



## **Event Organization Manual**

### **Fourth Edition**

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## ISHA Event Organization Manual

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## YOU WANT TO ORGANIZE AN ISHA EVENT? - INTRODUCTION

First, **do not panic**. Yes, organizing something takes time, effort, and money, but it pays off in ways you can barely imagine.

The decision to get to work on organizing a seminar or conference is often a tricky one and many sections' courage wavers at the very thought of the preparations necessary – but the truth is there is really nothing to it! Even a small group of enthusiasts can assemble a good, smoothly functioning organization team with proper planning and work load delegation. There have been many cases where the host section benefits most from “their” event, such as by attracting new recruits, consolidating the section, strengthen ISHAs position and their own at their home universities and gaining some very valuable experience.

This manual is designed to help you with your task by providing you with some of the lessons ISHA has learned over the years.

Keep in mind that you are your own expert on the matter. Think of ISHA events you have attended and try to remember what you liked best and what annoyed you. Draw from this experience in all stages of the organization process, especially when you fix the program, when you chose the accommodation or the food and so on.

The manual is only meant to give suggestions and advice on how to organize a “standard” ISHA event and should not be taken as a definitive recipe or a magic formula. Since events are organized by different sections in different surroundings and conditions, the practices recommended in this manual may not necessarily work for everyone. Our intention is to cover some basic areas of the organizational process and aid potential organizers who have little or no experience in this field. Just remember, the sky is the limit!

*For more detailed information and the preconditions for organizing an ISHA Event, we ask you to consult the Standing Orders of ISHA International.*

On the following pages, you will find information to help you through the organization process concerning fundraising and money, program planning including traditional parts of ISHA events, workshop guidelines and information about the academic program as well as a checklist at the end, which sums up everything for you.

### 1 PLANNING AHEAD

In general, ISHA events can take place at any venue, to very different scales, and at every time of the year. However, over the years two different forms of ISHA events have been recurring.

The four “standard” events that take place every year usually around the same time according to ISHA’s Standing Orders follow a “traditional” approach of having around fifty participants<sup>1</sup> and a five- or six- day program.

1. New Year’s Seminar – quite obviously, a seminar around New Year’s Eve
2. Annual Conference – held between mid-March and mid-April and including a General Assembly (GA)
3. Summer Seminar – in June, July, or early August
4. Autumn Seminar – in September or early October

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<sup>1</sup> Except the Annual Conference, which should host as many participants as possible, at least 2 persons from each member section and one from each observer section.

The exact date of the events of course depends on the host sections university calendar. Consider that there is almost no week of the year where every ISHA section is “free”. Depending on the different university calendars there will always be exam sessions for some sections.

Apart from that, ISHA also supports smaller international meetings – often called Weekend Seminars,<sup>2</sup> because they are shorter and regional events that may address students from only certain areas of Europe.

The **first step** would be to gather up your section mates and discuss the issue, for example what to do and how. Usually the planning and preparation starts about **a year before the event**, especially in the case of the Annual Conference.<sup>3</sup>

**Divide the tasks** among your team members, on a voluntary basis of course. The progress of these tasks should be reported at regular meetings. Having one or two people coordinating the whole process is an option, but certainly not an obligation. It depends on the structure and traditions of your local section. **Delegate!** Remember nothing ever runs smoothly. One should expect setbacks and problems along the way. Thus, **good communication** between team members is essential for successful organization.

**Secure official support!** Early during your preparations, you can ask a professor, the dean of your faculty, the president of your university, or anyone else who is a person of influence to write a **letter of recommendation**<sup>4</sup> for your event. Such letters can come in handy when you want to convince potential sponsors of the seriousness of your plans – simply use them as an appendix to your project proposals (see the next chapter on this).

Finally, have **back-up plans** ready! Sometimes what seems like a done deal might be cancelled in the last moment, or people might fall ill and drop out. So try to recruit more people than you might need (especially concerning workshops) or have emergency options ready in case for example the restaurant you booked closes down.

*Keep in mind that there are always other sections experienced in organizing and the IB and council to help you at any stage of your organizing process!*

## 2 IT IS ALL ABOUT THE MONEY – BUDGET AND FUNDRAISING

This chapter is the first thematic one in this manual because unfortunately the money is the most important issue and potential organizers had to withdraw before because they could not ensure the financing of their event. In this sense, this is something that you have to think of right at the beginning but do not be afraid! The numbers might seem very high

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<sup>2</sup> These shorter Events do not have to take place from Friday to Sunday. The term “Weekend Seminar” just became the standard name used in ISHA for this kind of short meetings.

