and what their role would be. A member of the CSCE would still have an active role in publicity efforts, however, the consultant would play a much larger role by fully utilizing their abilities to: develop overall marketing strategies, prepare appropriate information to accompany the Call for Papers, development of press releases, etc.
2. Additional feedback relating to the choice of publications, journals and magazines would have been useful. I’m sure there are some that were missed.
3. Additional communication with the editors or appropriate contacts who were sent the Call for Papers and follow-up reminders, would probably be useful to ensure that information sent to them was in a suitable form and was received in the required timeframe to ensure inclusion in the respective publication.
Publications

General Activities:
1. Arranged for the publication of all documents and CD-ROM proceedings required for the conference. This requires co-ordination between the Technical Committee, the Publicity Committee, the Registration Committee, the Local Arrangements and Social Events Committee, even the Sponsorship Committee.

2. Called for proposals to print the various booklets (4x9 inch format to fit into a #10 envelope) required for the Conference Announcement (500 copies), Call for Papers (4000 copies), Preliminary Program (5000 copies), and the Final Program (600 copies). The scheme is generally to do one colour printing of the covers, leaving a blank space so that they can be fed through the press a second time for insertion of the words “Call for Papers”, “Preliminary Program”, or “Final Program”. It is useful to slightly overestimate how many covers are needed; it is very expensive, on a unit cost basis, to print a second run.

3. Arranged for printing of the Conference Announcement (for circulation at the previous CSCE Conference), the Call for Papers (identical to the conference announcement; mailed in August), the Preliminary Program (mailed with the preregistration package in late February, should have gone in January) and Final Program (finalized about 3 weeks before the conference opened).

4. Arranged for printing of other flyers by Dillon Consulting Ltd. at no cost to the Conference.

5. Co-ordinated production of the CD-ROM proceedings. This required a significant effort, with involvement of the Technical Committee. The various steps included:

5.1 Getting permission from CSCE National (the Publication Committee, with subsequent ratification by the Board of Directors) to publish our proceedings on CD-ROM – about 21 months before the conference. This was not easy because, while some were very strong proponents of the CD-ROM format, others were equally firmly against it!

5.2 Drafting a request for proposals to circulate to various interested parties. This required identification of a format for submitting material, a schedule for producing the master CD and checking that it was satisfactory, and details concerning the number of CDs to be burned, the number of colours to be used to print the cover, and similar arrangements.

5.3 Selecting a CD producer. We had originally hoped to contract a local firm to produce the CD, thinking that it would be convenient to have it done locally, and a benefit to the local economy. However, it became clear that the only local firm interested in doing the job had very limited experience and would be doing it for the first time. We decided that the associated risk was not acceptable, and arranged for the CD to be produced through NRC Press – Reprographic Services in Ottawa. This arrangement was excellent – the job was done in a timely manner and the NRC representative in charge of the job, Mr. Mark
Boileau, was efficient, helpful, and sensitive to our concerns. Contact information: Mark Boileau, Section Head, Reprographic Services, Administrative Services and Property Management Branch, National Research Council of Canada, Building M-58, Montreal Road, Ottawa Ontario Canada K1A 0R6. Phone (613) 993-5262, fax (613) 941-0128, email marc.boileau@nrc.ca

5.4 Preparing material for the CD-ROM. All material for the CD-ROM was sent to NRC Press by about 15 April. The authors submitted hard copies in camera-ready form following instructions sent with the letter accepting the abstract (see the Correspondence with Authors folder in the Technical Committee folder on the CD-ROM). The conference chairs determined the order that the papers would appear in their parts of the proceedings. We photocopied the front pages of these onto pages that had the appropriate conference header to fill the space at the top. A list of sessions and table of contents for each session, with page numbers, were prepared in electronic format – these were used by NRC Press in the search engines and to allow the user to go immediately to a paper by clicking on it. Prefatory pages and the CD-ROM cover were prepared (see the CD-ROM Proceedings folder in the Publications folder on the CD-ROM) and submitted to NRC Press.

5.5 Checking master CD-ROM. We were provided with a copy of the CD ROM in early May and instructed to tell NRC what wasn’t right about it. Actually, it was good – they had scanned the papers mechanically at 600 dpi resolution and converted the files to Adobe format so that they couldn’t be changed or altered. They had also done a reasonably good job following our doing-it-for-the-first-time instructions concerning formatting. Comments:
- For a while the page number of the Adobe file did not correspond with the page numbers printed on the pages (because the prefatory pages were numbered i, ii, iii in practice but were pages 1, 2, 3 in the Adobe file). This was annoying because if one wanted to print a paper on pages 212-220, one had to tell the CD to print pages 237-245 (or something)
- The window sizes used were not standard through the document; sometimes a whole page fit into the window, sometimes half a page.
- It was difficult to go backwards with the navigator. If one wanted to go to the Table of Contents, click on a paper to go to it and then, after looking at the paper, go back to the Table of Contents, this was difficult. As we became more familiar with Adobe Acrobat Reader, the problem eased.
- The files were huge and therefore slow to print – on a computer using Windows NT, agonizingly slow. No solution here – though we did find a commercial copy service that could send files to a photocopy-like machine for printing and so print 500 pages of proceedings in about 45 minutes. Mike took six days to print the proceedings of the Structures Specialty Conference, tying up a laptop (even though it wasn’t running NT) and crashing both the computer and printer on numerous occasions.

