



The International Alliance for Women in Music

Congress Manual

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Note: Because this manual is an edited compilation of suggestions from Congress Committee members, some information is stated more than once.

Section 1: Hosting a Congress: Preliminary Information

The International Alliance for Women in Music (IAWM), a non-profit, tax-exempt organization, was formed on January 1, 1995 through the merger of three distinguished organizations: the International Congress for Women in Music (ICWM), the American Women Composers (AWC) and the International League of Women Composers (ILWC). The mission of the IAWM is to celebrate and foster the achievements of women in music. The IAWM builds awareness of women's contributions to musical life through its many areas of activity:

- by encouraging the publication and distribution of music by women composers.
- by supporting performances and recordings of women composers.
- by fostering scholarly research on women-in-music topics.
- by facilitating communication among members and with other organizations.
- by implementing various broadcast series, competitions and educational programs.
- by encouraging member participation in other composer groups.
- by continuing the International Congresses on Women in Music as IAWM Congresses.
- by initiating advocacy work on behalf of women in music.
- by actively seeking diversity in participation on the board and in IAWM projects, activities and events.

International Congress on Women in Music, Historical Background

The International Congress on Women in Music (ICWM) was founded in 1979 by Jeannie Pool to form an organizational basis for women-in-music conferences and meetings. The Congresses have become projects of the IAWM. The *ICWM Newsletter* was replaced by the *ILWC Journal* following the ICWM's merger with the ILWC in 1990. The Library of the ICWM is housed at the International Institute for the Study of Women in music located at the California State University, Northridge. The collection includes books and recordings gathered by Aaron I. Cohen, editor of the *International Encyclopedia of Women Composers* and Congress members' scores, tapes, CDs and videos.

Some notes from previous Congresses appear in the Appendix to give a better idea of how the events are laid out and what types of activities are presented.

ESSENTIAL GUIDELINES

There are many questions that will arise when you first consider hosting an IAWM Congress.

- **What is an IAWM Congress?**

An IAWM Congress is an event open to the public, produced primarily by IAWM members at various academic institutions or civic centers for the arts. The purpose of an IAWM Congress is to bring together all those in the music system who are interested and active in the field of women-in-music: composers, performers, researchers, educators, publishers, students and others in a manner to facilitate opportunities for the exchange of ideas, new information, music and research. It is an ideal opportunity to come in contact with many outstanding composers, performers, authorities on women-in-music and music industry experts.

- **What is the first step?**

If you are interested in hosting a Congress, start by writing a proposal. The proposal needs to include

1. the names and contact information for the potential hosts,
2. a written statement from the host(s) indicating willingness to host the conference and accept the financial responsibility (see below),
3. an overview of the facilities of the Congress site,
4. a general list of planned events;
5. an explanation of the judging process to be used for the selection of scores and papers—specifically addressing
 - i. who the judges will be, and/or
 - ii. how they will be selected,
 - iii. whether or not the process be “blind.”
6. a list of projected expenses for the proposed Congress (see suggested line items to include, listed in the Appendix).

The IAWM Congress Committee accepts proposals yearly. Because Congresses are held at intervals of at least two years, decisions regarding hosts and sites will generally be made three to six years in advance of the event.

Because decisions to host a congress are generally made at the annual meeting of the Board

of Directors of the IAWM around the beginning of June, you should plan to submit **your proposal to the President no later than April 1** of the year the decision is to be made, two years prior to the proposed event. Keep in mind that the proposal must first pass through the Congress Committee before going to the Board, so it is important that you allow enough time for the discussion and decision making process. Decisions are occasionally made at other times; do not hesitate to contact the President for individual guidance.

- **How many will attend a Congress?**

On a small campus setting outside a city, one can expect 75 – 150 participants. In a convention hotel or university setting in a large metropolis, with ease of transportation, additional cultural and sightseeing attractions, one can expect 200 – 300 participants.

Historically, the event has rotated between the US and Europe. Because the IAWM has greatly expanded resources, the use of a rotational system including North America, Europe, and Asia is in effect.

- **How much will it cost?**

IAWM Congresses are designed to be self-funded. Registration fees charged to those who attend should be calculated so as to be sufficient, together with any grant or other funding obtained, to cover the costs of producing the conference. With good attendance and a sensible budget, the host institution can even make a small profit. Specific financial aspects of hosting a Congress will be covered later in this document.