<sup>3</sup> In order to find out what kind of event is the best choice for your section, it is a good idea to do the **SWOT**<sup>3</sup> analysis – that is to analyze the project’s and group’s strengths, weaknesses, opportunities and threats. You might think that this sort of thing is stupid and unnecessary, but it could come in very handy.

*Strengths:* attributes of the organization that are helpful for achieving the objective.

*Weaknesses:* attributes of the organization that are harmful for achieving the objective.

*Opportunities:* external conditions that could be beneficial to achieving the objective.

*Threats:* external conditions that are harmful to achieving the objective.

<sup>4</sup> Sections that are locally active under a different name or in cities where ISHA itself is not well known can also ask the International Board for a general letter of recommendation explaining what ISHA is all about. This could help underlining the international sphere of the project.

and “unraisable” at the beginning, but with sufficient planning, some creativity and a bunch of motivated people you will be able to make it!

*In the following, you will find some helpful steps concerning fundraising. Think through them, gather the numbers and brainstorm on your own in your section.*

## 2.1 Step A) Calculate the budget

While organizing an ISHA event you will deal with a lot of money. At first, you have to get an **overview** of how much the various parts will cost and with what kind of overall sum you will be dealing with – that varies a lot from section and/or country.

Here are the main cost units and some impetus how you can deal with them:

### 1.) *Accommodation*

For the Annual Conference you should be able to host around 100 people,<sup>5</sup> for standard events around 50 and for weekend seminars it is up to you and depending on your program.

It is very rare that the participation fee covers the accommodation. So here already you will have to secure additional funds. But first enlist the following:

- How much is the accommodation for the whole duration of the event in total and per person?
- How much is the accommodation including/excluding breakfast? → This is a potential to save money: As in Skopje (2015) or Helsinki (New Year’s, 2013/14) you can provide breakfast for the participants buying it yourselves and serving it e.g. at the Faculty.
- How many options for accommodating the participants do you have? How many hostels? How many choices do you have theoretically? → This is also a chance for you to ask the providers for reductions or stalling of the deposit, which they will ask from you. Think of: Could you also accommodate the participants in student dorms/housings? Are there cheap hotels around? How many hostels does your town have and could you split the participants if it allows you to save some money?
- BUT also take care that in case some hostels/hotels/dorms are farther away it will require you to cover public transport tickets, which might not be needed otherwise.
- Another option to stall the deposit: Offer a guarantee of the university (official document stamped and signed) that you will pay later as soon as funds have arrived.

### 2.) *Food*

The second biggest post in your financial expenses will be the food (for the participants at least and consider that your organizing team should be able to eat with the participants). You have to cover breakfast, lunch, dinner.

- To save money you always have the option to cook for the whole group, which was done so totally in Helsinki or partly in Berlin and Ljubljana. This option usually saves a lot of money BUT you have to consider that by doing so you will have to have a (big enough) kitchen available and a place for everyone to gather to eat. In addition, you will need plates, spoons, forks and everything.<sup>6</sup> In addition, you need people from the organizing team who are willing to do all the

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<sup>5</sup> In General: As many participants as possible (usually around 100); at least 2 persons from each member section and one from each observer section.

<sup>6</sup> According to the ISHA goes green initiative we ask you kindly to not use plastic ones.

cooking and shopping as well as someone who provides a car to transport all the equipment you need. Take into consideration that preparing food for so many people takes quite some time!

*If you do not want to or cannot cook yourselves, similar steps apply than with the accommodation:*

- Enlist possible places where you can have (cheap but sufficient) food for the whole group and ask the restaurants for discounts. You will go there with approximately 30 to 100 people (depending on the event) for a week so that means a lot of money for them – they might be willing to reduce the costs or offer you something special.

THIS however is work for you. You have to go to the restaurants and always talk to the manager or person in charge to get such an offer. However, in the end it can save you some money.

If your university or student union should have a Mensa, you may consider this as an option for lunch and/or dinner. Usually the Mensa is closed during vacation time like New Years or Easter, so make sure that they are open during your seminar. Many countries, cities or universities have a special discount for their own students. Ask and negotiate about the conditions for international students. You may also need to think about, how to let participants choose food and pay at the Mensa, if they have a special pay card for example. A voucher system might be useful.

- If you get special conditions, make sure that you have a written contract/deal so that they cannot charge you more later on.
- Take into consideration that you might have vegetarian or vegan participants as well as participants with special dietary requirement/wishes (like kosher food). In these cases, it could happen that the prices of the restaurants are higher. Remember to negotiate that beforehand!

### 3.) Program

The Program is a part of the budget, which should be easily covered.

Just make sure that you have thought about the following:

- Rooms for the academic program (Keynote, workshops, final conclusions, General Assembly and/or State of Affairs meeting, How to ISHA workshop and maybe something else): where will they take place and do you have to pay for that?