5.6 Confirming the number of copies required – we guessed 500, and that turned to be about right. After giving CD’s to the volunteers who staffed our registration desk and assisted with AV in each room, we’ll have about 50 left.
6. Co-ordinated production of the Book of Abstracts. This was printed by NRC Reprographic Services as part of their contract – total for 500 Books of Abstracts and 500 CD ROMs with cases, about $20,000. This was not as onerous as the CD-ROM, but there were a few challenges

- We chased abstracts from the student presenters and industrial display people who were making presentations. These people were generally extremely poor at following the formatting directions and meeting deadlines. Headaches for the Secretary.
- We had asked authors to submit, with their paper, a separate page with the abstract only on it. Several neglected to do this, and although the conference chairs should perhaps have caught this when determining the order of the papers for publication in the proceedings, the problem was only discovered after the master copies of the papers were shipped to Ottawa for the CD-ROM production. Some authors who included the separate abstract-only page put different titles, or different order of the authors names, on the main paper and the separate abstract-only page. In future, the best thing would be to photocopy the first page of the paper, masking any text below the abstract, as part of the proceedings preparation process for the Book of Abstracts.
- The master copy was submitted to NRC Reprographic Services on about May 5, and they had a proof to review about a fortnight later.

7. Prepare and print hard copies of volumes of the proceedings for those that wanted them (and paid an extra charge for them). About half the requests for hard copies came before the conference started, and the remainder came while the conference was in progress. We took the requests to a local commercial copy centre (Kinko’s) in two batches, ordering about 20 volumes of proceedings in each batch. The large numbers in each batch brought the cost per copy down. Covers were colour copied; each volume was cerlox-bound. We paid about $25 per volume and charged CSCE members $50 and non-members $75 per volume. About half the volumes were paid for but not picked up, so we are mailing them out after the conference has ended.

Things that worked well

1. Call for quotations for printing was handled by Jay Stanford, who does this routinely as part of his regular job with the City of London Environmental Services Department. He knew who to approach, what information to convey – and it paid off; there were significant differences in the quotations received.

2. The CD-ROM was very good, and NRC Reprographic Services were excellent in meeting the budget, resolving problems, delivering on time.

3. Generally the process was smooth – most publications were produced with few glitches, and on time.

Things that didn’t work so well
1. The preliminary program and preregistration package was late – it should have been ready before Christmas so that it could have been translated in early January and gone out in late January. Part of the difficulty was that the contents of the package were produced at various sources using different word processing programs and other applications. CSCE National and the translator can only cope with Word – other applications, even if they are more efficient or familiar or produce a better-looking result, should be avoided. The second part of the problem was that the person responsible for putting the package together, who is also the author of this comment, took a two-week vacation at Christmas time.

2. Did I imply that authors followed instructions in preparing their camera-ready versions of papers and abstracts? The majority did, a significant minority did not. As Susan Madzia observed “this would all be so easy if people only followed directions”.

3. Numbering the pages of the CD ROM was done electronically by NRC Press – it was almost impossible to do it ourselves, unless the page numbers were cut and pasted on the individual pages. While this wasn’t a bad thing, it meant that we didn’t have a hard copy of the proceedings master copy to duplicate but had to print ones off the CD, which took time.

4. ISBN Numbers were put on the hard copy volumes of the proceedings, but not on the Book of Abstracts or the CD-ROM. A question for the CSCE National Publications Committee to resolve?

5. The publications represented a huge workload for the Secretary of the Organizing Committee, even given secretarial assistance to put the conference headers on the first page of each paper and tape page numbers onto the abstracts.
7.0 Local Arrangements and Social Events Committee

Reported by: John Lucas, Chair  
phone: (519) 661-5537  
fax: (519) 661-2355  
email jlucas@city.london.on.ca

The following persons comprised the Committee:
John Lucas, Chair,  
Bob Curtis, Event Captain for Opening Ceremony  
John Haasen, Event Captain for Welcome Reception  
Andrew Henry, Event Captain for Luncheons  
Heather Irwin, Companions Programme and Post-Conference Stratford Trip  
Bob Kuzyk, Event Captain for Awards Banquet  
Bill Veitch, Event Captain for Offsite Event  
Ed Wszol, Treasurer, Organizing Committee

1. Meals and conference rooms (Convention Centre)

Convention Centre Contract History:
- Aug/98 Convention Centre contract signed
- Oct /98 first deposit paid ($3000)
- June/99 second deposit paid ($3000)
- June 7 /00 third deposit paid ($27,702) and finalized booking details
- June 30 /00 final bill paid

Special Diets:

The registration database produced a summary report of registrant name, registration number and special diet information that was provided on the Registration Form. This was provided to the kitchen. The chef prepared modified individual meals or replaced them. Registrants were given a card for each meal with their registration # on it, to be placed on the table. Servers matched these with the kitchen list and served the modified meal. **Problem:** only half of those on special diets identified themselves on the registration form, mostly being international delegates.

Estimating Number of Meals

A ticket system (tickets collected from delegates at meals) was not adopted to speed up the meal service and so allow time for business being conducted at the end of the meal. Registration badges were coded to indicate meals and events that were associated with each. It was felt that if each delegate had a marked badge, and knew it, sufficient control would occur. Regina used a similar system without problems.
Meals numbers had to be confirmed 2 business days in advance. An additional 5% margin was provided by the Convention Centre. The file “Mealplanner.wk3” in the CD-ROM was used to establish expected numbers at each. Actual attendance was from 10 to 20% less. Students (who did not have meals included with the cost of their registration) and volunteers (who paid nothing), were invited to find a vacant place for luncheons after all paid delegates in attendance were seated.

Audio/Visual Equipment:

Services beyond that included in the basic room setup (podium and microphone) were provided by the Convention Centre’s contractor under a separate contract. A maintenance person was on site full time fix technical problems and train student monitors. **Problem:** several presenters wanted to use a data projector to make PowerPoint presentations from their laptop. We had insufficient budget to rent this equipment for each session. We indicated in the “instructions to presenters” that this equipment would not be supplied but that individual presenters could bring or rent their own. Not many people read this – and complained when we explained the policy to them. Perhaps future conferences should rent one or two...

Room Setup

Technical Session rooms were set up with: theatre style chairs (varying from 30 to 100); raised stage (8”) at front; podium on stage with lapel microphone and laser pointer; 6' table and 2 chairs for the Session Chair on the stage; screen to one side at front; slide projector at back with 2 chairs for monitors; overhead projector in front of screen; and, water station at back of room. The room capacities at the Convention Centre were typically twice what we needed, so the back half of the room was left free of chairs for people who wanted to stand to see one presentation only before going to a different session.