- **Will the IAWM pay for the Congress?**

The IAWM provides seed money for the planning of the congress. Each year, the IAWM budget provides an amount (currently \$1000) towards this seed money fund. In addition, the board may or may not allocate other money for the purpose, depending on circumstances. Therefore, the amount of seed money may vary, and will be established in writing at the time the proposal is made or accepted. The IAWM does NOT absorb any of the costs or the financial risk of producing and presenting the Congress. That is the responsibility of the host and host institution.

- **When are IAWM Congresses held?**

An IAWM Congress occurs approximately every two or three years, usually in the spring, when schools are in session and many students can participate, or, alternatively, in the summer when university facilities and dormitories are available.

- **When does one need to start planning?**

Because there is so much to arrange when hosting an IAWM Congress, the IAWM Board of Directors mandates at least two years advance planning time, from the time a proposal is accepted. You will, therefore, need to start working on the proposal well before two years ahead of the date you propose for the event. This two-year advance planning period will allow adequate time to apply for grants to help subsidize the Congress.

- **Who should I contact for assistance with planning and preparations before and during the Congress?**

The Congress Committee, its chair, and the IAWM President are charged with supervising the conference activities and making sure that everything goes according to plan. If you have a problem that is not addressed in this document, or if you are not sure of how to proceed, contact any of those people and they will help you solve the problem.

- **What are the reporting requirements?**

After acceptance of your proposal, you will be required to supply the following materials:

1. a detailed budget (income and expenses) one year before the date of the conference.
2. Publicity materials, including press releases, calls for scores and papers, brochures, posters, etc., should be submitted to the IAWM Congress Committee for review prior to being released, and print or web materials should carry the IAWM logo.
3. a final report, including a financial report showing budget and actual figures, by May 1 following the date of the conference. This report will be included in the annual reports of the organization which are collected and distributed in May.

- **Who is the Host/Coordinator?**

In general, the Host/Coordinator is the person who submits the application, and is the overall organizer of the congress, with chief responsibility for its oversight, fiscal and logistical. The Host/Coordinator should be a member of the IAWM, and will work with the Congress Committee to plan the congress, serving as liaison with the host institution. If the person applying to the Congress Committee to host the congress is not to act as Host/Coordinator, that fact should be noted in the application, and one will have to be found and designated by the Congress Committee before the Committee recommends a proposal to the Board for Board approval. The functions of Host and Coordinator may be divided; guidelines for who does what are found in later in this document.

Section 2: What Makes an IAWM Congress?

The purpose of an IAWM Congress is to bring together composers, performers, researchers, students, and other parties interested and active in the field of women and music to exchange ideas, information, music, and research. It is an ideal opportunity for the host institution's students to come in contact with so many of the world's foremost authorities on women and music.

Congress Dates

- 1) The Congress usually occurs in the spring or summer, although other times are certainly possible. Point to consider: travel during high season is more costly for participants.
- 2) Avoid holidays such as Easter and Passover. Because the dates are variable, check your calendar carefully to avoid holiday conflicts.
- 3) Congresses will normally occur from Thursday to Saturday, with travel time allowed for Wednesday and Sunday before and after the Congress.
- 4) All Congress dates should be included in the proposal, and are subject to the approval of the IAWM Congress Committee and the Board of Directors of IAWM.

Check potential Congress dates with your institution to insure the availability of lecture halls and performance spaces, performers, ensembles, production staff, as well as any other people or facilities associated with the host institution. Be sure to check with your local arts council for possible conflicts with other events being hosted in your area.

Hosting a Congress requires adequate space for concerts, lectures, panel discussions, publisher booths, dress rehearsal space, and registration materials. Be sure to allow enough time and space for dress rehearsals for each concert. You will need both large and small ensemble rooms for this purpose. You will need to reserve at least these rooms prior to the Congress for rehearsals for the first day of concerts.

Every Congress is different. While some focus on performance and incorporate several concerts per day, other Congresses focus on professional development and will limit concerts to one or two per day, with many more panel and paper presentations. Lunchtime concerts can be very successful, especially if arrangements have been made for "brown-bag" lunches.

There should be room in the schedule for an IAWM Board meeting.

Special Activities

There are many optional activities that may be offered to Congress attendees. If you have a local symphony, opera, ballet, or other arts-related activity, you may wish to offer optional ticket purchases to visitors. The funds must be paid by the individual and not by the Congress host. Be sure to leave enough time to gather all the funds and order the tickets when offering these types of activities to attendees. If you wish to offer transportation to and from any special event, be sure to factor this cost into the Congress budget and registration fees.