If you are working together with your university, you should be able to use the facilities free of charge. Ask for it – beg for it.

- Entrance fees/guided tours/day trip: What do you have planned, what will be the costs, is transport (bus or else) necessary and how much would it cost?

Enlist this according to your program.<sup>7</sup>

### 4.) "Peanuts"

This is the part where all the nasty little financial expenses are gathered. Every post for itself is not big but all together it means a lot of money which you can save if you think of alternatives.

Here is a (non-complete) list to give you an idea:

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<sup>7</sup> These are "optional" costs, which in the worst case can be cancelled by cancelling the part of the program, which would be sad but better than cancelling the whole event.

- name tags (material + printing costs)
- booklet/seminar program (printing costs)
- welcome packages (“goodie bags”)
- additional printing costs: material for workshops, organizational process, paperwork you have to hand in to get funds, ...
- Workshop materials: flipcharts, pencils, ...
- Social/Party program: rents for rooms (NDFP !), entrance fees for clubs/bars
- Homepage/web presence
- public transport (if it is necessary/if the distance is not walkable – think of your own personal experience in this matter!)
- additional fees that might be required by your town/university/government
- some sections designed a shirt with a logo and/or title of the seminar and sold it to the participants. If you decide to offer a seminar shirt, you may include a box for ordering and size in the application form. Make sure to collect the money at the check-in.

*Make a list of all the costs mentioned in point A so that you know what you are up to!*

## **2.2 Step B) Raise the Budget / Fundraising**

*Now that you know how much money you will need, it is time to think of how and where to get it. Put together – if you have not already done so – a short **project proposal/description** that sums up the following points:*

- What are you doing? What are you organizing?
- What is the topic? What is so interesting about it?
- What is the gain – for you at your section/university and for the participants?
- What is the gain for the University, for the town, maybe for the government or tourism institutions?
- Who will come and how many people will be involved in total (participants and organizers) – where do they come from? → Enlist ISHA countries and the BA to Phd levels to show the diversity.
- What will be the program of the week?
- What is ISHA? Why is it a good thing to give money to?
- How much money do you need and for what and why (explain how ISHA events work, how your event works and that students from all countries from all level of incomes should be able to come which is why you have to keep the costs low).

These are the **most important questions potential sponsors will ask you**. It is best if you have it all already written down and explained in a **project proposal**. This looks more professional for the sponsors and shows them that you know what you are doing.

*In addition, revise your website and Facebook page to be or stay eligible for official funding!  
For further information on that see: chapter 3.1*

### 2.2.1 Project proposals

Even though there is no universal template for a written proposal, it usually contains the following:

**1) Cover sheet:** overview of the project, your organization’s name and address, contact

details for a specific person...

**2) Cover letter:** very concise, usually one-page summary that needs to "sell" your project by clearly defining who you are, what you want to achieve, what you plan to do, and what you need from others for this – avoid lengthy descriptions here!

**3) Description:** an informative text telling what your project is all about in full detail, but still as efficiently as possible – it contains a description of the program, its goals and objectives, the methodology used, how the evaluation and dissemination of results will take place, the outreach among students and everything else that is important. Stress the fact that it is an international and intercultural event.

**4) Draft budget:** showing the planned expenses and incomes (together with projected sources and an indication of how these have been approached already) in columnar form.

Keep in mind: Most potential sponsors expect a **detailed budget** in your project proposal. Some costs can be determined right away (e.g. the rates for rooms at your preferred venue for accommodation. Others can only be guessed in the beginning or might be subject to agreements that you did not request. Perhaps you will have to make several different budget plans for different sponsors depending on which items are they willing to cover. It is okay to exaggerate a little bit and better if you calculate some extra money in case you are dealing with unexpected expenses in the end. Never be so careless as to lose track of the budgeting – you will have to account for it in the end, which means paying the balance on your own, if necessary. Pay extra attention to all things financial and **keep receipts** of all payments and transactions.

**5) Conclusion:** a brief summary of your proposal that states your case, problem, solution, and uses of project funds. Make sure you mention also how they can help you.

**6) Appendices:** this might contain recommendations, biographies of key personnel or résumés, or, if requested, certificates of registration.

Once you have a detailed proposal ready, you can change and copy/paste some parts to fill out future grant application forms or otherwise **alter it to your needs**. *It is not a problem to highlight different aspects of your project when approaching different entities, as long as you stay honest and keep with the 'spirit' or the main elements of the project so that no sponsor or supporter will be disappointed.* If you reuse material, make sure that you read any new final articles through before you send them off just in case!