Office

A conference office was established on site. It was set up with a telephone, meeting table for 6 and a water station. It was used for many purposes: early morning committee meetings; publicity headquarters; sign management; administration; command centre. **Problem:** too many uses produced congestion. a second meeting room with a computer and printer would have been more effective.

2. Protocol

The activities considered “protocol” included:

- room and special needs arrangements for keynote speakers
- head table guests, seating and special arrangements for activities during and after meals
- detailed program and schedules for business and social activities during meals
- organizing head table guests before being piped in
A Protocol Subcommittee was formed, consisting of the Conference Chair, Secretary and Local Arrangements Co-ordinator. Events chaired by the Organizing Committee were detailed well in advance, reviewed the day before the event and again hours before the event to ensure the latest information or changes were incorporated. All Head Table guests received copies of this documentation so they could prepare accordingly. Sample documentation is included in the Local Activities and Social Events folder on the CD-ROM.

This required co-ordination with National.

3. Accommodations

Through a proposal call, a hotel was selected and rooms “blocked” for the conference:

Tuesday – 50  
Wednesday – 125  
Thursday – 125  
Friday – 125  
Saturday – 50

The contract included a free suite for the CSCE President and one free room for each 50 booked. The room credit was applied to CSCE staff and Keynote Speakers.

Improvement: Negotiate the biggest suite into the deal so the President can entertain (President’s Reception) and conduct business while at the conference at no extra cost.

Other activities at the hotel included a pre-conference course, Heads and Chairs meeting and Spouses program.

4. CSCE National Committee Meetings

- booked rooms
- arranged for catering

An attempt was made to simplify the scheduling and reduce the costs of these by Headquarters. Part of the plan was to provide one room on Wednesday, before the conference started, and have each Technical Committee book a time. Problem: Requested times were scattered across the Conference Schedule. With the Convention Center thoroughly booked, it was difficult to fit them all in with appropriate facilities and catering.

Problem: we went through several cycles of CSCE National Committee Meeting schedules, and each cycle required going back to the Convention Centre and re-negotiating rooms. There should be a serious effort made to standardize the schedule of CSCE National Meetings, and maintain that schedule at all future CSCE Conferences.

5. Committee Organization
Volunteers were recruited to manage individual activities, such as signs, luncheons, off site event, etc. This was a significant benefit for the Organizing Committee. It provided ownership in the activity and gave other Organizing Committee members another contact for efficiency.

6. The Best Part of the Conference

My highlight was when the entire Convention Centre lost power early Saturday morning. Presentation areas were set up in a naturally lit corridor while others were under emergency lighting only. The Presenters asked for and received flip charts. They made their presentations with hand drawn diagrams to eager listeners gathered closely around in a small classroom format. It was a much more intimate and informal arrangement than they had prepared for, but the presenters and their audiences responded wonderfully!
Chair, Companions Program and Post-conference Event

H. (Heather) Irwin
Tel. 519-471-5920
Fax. 519-667-2050
e-mail: wirwin@dillon.ca

Summary of Responsibilities:

(i) Planned and organized events for companions attending the conference.
(ii) Prepared cost estimates and coordinated with Social Events Committee to ensure costs were within companions program registration fees.
(iii) Made appropriate arrangements for payment for goods and services for companions program activities.
(iv) Attended all companions events as organizer and host.
(v) Prepared post-conference financial statement re companions program.
(vi) Arranged for transportation to and from all off-site events for conference.
(vii) Planned and organized post-conference event including:
    transportation
    cost estimates
    publicity
    all bookings for event

Things that worked out well:

Everything worked out very well. Initial planning was done early and bookings were made up to a year in advance. This is not too soon as popular restaurants, tours, etc. that cater to large numbers are often booked well in advance.

Things that did not work well:

Trying to estimate numbers for attendance at the post conference event was difficult. For cost it was better to estimate on the high side and for attendance on the low end. The total number of registrants in the companions program was consistent with the estimate, however, not all these registrants attended the events. This resulted in overbooking and although the cost was covered there was wastage.

Suggestions:

Get companions to indicate when they register what events they feel they will be attending.
Member of the Local Arrangements and Social Events Committee

R.E.(Bob) Curtis  
Tel: 519 - 471 - 6793  
Fax: 519 - 471 - 0382  
e-mail: recurtis@lweb.net

Summary of Responsibilities:

(i) Opening Ceremonies event captain.  
(ii) Coordination of and liaison with display booth contractor.  
(iii) Coordination and liaison with audio-visual services contractor.  
(iv) Procurement of signage for: special events, sponsors, general purposes and technical sessions. Modification of CSCE banner.  
(v) Production of various editions of the Conference Summary Schedule.  
(vi) Development of a Conference Planning Program in precedence diagram format showing key milestones. This was developed a full year prior to the conference. It requires MS Project or similar software. A disk of the 2000 Conference planning program is available for the asking, as are printouts.

Things that worked out well:

Almost everything listed above worked out well, primarily, I think because we allowed ourselves plenty of lead time. The inevitable last minute changes were able to be accommodated.

Possibility for Improvement.

Production of the registration and other specialty signage (not the Sessions signs) was undertaken by 3-M Company under our direction. 3-M donated the services of their in-house graphics staff who worked in close cooperation with us. Their donated services had a value of about $1000, so it was much appreciated. Once the graphics were approved by us, 3-M subcontracted the production work to others, resulting in a cost of about $2400. The news of this unexpected additional cost came to us from 3-M in May after the work had started, so there was no time for us to search for a possible cheaper solution. The signs were so well thought of that the reusable ones were taken out west and will see service in Victoria. The main point here is that unless sign production is donated, it can cost serious money, which should be a line item in the conference budget.
8.0 Historic Site Committee

Post conference comments from History Committee Chair:
Len Macdougall
Tel: (519) 471-9869
Fax: (519) 471-9869 (Telephone first)
e-mail: lenmac@sympatico.ca

History Committee Membership
The following persons comprised the Committee:
Len Macdougall, Chair
Jack Roberts (St. Thomas)
Jim Lefler (Woodstock)
Mike Bartlett, Organizing Committee Secretary, part time
Alex Dobronyi (London), part time

General comments
The Committee had no difficulty in finding several sites in the London area worthy of designation as historically significant. What was difficult was to select one site to pursue. The one selected was the Kettle Creek railway bridge, constructed at the west end of St. Thomas for the Canada southern Railway in 1872.