An Awards Banquet is another option that the IAWM Congress host/coordinator may wish to pursue. This is a time when members gather to celebrate the accomplishments of the Congress, and awards are given to composers, performers, and researchers alike. Again, IAWM does not pay for this banquet. Rather, attendees are asked to buy tickets for this event. Local caterers and conference facilities can help with organizing this banquet. The price of the tickets should be calculated to completely cover the cost of the banquet. The budget submitted to the IAWM one year in advance should reflect the projected income from the sale of tickets and the banquet expense.

Extra events such as receptions and other informal gatherings may be scheduled following evening concerts. These may be catered. They provide an excellent opportunity for informal exchange. The costs for these events should be factored into the general budget.

Section 3: Administration, Planning, Scheduling

The most critical element of hosting a successful Congress is planning. You will need to develop a staff to help you through planning this huge event. Academic institutions often have professional staff to assist in hosting a large conference. If not, you will have to rely on students and other staff for assistance.

You will need people to assist in the following areas:

- Scheduling
- Finances
- Lodging
- Transportation
- Publicity
- Selection Committees for compositions, performances, panels, and papers
- Production (program booklet, website)
- Concert Management (rehearsal and performance spaces)

You must begin planning two years in advance of the Congress. Set up a calendar with all deadlines, tasks, and assignments. The IAWM can help put this material online if you wish. Please contact the IAWM Board for assistance.

Finances

First set a budget for all conference events (see appendix for suggested budget line items). There are many ways to “nickel and dime” to save costs. You should try to account for everything from coffee in the morning, to receptions in the evening. IAWM recommends you set up a dedicated bank account for the IAWM Congress. This will allow you to write checks as needed and not rely on credit to pay bills.

While you have two years to plan the event, you will need to start applying for grants right away. While the Development Committee may offer some suggestions for funding opportunities, the Development Committee of IAWM does not apply for the grants for the Congress. Any grant money secured will of course help to lower the registration fee for the Congress participants.

Some institutions have a conference office that can help host a professional event. This

office may help with publicity, registration, budget, transportation, and lodging. While these offices often charge a fee, it could be well worth the cost. If the cost is prohibitive, you will have to do the planning yourself.

Lodging and Transportation

As you begin to plan the Congress, you will need to make arrangements with local hotels. While there is generally one main conference hotel, please provide alternatives (both more and less expensive) to meet many attendees' needs. Generally, a designated conference hotel will provide a reduced rate on the room if you can guarantee them a large block of rooms. When scheduling hotels, be sure to check with local calendars to avoid conflicts that may make block reservations difficult.

If the hotel is within walking distance of the Congress events, then further transportation is unnecessary. If the hotel is a distance away, you will need to arrange for buses or vans to take participants to and from scheduled events. It is best to run vans and buses several times a day in order to provide "down" time for participants to go back to the hotel [to] rest.

When traveling to and from the Congress, check with airlines that may be a "hub" in your region. Most airlines will generally provide a 5-10% discount if they serve as the official airline of the conference. Check with other airlines to find out about special [rates] that can be advertised [in advance] to participants.

Publicity

An IAWM Congress is a huge event. Publicity will help insure a large audience. Make use of all possible newspaper and radio, TV and internet coverage. It is strongly suggested that you obtain the services of a graphic designer to help with Congress posters, letterhead, registration forms, t-shirts, and Congress booklet. Although there is an up-front cost, this is a professional conference, and you will want to present your host institution in its most professional light. All materials should include the IAWM logo, and the materials must be reviewed by the IAWM Congress Committee prior to going to press.

Selection Committee

You will need to find judges to assist in the selection of compositions, performances, papers, and panels. These judges can be local, national, or international. It is best to choose people with a wide aesthetic background in order to provide diverse choices in the conference schedule. The Selection Committee will audition and judge all materials. You may wish to use separate committees for papers and music, as you will have a large number of submissions. Keep in mind that if you are using national or international judges, you will need to have duplicate submissions for everyone. The selection committee should not need financial remuneration.

You will need to post a “call for scores” at least one year ahead of the intended date of the Congress. This will allow enough time for judging by the selection committees, and enough time for the attendees to plan their travel.

It is recommended that all submissions be judged “blindly” (i.e. identity is withheld until after all the judging takes place). All people submitting works for consideration should be IAWM members or affiliates or must become members. For assistance ascertaining membership, please contact the Membership Director.

Paper and panel sessions may be submitted by electronic mail, cutting all expenses for postage and handling.

Compositions with CD's/tapes must be submitted by mail.

Planning for the judging process should be done early and indications of the intentions included in the original proposal.

Congress Production

You will need assistance with on-site Congress production, including registration, performance requirements, recording, videotaping, and rehearsal scheduling. This will require several people.

Space allocation is needed for performance halls: one or more with excellent well-tuned grand pianos and recording capability. One of the halls should be large enough for all attendees as well as a public audience. One of the halls should have electro-acoustic capabilities; lecture and panel discussion rooms with audio visual and computer equipment and a well-tuned piano (ice-water available for the presenter). Space is needed for display area for books, music, publishers

booths; registration table and space for registration materials; eating area with space for catering and or a dining hall with a speaker's podium; possibility of using dining hall as a performance space; optional banquet hall and after-concert receptions; and information available for dormitory or guesthouse accommodations. You will need an in-house technical staff assigned for all facilities and someone to coordinate all the in-house publicity with the public events office.

The best scenario is often to assign each of these tasks to a supervisor who, in turn, will have her or his own small staff of assistants.

Section 4: Publicity

Adequate publicity is absolutely necessary to the success of an IAWM Congress. You will want to distribute all materials, from the call-for-scores and papers to the Congress schedule, to as many people as possible. You may wish to mail all materials, including the call-for-scores and eventual conference schedule to all IAWM members and affiliates. The IAWM Membership Director can provide labels of all IAWM members free of charge for your use. Because we are a not-for-profit organization, bulk mail can be used if you send over 200 pieces of mail within the US. Although the IAWM will provide the labels, all costs for mailing the materials are paid by the Congress host and should be included in the budget.

The IAWM maintains an active electronic mail list that can be used for free distribution of Congress materials. In addition, materials can be published free of charge in the *IAWM Journal*. Please check with the journal editor for specific deadlines for submission. The IAWM website (<http://www.iawm.org>) can provide another resource of distribution; check with the site administrator for instructions).

You will definitely want to set up a dedicated website, or dedicate a section of an existing website, for the Congress. While there may be volunteers from the IAWM web team to assist, it may be best to secure a local web developer to work with you if you neither possess these skills yourself, nor know someone who does.

Please be sure to include all the basics when preparing materials for distribution—who, what, where, date, time, etc. Remember that all materials should be given to the IAWM Congress Committee in advance of their release, for proofreading and approval.

Section 5: Call for Participation

An official IAWM Congress call-for-scores should include the following information:

- Dates
- Deadlines
- Categories for submission
- Available performance and presentation resources
- Submission address

Anyone wishing to submit a performance or presentation proposal should be an IAWM member in good standing. The Membership Director will help verify this for you. In addition, those who would like to join at the time of submission are invited to do so. Payments made by those joining at the time of submitting proposals or scores will be handled in accordance with the normal procedures for processing membership dues payments.

The Congress host should determine a limit to the number of possible submissions. Composers should submit two or at most three compositions total. Each type of panel should be considered separately, but there should be a limit to the number of possible submissions. These limits will be left to the conference host.

- In general, neither the IAWM nor the host will pay rental fees for performance materials. Composers submitting works traditionally supply all materials that are required for performance at no cost to the host institution or IAWM.

Section 6: Final Note

Management Suggestions:

In 2001, the IAWM Board of Directors requested that guidelines for IAWM congresses be drawn up. This manual is compiled with the hope that it will be of great benefit to Congress planners. It may be revised as necessary in the future.

In 2002, the IAWM Board of Directors approved the following:

- The IAWM budget will allocate \$1000 each year for Congresses.
- A Congress proposal by the Congress Committee should be presented to the Board two years prior to the event.
- The proposed Congress budget should be presented to the IAWM Finance Committee one year in advance of the event.

The Congress Committee will coordinate with the Congress Host/Coordinator to:

- Find a time in the Congress schedule, possibly at a banquet, when members may gather to celebrate the accomplishments of the IAWM, and awards may be given by the officers to composers, performers, researchers and others who have made significant contributions to musical life.
- Schedule an IAWM Board meeting at the Congress.
- Participate in the Congress as facilitators or moderators for individual events. The active participation, support, and attendance by Board members is crucial to the success of every IAWM Congress.
- Prepare the Congress report from the Congress Committee in a timely way following the Congress. This report should include the Congress Coordinator's overall financial statements. See Reporting Requirements, page 7.