Jack Roberts prepared the bulk of our proposal for the National History Committee. The proposal was very well received, and we enjoyed excellent cooperation from the National Committee throughout the project.

Approvals
To avoid last-minute panic, recommend 1 ½ years to obtain Owner’s (where applicable) and CSCE National Committee approvals for historic civil engineering site designation.

The Plaque
Selected Bayco Industries, 2200 Logan Ave., Winnipeg MB R2R 0J2
Phone (204) 633-5650, FAX (204) 633-6119, based on price and delivery time.
Plaque is 18" wide by 14" high, bronze, dark, double raised border, with hidden fasteners. Cost, including shipping and taxes: $686.81
The cost of installation on the bridge pier was a gift from Kai Rasmussen, Diamond Concrete Services, 31 Gladstone Avenue, St. Thomas ON N5R 2L5 (519) 633-4484

Brochure
It has been customary for the National History Committee to produce a small brochure to describe designated historic civil engineering sites. The brochures have usually been produced some time after the designation. In concert with Alistair MacKenzie, Chair of the National Committee, we produced a one-page (two-sided) summary of the project in time for distribution on the day of the plaque unveiling.
Appendix I: London 2000 Conference Organizing Committee

Chair: Wayne Irwin, Dillon Consulting Limited
Honorary Chair: Alan Davenport, University of Western Ontario
Vice-Chair: Lou House, City of London
Treasurer: Ed Wszol, Development Engineering Ltd.
Display Booths: Lou House, City of London
Maureen Looby, City of London
Registrations: Len Macdougall
Andy Turnbull, Ministry of Transportation of Ontario
Publications: Jay Stanford, City of London
Mike Bartlett, University of Western Ontario
Publicity: Mike Bartlett, University of Western Ontario
Jim Lefler
Ian Blevins, Earth Tech (Canada) Inc.
Historic Site Designation: Len Macdougall
Jack Roberts
CD ROM: Hanping Hong, University of Western Ontario
Said Easa, Lakehead University
Information Technology Support: Don Purdy, Dillon Consulting Limited
Translation: François Trottier, Edicom Canada
Moncef Nehdi, University of Western Ontario
Henry Sangam, University of Western Ontario
Secretary: Mike Bartlett, University of Western Ontario

Local Arrangements and Social Events

Chair: John Lucas, City of London
Companion’s Program: Heather Irwin
Welcome Reception: John Haasen, Earth Tech (Canada) Inc.
Opening Ceremony: Bob Curtis
Luncheons: Andrew Henry, City of London
Offsite Event: Bill Veitch, Eng. Plus Ltd.
Awards Banquet: Bob Kuzyk, R. V. Anderson Associates Ltd.
Signage: Bob Curtis
Post-conference Stratford Trip: Heather Irwin
**Technical Committee**

**Chair:** Vic Morris, SENES Consultants Ltd.

**Annual Conference Chair:** Doug McTavish

**Environmental & Geoenvironmental Conference Chair:** Kerry Rowe, University of Western Ontario

**Structural Conference Chair:** Graydon Knights, Dillon Consulting Limited

**Transportation Conference Chair:** Said Easa, Lakehead University

**Minutes:** Sandra Millward, University of Western Ontario

**Undergrad Student Competition:** Hesham El Naggar, University of Western Ontario

**Graduate Student Competition:** Ralph Baddour, University of Western Ontario

**Secretarial Support**

**Chair’s Secretary:** Joyce Dietrich-Cockle, Dillon Consulting Limited

**Registration Secretary:** Tammy Horton, Development Engineering Ltd.

**Proceedings Secretary:** Susan Madzia, Dillon Consulting Limited

**Technical Secretary:** Joanne Lemon, University of Western Ontario
Appendix II: Treasurer’s Report (Final version to be submitted later by Ed Wszol)

CSCE 2000 LONDON INCOME STATEMENT

Draft No. 2
15 August 2000

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**TOTAL INCOME:** $260,266.00
CSCE 2000 LONDON – EXPENSE STATEMENT

Draft No. 2A
16 August 2000

TOTAL

Publicity and Printing
- Programs $12,619.00
- Signage $2,302.00

Convention Centre
- Room Rental $17,874.00
- Booth $3,799.00
Audio Visual $6,728.00

Proceedings
- CD Rom $11,595.00
- Abstract Book $6,291.00
- Registration $8,715.00
- Technical Program $514.00
- Off Site Event $16,520.00
- History Event $654.00
- Companion Program $3,060.00
- Marketing $1,350.00
- Miscellaneous $3,984.00
- Administration Assistance $11,179.00
- Financial $370.00
- Seed Money Repayment $16,500.00
- Meals and Beverages $54,128.00
- Less Credit ($10,625.00)
- Credit Card Charges $2,762.00
- Stratford Trip $3,411.00
- Headquarter Fees $1,379.00
- Registration Rebates $1,140.00
- G.S.T. Rebate $4,106.00
- Additional Anticipated Expenses (16 Aug 00) $4,000.00

TOTAL: $180,355.00

SURPLUS: $75,911.00

Please also see “CSCE 2000 Budget Draft 18.xls” and “CSCE 2000 Cash Flow Draft 13.xls”, in the schedules and planning folder on the CD-ROM.
Appendix III: Letter to CSCE President Bob Loov

17 July 2000

Dr. Robert Loov, FCSCE
President, Canadian Society for Civil Engineering
Department of Civil Engineering
University of Calgary

Dear Dr. Loov:

At the first post-conference meeting of the London 2000 Conference Organizing Committee, a motion was unanimously passed asking me to write you expressing our concern about the support provided by the national organization for holding our conference. We envisage that the 75% share of our surplus to be sent to National will exceed that from the 1999 conference. We are mindful of Dr. Townsend’s comment at the Saturday morning meeting of conference organizers that conference surpluses are increasingly important for the overall financial health of the society. But we feel as a group that we have devoted a tremendous effort to the conference, including over 80 committee and sub-committee meetings and thousands of hours of voluntary service. And we can’t find a very satisfactory answer to the question “how have we been assisted by National given that we will be soon be sending them a sizeable cheque?”