One year prior to the event, the IAWM Finance Committee should receive a complete budget from the Congress Host/Coordinator for a Congress that has been approved by the IAWM Board. The budget should be balanced and include line item income and expenses. Upon receiving the budget, the Finance Committee should allocate to the Congress Coordinator the accumulated amount of monies for Congresses from the IAWM treasury. If this amount is insufficient for seed money needed to secure facilities, etc. The Congress Host/Coordinator may apply for a loan from the IAWM treasury to make up the difference. Such an interest-free loan would be owed to IAWM and should be repaid by the beginning of the Congress. IAWM treasurers have recommended that the Host/Coordinator set up a dedicated bank account for the Congress. All financial transactions, contracts and liabilities would then be the responsibility of the Congress Host/Coordinator. Following the event, the Host/Coordinator's record of financial transactions should be sent to the Finance Committee.

Duties of the IAWM Congress Committee:

- Accept and discuss proposals for Congress sites: Consider the suitability of facility, ease of international access by airplane; local transportation, lodging, and additional

cultural/sightseeing attractions. Historically, the event has rotated between the US and Europe, but now opportunities have expanded to a loose rotational system among North America, Europe, and Asia.

- Develop promising proposals and present them to the IAWM Board of Directors according to the timetable. A Congress proposal to the Board should include the names and contact information for the Congress Host/Coordinator and the Committee-on-Location; an overview of the facilities of the Congress site, estimated cost of facility use, the proposed dates, and a general overview schedule of events.
- If the Congress is co-produced with a regional women-in-music organization, the Congress Committee will work to provide a written plan to divide production responsibilities between the two organizations and the Host/Coordinator.
- Work with the Host/Coordinator to identify and/or appoint an IAWM Congress committee-on-location. This could be a local group of IAWM members or a regional women-in-music organization. A co-production of a Congress with such a regional organization is especially helpful for Congresses held in countries other than the U.S.
- May consult with the Development Committee for advice and work with the Host/Coordinator in applying for grants, other contributions, soliciting advertisements, and inviting publisher exhibits to subsidize the Congress.
- Work with the Host/Coordinator, IAWM web site Committee, Committee-on-Location, graphic designer, and the Congress venue to develop effective graphics and publicity.
- Work with the Host/Coordinator to schedule specific events.
- May work with the Coordinator to find adjudicators to serve as a selection committee for scores/papers/panels/performers. It is best to choose people with a wide aesthetic background in order to provide diverse choices. Establishing separate committees for papers and music is recommended, as there will undoubtedly be a large number of submissions. Financial remuneration should not be required by the selection committee.
- Work with the Host/Coordinator to organize and assign personnel as needed for letters of invitation, preparation of program booklets, rehearsals and concert management, etc.
- Work with the Coordinator to identify and appoint a Congress Committee-on-Location.
- Work with the Coordinator to develop a budget, detailed for each activity, to present to the Finance Committee. Try to account for everything from coffee in the morning, to receptions in the evening.
- Work with the Executive Committee and Congress Coordinator to schedule a Board meeting and a time for presentation of IAWM awards; and also appoint facilitators and moderators for the Congress events.
- Present a report on the activities to the Board in a timely way following the Congress with an assessment of the overall effectiveness of these activities. Include final financial report, together with the original budget figures for comparison.

Qualifications of the IAWM Congress Host/Coordinator:

Ideally, the Host/Coordinator designated for each Congress should be experienced in producing festivals and conferences and/or should be willing to consult recent professional manuals in the field. She should have an understanding of the IAWM's tradition of inclusiveness by a history of involvement with the IAWM, and/or having attended previous IAWM Congresses. She may also receive a modest producer's fee, if this is included in the proposed budget. The Congress

Host/Coordinator should communicate well with any other organizations, who may be co-sponsoring, as well as the IAWM Congress Committee during the entire planning phase. **Fiscal Management:** IAWM recommends that the Host/Coordinator set up a dedicated bank account. This will allow you to write checks as needed and not rely on credit to pay bills. It will be important to keep diligent records (as well as receipts) of transactions. The IAWM President or Finance Committee may request an update about the finances at other times prior to the event. If the Coordinator is not part of the host institution (in other words, if the Host and Coordinator functions are divided), the Coordinator must act as liaison to the host institution with a designated representative of that institution.