We recognize that CSCE National would pay 75% of the loss if we had incurred a deficit. We are also very grateful for the following assistance provided to us by the National organization:

- The CSCE Annual Conference Guide. This remains an essential reference; most of the tasks of the organizing committee are clearly presented in the guide.
- Mailing lists and translation services. The turn-around for mailing list requests was excellent, the turn-around for translation was adequate and improved when we started communicating directly with the translator.
- Assistance from Said Easa in proposing a preliminary format for the CD-ROM proceedings and reviewing subsequent revisions to the format.
- Activities for the Opening Luncheon, specifically the Canada Post stamp commemoration ceremony re-enactment and the speaker from FCM. Unfortunately neither of these activities were arranged early enough to be effectively included in pre-conference publicity.
- Programme for the Awards Banquet – Peter Wright did his usual magnificent job, assisted by the National Office.
- Limited assistance from Chairs of the Technical Divisions soliciting papers and recommending session moderators: some, such as Brian Burrell, were very helpful and proactive; others were much less helpful.
- Review of major contracts by the National Office.
• Publication of promotional material in the Canadian Civil Engineer, and link from CSCE Website to London 2000 Website.

This assistance is similar to that provided to past Local Organizing Committees. We also recognize that the London conference was essentially the first for the new Executive Director, and don’t want our concerns to be interpreted as criticism of his efforts – they were generally helpful, prompt, effective and cheerfully provided.

However I am mindful of Leslie West’s observation in Halifax that local organizing committees tend to burn out. The proof is that organizing committee members rarely attend subsequent CSCE conferences or participate actively in other affairs of the society. I think this is true of our group: we are very pleased with our collective achievements, the network we have developed will assist us in future endeavours, and we’ll enjoy each others company at dinner meetings of the local section. But we won’t volunteer to hold another conference in the foreseeable future, and if invited to serve on other CSCE committees, we will politely decline. There is a very strong opinion amongst our committee members that we have spent considerable energy simply re-inventing the wheel. This is an unsatisfactory situation, and detrimental to the long-term health of the society.

We strongly recommend that, given the magnitude of the surplus that has been returned to National in recent years, a new position be created at the national level to be much more proactive than the Conference Monitor in assisting local organizing committees. Other organizations, such as the American Concrete Institute and the Transportation Association of Canada, have full-time staff to assist with annual (or in the case of the ACI, semi-annual) conferences. Perhaps the salary paid to this person could include a bonus based on the conference attendance or financial surplus. The responsibilities of this person might include:

1. Attend at least one meeting of the local organizing committee to distribute copies of the Conference Guide, summarize its contents, and emphasize its usefulness. I am not aware of a single instance where any representative of CSCE National attended one of our organizing committee or subcommittee meetings – at one point Mr. Archer tried to arrange a visit that fell through.

2. Assist the Sponsorship Committee by actively maintaining a list of names and addresses of trade show exhibitors at past conferences, seeking trade show exhibitors from national corporations to augment exhibitors found locally, maintaining sample letters to potential exhibitors and sponsors, offering advice on rates to be charged.

3. Provide assistance to the registration process. Serious consideration should be given to centralizing the process at CSCE headquarters in Montreal (ie, the way ACI does it): have registration forms designed (and translated) by CSCE National for review and approval by the Local Organizing Committee, having preregistration forms received and processed by CSCE National; have name badges and other delegate-specific information printed by CSCE National; use a standard database application to log registrations instead of starting from scratch each year. The local
organizing committee activities could be limited to stuffing bags, creating signage, and staffing the registration desk.

4. Provide more assistance to the publication process. Serious consideration should be given to producing and printing final programs at CSCE headquarters in Montreal (ie, the way ACI does it). Calls for papers and the preregistration package could also be mailed from Montreal, instead of having each organizing committee produce their own mailing lists each year. Assistance with the production of conference proceedings would be welcome, such as a list of possible suppliers and advice about what proposals from such suppliers should include.

5. Provide more assistance to the technical committee. Develop standard form letters to authors acknowledging receipt of abstracts, papers, and so on. Encourage the technical divisions to be more proactive in soliciting papers, planning sessions, nominating session moderators.

6. Co-ordinate the schedule of CSCE committee meetings – this year may have been an improvement on past years, but we still had one Technical Division Chair show up on Thursday to demand a meeting on Friday. The chaos this year made the job of finalizing a contract with the London Convention Centre a time-consuming headache for our Local Arrangements Co-ordinator. If local organizing committees have to have their planning done well in advance, why can’t other key members in our society function in a similar fashion?

The responsibilities described above encompass a wide scope, and would cause a redefinition of how CSCE Conferences would be managed. If you think these suggestions are too far-reaching, consider the resources that CSCE National puts into continuing education, and compare the financial returns it receives from that effort to those it receives from conferences. The 2002 conference is scheduled for Montreal: this would be an excellent opportunity to bring a new staff member on board and expose them to the planning and effort necessary.

Finally, I have three other suggestions that aren’t necessarily linked to direct assistance from the National office, as follows:

7. Create a Conference Planning Committee as an arm of the GAC. Membership to include the chairs of future CSCE conferences, the Chair, Secretary, Local Arrangements Co-ordinator, Treasurer, and Technical Committee Chair of the current CSCE conference, the CSCE President, Chair of GAC, Executive Director, Conference Monitor (or CSCE staff person that replaces conference monitor). This group should meet at each CSCE conference, with any other organizing committee members of current or future conferences welcome to attend. Really, this proposal simply formalizes an informal custom that has occurred for some time.