Suggested Host/Coordinator working plan: [This plan restates material from previous sections of this manual, organized differently for reference.]

- Calendar: Setting up a two-year calendar will greatly facilitate the planning process. It should include deadlines, tasks, and assignments. The IAWM can help put this material online if you wish. Please contact the Board for assistance.
- Funding: You will need to start applying for grants two years in advance. Any grant money secured will help to keep the cost of registration down. An accounting of in-kind donations of lecturers, panelists, performers and facilities is needed for grant applications. You can also solicit contributions and advertisements for the program booklet and anticipate ticket sales.
- Airfare: For travel to and from the Congresses, please check with airlines that may **be [change to 'have']** a hub in the region. Most airlines may provide a 5-10% discount if they serve as the official airline of the conference. Check with other airlines to find out about specials that can be advertised to participants.
- Conference Schedule: Each Congress may be different. While some focus on performance and incorporate several concerts per day, others may focus on professional development and limit concerts to one or two per day, with many more panel/paper presentations. Besides evening concerts, lunchtime concerts can be very successful, especially if arrangements have been made for brown-bag lunches. Musical moments between day-time events are also refreshing. Include an IAWM Board meeting in the schedule. These are open meetings in which the Board will discuss policy and procedure. The general membership is welcome to attend. Special activities that may be offered to Congress attendees. If there is a local symphony, opera, ballet, or other arts-related activity, optional ticket purchases may be offered to visitors to be paid by the individual and not by the Congress. Be sure to leave enough time to gather all the funds and order the tickets when opening up these types of activities to attendees. If you wish to offer transportation to and from any special event, be sure to factor this cost into the Congress budget and registration fees. An Awards Banquet is another option that the IAWM Congress Host/Coordinator may wish to pursue. This is a good time for members to gather to celebrate the accomplishments of the IAWM, and awards may be given to composers, performers, researchers and others who have made significant contributions to musical life. This banquet may be included in the registration fee, or may be optional and paid for by ticket purchase. Arrangements with local caterers and conference facilities can help with organizing this banquet. The cost of each ticket should be factored into the general budget and should be enough to pay for each individual meal. While not absolutely necessary, extra events such as receptions and other

informal gatherings may be scheduled following evening concerts. These may be catered or not. They provide an excellent opportunity for informal exchange. Again, the costs for these events need to be factored into the general budget.

- Selection of Scores, Papers, Performers and Panelists: Adjudicators on the Selection Committee can be local, national, or international. They will audition and judge all materials. Choose people with a wide aesthetic background in order to provide diverse choices. Separate committees for papers and music is recommended as there will be a large number of submissions. With national or international judges, duplicate copies of submissions may be needed. Financial remuneration should not be required by the selection committee. Be sure to post a call for scores at least one year ahead of the intended date of the Congress. This will allow enough time for judging by the host, and enough time for the attendees to plan their trips. It is recommended that submissions of compositions and performers be judged blindly (i.e. identity is withheld until after all the judging has taken place). Paper and panel sessions may be submitted by electronic mail to cut expenses for postage and handling. The Congress Committee should determine a limit to the number of submissions by one person. All persons submitting works for consideration should be IAWM members at the time of submission. Their membership needs to be confirmed by contacting the IAWM Membership Director. Those who would like to join at the time of submission are invited to do so. Arrangements should be made to forward all membership payments to the Treasurer for recording.
- An IAWM Congress call should include the following information:
 - Dates
 - Deadlines
 - Categories for submission
 - Available performance and presentation resources
 - Submission address

Publicity and Distribution of Materials:

- Good publicity with newspaper, radio and TV coverage will present IAWM in its most professional light and help attract a large audience.
- A graphic designer can be a big help with Congress posters, letterhead, registration forms, t-shirts, and Congress booklet. The Congress Host/Coordinator should work with the Committee-on-Location to check out local resources for publicity.
- Some venues have a conference office that can help host a professional event. This office may also help with publicity, registration, budget, transportation, and lodging. While these offices often charge a fee, it may be worth the cost if it fits within the general budget.
- All materials, from the call-for-scores, performers and papers, to the Congress schedule, should reach as many people as possible. Materials, including the call-for-scores and eventual conference schedule, should be sent by email and regular mail to all IAWM members and affiliates.
- The IAWM Membership Director can provide labels of all IAWM members free of charge but all costs for mailing the materials should be included in the Congress budget. The IAWM maintains an active electronic mail list that can be used for free distribution of Congress materials. In addition, materials can be published free of charge in the IAWM Journal.

- Please check with the journal editor for specific deadlines for submission. The IAWM website (<http://www.iawm.org>) can provide another resource of distribution; check with the site administrator for instructions). Finally, you will want to set up your own website for the Congress, as well as posting announcements on the IAWM website and others.
- Please be sure to include all the basics when preparing materials for distribution who, what, where, date, time, etc.

The IAWM Congress Committee-on-Location:

- The Committee-on-Location can provide valuable assistance to the Congress Host/Coordinator by doing much of the legwork, particularly in those cases where the Host and Coordinator functions are divided. They can find out if the venue has a conference office that can help host a professional event and whether or not a fee is charged for these services. They can identify, price and recommend possibilities for lodging, local transportation, local media and other publicity. Special activities that may be offered to Congress attendees, such as a local symphony, opera, ballet, or other arts-related activity.
- The Committee-on-Location can check potential Congress dates with the venue to insure the availability of lecture and performance spaces, local performers, ensembles, production staff, caterers as well as any other people or facilities associated with the venue and also with the local arts council for possible conflicts with other events being hosted in the locale. This committee should also check with local community calendars to avoid conflicts that may make block reservations difficult.
- The Committee on Location can locate adequate space for concerts, lectures, panel discussions, publisher booths, rehearsal spaces, and registration materials. Both large and small ensemble rooms will be needed for rehearsals, some prior to the Congress itself.
- The Committee-on-Location may be responsible for making arrangements for lodging. This should be done very early. While there is generally one main conference hotel, please provide alternatives (both more and less expensive) to meet needs of many attendees. Generally, a designated conference hotel will provide a cut rate on the room if you can guarantee using a large block of rooms. If the hotels are within walking distance of the Congress events, then further transportation is unnecessary. However, if the hotels are a distance away, the committee will need to arrange for buses or vans to take participants to and from scheduled events. It is best to run vans and buses several times a day in order to provide down time for participants to go back to the hotel for rest.
- The actual Congress production may be best handled by the Committee-on-Location, especially where the Host and Coordinator functions are divided. This includes providing a welcoming staff to meet attendees at the airport and arranging for an in-house staff person for each facility. It also may include such responsibilities as handling registration, performers' needs, recording, videotaping, rehearsal scheduling and similar functions.

Appendix

IAWM Congress Budget Guidelines:

INCOME:

Concert ticket income from non-conference concert attendees
Conference fees from participants
Conference program booklet ads from local merchants, publishers, music companies
Daily registration fees to local residents
Daily registration fees by the general public
Local and State Arts Council grants
Meet the Composer grants (grant must be paid to the individual composer)
Other grants to be identified
Private contributions

EXPENSES (note that some line items presumed to be in-kind below may have to be paid for in cash and moved into this category, and that there may be other expenses not mentioned here):

AV equipment; electronic music needs
Audio and/or video recording (including cd to document entire event)
Concert tickets for participants
Fee to Conference facilitator at the institution
Food/catering: AM/PM coffee and snack breaks
Food/catering: Meals, including breakfasts, bag lunches and dinners
Food/catering: Banquets
Performers (only if necessary in occasional circumstances)
Photocopying of individual concert programs
Photocopying of materials for paper presentations
Piano Tuning
Postage for mailing conference materials to IAWM membership
Postage and labels for mailing to CMS list of institutions
Printing of Conference booklet
Production of conference materials and conference booklet
Publicity, including newspapers and radio ads
Student Congress Assistants
Special Events
Special Events Coordinator
Transportation costs for buses/vans to special events
Transport-- instruments
Typing and assembling of all conference materials

IN-KIND [Please assign a dollar figure, either estimated or actual, to each item in this category]:

Advertising the Congress in the IAWM Journal
Conference facilitator at the institution
E-mail information on call for scores and papers to IAWM members and other important organizations/institutions
IAWM member address labels for mailing
Institution lecture halls
Institution concert halls
Institution space for registration
Institution space for music publishers and distributors for display
Institution space for conference participants displays
Student stage managers
Student conference assistants
Student performers
Student volunteer conference web-site design
Student designer for program booklet and conference logo
Use of audio-visual equipment for paper presentations
Volunteer IAWM member performers/conductors

Informal Notes from previous IAWM Congresses (compiled from various sources)-- note that the reporting guidelines described above were not adopted until 2004. What follows, therefore, are NOT official reports, nor were they officially submitted to or accepted by the board:

Continuing under the auspices of the IAWM, Congresses on Women in Music have been held in Vienna, Los Angeles (at the California Institute for the Arts in Valencia) and London. From 1980 to 1993, the ICWM produced eight international Congresses in New York City (1980 and 1990), Mexico City, Los Angeles, Atlanta, Bremen/Heidelberg, Bilbao and Paris.