8. Encourage members of conference organizing committees to attend at least one CSCE conference prior to the one they are organizing, offering discounted registration fees if necessary. I believe that a major reason for our success in London was that the Chair, Secretary, Treasurer and Local Arrangements and Social Events Co-ordinator had attended at least one and in most cases several previous CSCE conferences, and they knew with what they were dealing with. I
wish other key members of our committees had taken the opportunity to do this; it would have brought them up to speed more quickly and made them better aware of the tremendous task ahead.

9. Explore means to get CSCE conference organizers to come to future CSCE conferences. This could be as simple as making arrangements for such people to go out for dinner together on Wednesday evening, or have a table reserved at one of the luncheons for past conference organizers.

This letter has gone rather longer than I had intended it to. My motivation for writing it is that, had I been aware of the work required to hold a CSCE Conference in London in 1996 when we were asked to take it on, I would have declined to participate. I have committed roughly 800 hours to this project, mostly during the past 15 months, and, because academic promotions are not based on conference coordinating, feel that it has delayed my professional advancement. I would not recommend to someone in my position four years ago that they take on such a daunting task. My colleagues on the organizing committee, although we have enjoyed working together and take pride in our achievements, would find different ways to express similar opinions and would pass on the same advice. CSCE must find some means to alleviate the workload associated with hosting an annual conference, and so protect its members and volunteers from burning out.

Yours truly,

F. Michael Bartlett, MCSCE
Secretary, CSCE 2000 Organizing Committee

Cc: W. Wayne Irwin, FCSCE, Chair, CSCE 2000 Organizing Committee
Michel Langelier, Executive Director, CSCE Headquarters, Montreal
Appendix IV: Description of Electronic Files on CD-ROM

The electronic files on the CD-ROM are as listed below. Generally the file titles are quite descriptive, so additional information provided only if necessary.

Folder: Final Report

CD-ROM Electronic File Cover.doc


Folder: Historic Site:

Historic Site Minutes 27 Nov 98.doc – minutes of committee meeting, 27 Nov 98

Historic Site Minutes 30 Oct 98.doc

Thank you letter Jack Roberts.doc

Thank you letter Rasmussen.doc

Folder: Local Arrangements and Social Events

Detailed Budget Format.doc – format used for budgeting all social events

Final CSCE meetings list.doc

List of LASE Committee Members.doc

Mealplanner.wb3 – spreadsheet used to calculate numbers at various meals, Lotus 1-2-3 file

Opening Ceremony Protocol and Speech.doc – Description of Protocol and Wayne Irwin’s speech for the opening ceremony

Opening Luncheon Protocol and Speech.doc

Folder: Meeting Minutes

Files minutes1.wpd to minutes13.wpd are the minutes of the Local Activities and Social Event Committee meetings from 08 January 99 (15 months before the conference) to 19 May 2000. All are Wordperfect files.
Folder: Organizing Committee Minutes:

Files start at Confmin07.doc and run through consecutively to Confmin41.doc. This is the best source of reference material for whom did what when. A few (approximate) key dates to link with files:

- Confmin40.doc: last meeting before conference, 31 May 00
- Confmin33.doc: first meeting in conference year, 19 January 00
- Confmin26.doc: meeting after preceding CSCE Conference, 24 June 99
- Confmin16.doc: meeting after 2nd preceding CSCE Conference, 01 July 98
- Confmin07.doc: meeting approximately 3 years before conference, 10 June 97

Membership Roster.doc – committee membership roster with contact information, may be obsolete

TACNOTES.wp – Wordperfect file with report for a TAC meeting by Wayne Irwin

Folder: Overall Planning and Schedule:

The files in this folder pertain to the planning of the activities of the conference organizing committee. Files pertaining to the actual schedule of the three-day conference are in the folder “Schedule” in the Technical Committee Folder

CSCE – 2000 Conference.mpp – schedule of activities for the year leading up to the conference, Microsoft Project file

CSCE 2000 Budget Draft 18.xls

CSCE 2000 Cash Flow Draft 13.xls

csce schedule1.cdr – Corel Draw file with activities of CSCE Conference, not including meetings of CSCE National Committees

csce schedule2.cdr – Corel Draw file with activities of CSCE Conference, including meetings of CSCE National Committees

Fees for Members of Organizing Committee.doc – Wayne Irwin’s final memo outlining fees that members of our organizing committee paid.

Schedule01.doc – first cut at schedule for organizing committee activities, September 98 (20 months before conference)

Schedule02 draft.doc – updated milestones for organizing committee activities, January 99 (16 months before conference)
Schedule03 draft.doc – updated milestones 23 June 00 (11 months before conference)

Subcommittees for CSCE 2000 Conference Planning – essential document breaking out activities of overall Organizing committee to subcommittees, Aug 98 (21 months before conference)

Thumbnail Sketch of the CSCE.doc – for keynote speakers, media types, etc.

Folder: Photographs:

The folder contains a number of folders – the title gives the event and date associated with the photographs in each folder. For example, the files in the folder Awards Banquet June 09 are all photos from the awards banquet.

The actual photographs are .jpg files. If I know the name of the person in the photograph, I’ve indicated this on the title of the file. For the Awards Banquet, I’ve given the name of the award and the name of the recipient as the file title – for example, Casimir Gzowski Medal Michael P. Collins.jpg shows Michael P. Collins receiving the Gzowski Medal.

Folder: Publications

This contains a number of folders as follows:

Folder: Book of Abstracts:

Final Abstract Cover.doc is the final cover for the Book of Abstracts

Abstract Prefatory Pages.doc contains the English prefatory pages in the book of abstracts

Abstract Cover and Prefatory Pages French.doc contains the translated cover and translated prefatory pages.

Separating pages.doc contains the pages used to separate abstracts in the general and various specialty conferences

The folder Student and Industry Abstracts contains files sent as email attachments byy students and industrial presenters that did not have papers in the published proceedings and so did not submit an abstract with the proceedings.

Folder: Call for Papers:
prelim Transportation Call for Papers.doc – a preliminary Call for Papers issued 18 months before our conference. This doesn’t penalize the CSCE conference preceding ours because there is no Transportation Specialty Conference at the conference preceding ours. It was printed on both sides of CSCE 2000 London letterhead.

prelim Structural Call for Papers.doc – similar to the above, for the Structures Specialty Conference.

Prelim Environmental Call for Papers.doc – similar to the above, for the Environmental Specialty Conference.

Goebel.doc – sample letter requesting quotation for stuffing and mailing call for papers.

Call for Papers English Text Update July 99.doc – final English text for call for papers.

Call for Papers French Text 12 May 99.doc – final French text call for papers.

CSCE.jpg – jpg file with the CSCE Shield

2000 Conference Graphic.jpg – jpg file with the conference graphic (London 2000 viewed from space) used on all published covers, posters, etc.

Folder: CD ROM Proceedings:


Annual General Conf Table of Contents.doc – Table of contents for CD-ROM, sent to Mark Boileau of NRC Press in electronic format to ease his problems with indexing the CD.

CD ROM Memo.doc – what we promised we’d do with the CD-ROM to get approval from the CSCE National Publications Committee and the Technical Committee – we delivered.

CD-ROM Cover.doc – cover for the CD-ROM proceedings, scaled to fit a CD-ROM CASE

CD-ROM Proceedings Preliminary Pages.doc – Preliminary pages for the CD-ROM, as suggested by Said Easa, with modifications to suit.

CD-ROM Proceedings Preliminary Pages French.doc – French translation of above. We printed the cover, preliminary pages, and general information in both official languages, then the rest in English with French translation of the session titles.

Enviro Conf Prelim Pages.doc – preliminary pages of the enviro specialty conference
Enviro Conference Table of Contents.doc – prepared by us for NRC Press

Enviro & Annual Prelim Pages French.doc – French translations of …

Final Paper Banner.doc – the banners that we printed and then photocopied first pages of papers or abstracts onto these pre-printed pages for the proceedings/book of abstracts.

Structures Conf Prelim Pages.doc

Structures Conf Table of Contents.doc

Test Pages to check quality of CD-ROM Scanning.doc – test pages for a local contractor to see if his/her scanners were up to the job. We heard no more from them, and went with NRC Press.

Transportation Conference Specialty Conference.doc

Transportn Conf Prelim Pages.doc

Transportn & Structural Prelim Pages French.doc

Folder: Final Conference Programme:

Conference Centre Floorplans.doc – included in the final programme, supplied by the London Conference Centre

Programme Cover.doc

Programme Front Pages.doc and Programme Front Pages French.doc

Programme General Information.doc and Programme General Information French.doc

Programme of Annual Conference 27 May 00.doc – as sent to printers.

Programme of Enviro Specialty Conference.doc

Programme of Structures Specialty Conference.doc

Programme of Transportation Specialty Conference.doc

Typical information for conference signage.doc – format of file sent to people that were making signs for various technical sessions. This worked smoothly, cut and pasted well.
Folder: Hard Copy of Proceedings (4 vols)

These files were printed and sent as camera-ready copies to the printer:

Annual General Conf Prelim Pages.doc

Enviro Conf Prelim Pages.doc

Hard Copy Annual Conf Cover.doc – colour covers

Hard Copy Specialty Conf Covers.doc – colour covers

Structures Conf Prelim Pages.doc

Transportn Conf Prelim Pages.doc

Folder: Preregistration Package

These files were printed for the preregistration package, that was mailed out in February:

Companions Program. doc

Companions Program French.doc

Cscebroc.cdr: Corel Draw file with programme in graphic/tabular format

Cscefre.cdr – French version of above; very difficult to translate (because CSCE National doesn’t have Corel Draw) aned not used

Reduced Prelim Program 17 Feb 00.doc – all the news finally, with smaller fonts, fits the page.

Reduced Program French 17 Feb 00.doc – in both official languages

Registration Form French.doc – originally a Wordperfect file, hard to read.

Registration Form.wpd – Wordperfect file, not readable in Word.

Why Come Blurb.doc

Why Come Blurb French.doc.

Folder: Publicity:
An eclectic mix:

Contact List.doc – Ian Blevins’ list of people/publications to spread the word to

CSCE 2000 Article for CCE.doc – the way it was written, before editing in Montreal

CSCE 2000 Article with photos.doc

Publicity Cttee Minutes 23 Sept 98.doc

Publicity Cttee Minutes 25 Nov 98.doc – this one is worth reading

Publicity Cttee Minutes 26 Jan 99.doc

Short Blurbs to advertise call for papers.doc

Sign Meat.doc – information for technical committee signs

St. Thomas.bmp – news item in St. Thomas newspaper about historic site designation

LFP article-2.bmp – London Free Press article about conference.

Folder: Registration

Five files and two folders:

Carl Day Conversation.doc. Carl was Secretary/treasurer of CSCE 1998 Halifax; worth reading

List of Registration Signs and Notice.doc – actual signs have been forwarded to Victoria; CSCE London 2000 registration signage was well done

OrderEntry.mdb – this is the file used to log all registrations, payments, print name badges, etc. Microsoft Access format. For information about using this file, contact Don Purdy at Dillon Consulting Ltd. (dpurdy@dillon.ca) or Ed Wszol at Development Engineering (London) Ltd (519 – 672 – 8310, deveng@wwdc.com)

Registration Database Planning FAX.doc – a wish list for a database, not badly accomplished in the end

Registration Volunteers.xls – we had a lot of ‘em.

Folder: Registration Committee Minutes
Contains 6 files for minutes from Oct ’98 to June ‘00. Note intensive activity in April, May, June ’00.

**Folder: Registration Mailing lists**

AV Volunteers.xls – we had a bunch.