Congress in Los Angeles Congress, Valencia:

The successful financial plan of the 1997 Congress may serve as a model: The Congress paid for itself. Registration fees, contributions and grants covered all expenses and made a profit, which was added to the IAWM treasury. The chairperson was paid a producer's fee. A startup interest-free loan from the IAWM treasury was repaid at the start of the Congress. Since 2002, a \$1000 annual allocation of the IAWM budget provides a new source of support for future Congress events.

At the June 1996 IAWM Board meeting, the Board voted to support the Congress proposal

presented by Congress Coordinator Jeannie Pool for a Congress at the California Institute for the Arts, in Valencia, CA on May 29-June 1, 1997. The focus of the Congress, entitled "Professional Career Development and Enhancement" would be to discuss marketing strategies for women in promoting their music. A concert by the Long Beach Symphony conducted by JoAnn Falletta, which would include a work by a woman composer would be one highlight of the conference. The meeting halls and concert hall would be in-kind contribution of CalArts. The Board approved the following:

Registration Fee: \$175 - to help cover production expenses. Dormitory lodging including 9 meals: \$175 (or nearby hotel lodging could be arranged by attendees). Budget for 1996-97 allocated \$3500 for Congress support to cover initial expenses such as brochures, contracts with facilities, contracts with speakers and performers, and a producer's fee of \$1000. Inasmuch as there was no money in the IAWM treasury at that time for a Congress, \$1500 would be a loan to be reimbursed at the start of the event with anticipated income from the Congress. The IAWM fundraising priority for the year was to raise the remaining \$2000 for Congress support.

Minutes of Executive Committee Meetings held in September and November 1996, and January and March 1997, indicate the following:

- \$4500 was raised from the Holiday Fundraising Letter, which more than covered the Congress fundraising priority of \$2000.
- 2. An additional \$525 earmarked for the Congress in donations was received.
- The Ad solicitation form with its several categories of contributions would be the main source of corporate support. The suggested rate for advertisements for the Congress program booklet was discussed and approved.
- Congress announcement brochure was approved and inserted in the Journal mailing of January 30, 1997. An additional 1500 more brochures were printed and distributed. Announcements of the Congress were also posted in journals of other organizations.
- It was assumed that with the official letters of invitation, signed by the IAWM President and the Congress Coordinator, most Board members would receive institutional support for their attendance as speakers, facilitators and moderators. Also, most composers and performers would likely receive institutional support. Donations to the Congress provided a limited amount of travel money to help those who have no institutional support. Student scholarships were provided for free registration in return for service at the Congress. (Note in 2003: Funds for institutional support are very scarce.)
- The Congress Coordinator received funds from the IAWM treasurer in installments as needed to pay for brochures, secure contracts with facilities and speakers, and other production costs. The IAWM Treasurer expressed a need to clarify procedures for receiving income and paying expenses with regard to the Congress. It was recommended that for future Congresses the Coordinator set up a dedicated bank account and handle all transactions herself.
- The resident ensemble, the CalArts 21st Century Players were considering playing both evening concerts. The performing ensemble will screen and choose the scores they would like to present. Proposals submitted by attendees for other concerts and performances will also be considered by a selection committee.

The 1999 IAWM Congress was held at St. Marks and Our Lady of the Rosary Halls in London, England. Attached is a progress report presented to the Board. The Congress Coordinator was Beverly Grigsby, who coordinated the Congress from a distant country. The final financial report included many unexpected problems, including British VAT complications, which took several years to straighten out before another Congress could be planned.

The IAWM Congress in 1995, titled "Female Music Rush Hour" was held at the Wittgensteinhaus in Vienna, Austria and produced by the women-in-music organization Femmage. The organizers included the IAWM Liaison with Europe, who was appointed Congress Coordinator and who also was affiliated with Femmage. The IAWM treasury provided some support money, and the delegation from the IAWM Board presented a lecture demonstration on the international communication potential with the newly established IAWM web site and the IAWM Electronic Listserv, and presented a concert.

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