Canadian Geotech Society Mengers.rtf

CSCE 2000 Preregistration Package Mailing list.doc

CSCE 2000 Registrants Mailing List.xls – developed from our database for Zoe in Victoria

List of Attendees.xls – developed from our database for industrial display people that wanted names

Regina Attendees.rtf – Regina was site of previous year’s conference

**Folder: Sponsorships & Industrial Displays**

List of CSCE Booths.doc

London 2000 Industrial Display Exhibitors.doc

London 2000 Sponsors.doc – revised by Lou House to show Victoria addresses of consultants with offices in Victoria

Sample Industrial Display request letter.doc – originally a Wordperfect file, not ideal translation.

Sample Sponsorship Request letter.doc – originally a Wordperfect file, not ideal translation.

**Folder: Technical Committee**

Again, this folder contains a number of sub-folders, as follows:

**Folder: Correspondence with Authors**

Sample letters to authors and others:
Acknowledgement of Paper letters.doc – a series of letters used to acknowledge receipt of papers

GUIDELINES FOR ABSTRACT correct.doc – guidelines for preparation of abstracts, formatted for book of abstracts

GUIDELINES FOR ORAL PRESENTATIONS.doc

GUIDELINES FOR PAPERS correct.doc – guidelines sent out with letter accepting abstract.

Proceedings letter to National Library.doc – wasn’t sure where to file this; cover letter for submission of two copies of proceedings to National Library in Ottawa. Legislation requires these copies to be sent within a week of the conference ending -- normally done by National.

REGISTRATION DEPOSIT FORM.doc – suggest this be revised before it goes out again. Include GST. Make clear statement that authors still must register following the normal procedures.

Sample Formal Letter to Support Visa Application.doc – necessary to have this ready-to-go, supply instantly when so requested.

Session chair instructions, example.doc

Typical Formatting Fax.doc – we sent out a large number of faxes/messages like this.

Folder: Internal Documents and Files

Annotated Authors hit list.doc – list of authors who hadn’t registered, used to send follow-up email messages urging them (or their co-authors) to register

Contact List for Doug McTavish.doc – list of CSCE Technical Division Chairs, and their co-ordinates, for Chair of the Annual General Conference. Does not include divisions corresponding to the specialty conferences that we held.

Early List of Environmental Conf Session Chairs.doc – Kerry Rowe’s list of potential sessions and session chairs, prepared at the time of the call for papers. These session chairs were contacted to beat the bushes for abstracts/speakers for their sessions. Similar lists were prepared by Graydon Knights (Structures Specialty Conference) and Said Easa (Transportation Specialty Conference)

Ganong Thanks.doc – memo to chair of previous CSCE Conference

Lessons Learned from CSCE Meeting at Regina.doc
Log of Ann Gen Conf Abstracts.doc – log of all abstracts for the annual general conference, created and maintained by Joanne Lemon, the Technical Secretary. This was an excellent way to keep track of papers.

Log of Environmental Conf Abstracts.doc – as above, but for Enviro Specialty Conf.

Log of Structures Conf Abstracts.doc – as above, but for Structures Specialty Conf.

McTavish CfP Cover.doc -- memo to chair of Annual General Conference as cover for 100 copies of the Calls for Papers. Similar memos sent to the chairs of the specialty conferences.

Method for Logging Abstracts Memo.doc – instructions for Joanne Lemon to log abstracts as they were received

Mirza.doc – this request for assistance was not responded to in time to do anything.

NSERC Workshop Agenda.doc – agenda for the NSERC Funding Reallocation Workshop, prepared by Ralph Haas of the University of Waterloo

PLACED VOLUNTEERS.xls – spreadsheet with assignment of Student AV volunteers to various sessions.

Proceedings Action Items.doc – these tables were brought to a meeting of the Technical Committee in March to discuss schedule and action items necessary to ensure proceedings and Book of Abstracts would be ready on time.

Raz1210.wp – Graydon Knights, Chair of the Structures Specialty Conference, wrote this letter to Ghani Razaqpur, Chair of the Structures Division, requesting assistance.

Folder: Meeting Minutes

Minutes of 24 meetings of the technical committee, titled Techmin01.doc to Techmin24.doc. Key dates:

- Techmin01.doc – 28 April 98 (more than 2 years before our conference)
- Techmin09.doc – 22 April 99
- Techmin19.doc – 06 Jan 00

Folder: Schedule related

Annual Conference meeting schedule pass1.doc – note multiple passes necessary to develop this.
Annual Conference meeting schedule pass2.doc

Annual Conference meeting schedule pass3.doc

Final National Meetings.doc – note “final” the DAY before the conference started.

Final Session Lineup.doc – Tabular presentation of all sessions and rooms in the annual general and three specialty conferences

Industrial Display Presenters.doc – Table of all presentations made by industrial display presenters; used to develop final schedule of technical presentations

Room Assignments.xls – spreadsheet used to assign sessions to rooms.

Sessions.xls – Kerry Rowe’s spreadsheet, used to assign papers/presentations to sessions in the Environmental Specialty Conference

Student Competitions

CSCE – Graduate.doc – call for entries for graduate competition

CSCE – Undergraduate.doc – call for entries for undergraduate competition

Grad Student Schedule.doc – Summary of all presentations in the Grad Student Presentation Competition, copies given to judges.

Grad_competition_letter.doc – letter acknowledging receipt of abstract for Grad Student Competition

SCGC – Deuxième Cycle.doc – translated call for entries for graduate competition

SCGC – Premier Cycle R1.doc – translated call for entries for undergraduate competition

Table-Graduate Paper Competiton.doc – Table prepared for Ralph Baddour listing information concerning the papers/competitors in the Grad Student Competition. Used to develop final presentation schedule.

UG PAPER COMPETITION, jan1.doc – Table prepared for Hesham El Naggar listing information concerning the papers/competitors in the Grad Student Competition. Used to develop final presentation schedule.

Undergrad Schedule.doc – Summary of all presentations in the Undergraduate Student Presentation Competition, copies given to judges.