Make sure that the level and extent of your proposal always fits the occasion and recipient. Sometimes a one- or two- page memo will suffice (for example if you are asking for promotion materials or asking a bakery to donate bread), but sometimes you will also need to summon your entire academic and professional writing skills, e.g., in order to ask for university or government funding.

### 2.2.2 Where to get the money from? - Brainstorming

*Now do some brainstorming, **try to think out of the box** to find out where you can ask for money. Consider that even small amounts can help already!*

Keep in mind that **some sponsors have deadlines** for funds so it is best if you check these as early as possible. In addition, sometimes it takes time for potential sponsors to answer

your request OR for the money to arrive. Here again it is important to have **back-up plans** ready. For example, you should check with restaurants, hostels and other institutions/people how much time you have to pay them. **Make a list:** What kind of payments will you be able to stall and for how long? What kind of payments are due at what time?

### Some “classic” financial sources:<sup>8</sup>

- 1.) *Participation fee*  
You can charge max. € 100,00 per participant. This is your basic investment you can count on. But it is a general task in organizing an ISHA event to try to keep the participation fee as low as possible as participants will already have to cover their travel expenses and we all know how difficult students’ financial live can be.
- 2.) *Your local section and/or student union*  
Do you have any finances on your own? Do you cooperate with the student union or similar bodies that might have money for you?
- 3.) *University*  
Are you cooperating with the university and have you asked all possible units of your universities (faculty, overall head of the university, a dean for studies if you have one, student unions, a bureau for international affairs, an interdisciplinary bureau for studies and research, ...)?  
Ask your professors and scholars – they might have some contacts to other institutions willing to fund your event!  
Universities as well as other publications sometimes have special regulations on how the money they give you may be used. For example, they may state that you cannot pay food with their money.
- 4.) *Town and regional government*  
You are students; you are young, motivated and high potentials. Sell that! Check the webpages and ask directly to find out if there are funds for
  - a) Scientific conferences/summits or other events like that and where to apply for it,
  - b) If there is anything for students where you can ask for money,
  - c) If they are willing to sponsor food or a reception.
- 5.) *Tourism offices*  
Your project brings up quite some people to the town, which might come visit again and will spend a lot of money there. Sell that! Mention that you want to show the best face of your town to the visitors. They might give you money, discounts or free goodies at least.
- 6.) *Restaurants*  
As mentioned before, discounts are possible here if asked nicely and persistently!
- 7.) *Museums/historical institutions*  
Think of: Are there any museums or other historical institutions/societies that might have an interest in young students and researchers and might be willing to

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<sup>8</sup> Keep in mind, that this is a collection of financial sources that have been employed by different sections over the years. Depending on your town or country or environment some of them might not be as lucrative as for other sections. However that also means that you might have some „hidden“ treasures at your disposal somewhere ☺

reduce the entrance or give some money/goodies?

- 8.) *Food markets/farmers/companies producing (regional/typical food)*  
This is not a big part of the budget but it helps to keep the program going. Maybe you can get discounts on everything you buy if you decide to cook for yourselves or you might get snacks for free for the whole week. Some companies also provide sample foods and drinks which you can serve the participants!  
For this kind of sponsoring, personal contacts (“someone knows someone’s father who works at...”) help a lot. In addition, it is better to enter in direct contact (phone calls or going there in person) rather than sending an official letter.
- 9.) *Ask wherever you buy!*  
In general, it does not do any bad if you ask for funding or reductions at any institution or business where you will be buying something for the participants or the participants will be consuming something.  
For example, you could ask the public transport company for an additional reduction. Alternatively, you ask the bars you visit for the pub-crawl for some funding.  
The golden rule here is if you do not ask, you will not get anything. Therefore, you do not have anything to lose!
- 10.) *BE CREATIVE!*  
Think of your overall topic – where else can you ask? Are you dealing with regional development? Ask NGOs, government platforms or else engaging in this matter. Are you dealing with economic history? Well, ask businesses.
- 11.) *Ask people you know.*  
This can be annoying for you, but some of you might have relatives, parents or friends working with big businesses that might be willing to sponsor at least € 100 for your project or will offer drinks.

### 2.3 Step C) Fundraising – get active!

*The golden rule here is: IF YOU DON'T ASK YOU WILL NOT GET ANYTHING: IF YOU ASK YOU MIGHT GET MORE THAN YOU EXPECT!*

This is honestly the hardest part; the part of organizing hardly anyone is used to and the part that most people try to avoid because it asks you to go to institutions and representatives and ask/beg for money. HOWEVER, this is also the part where you can learn the most!

After you have prepared the project proposal mentioned above and thought of all the possible ways to get money you start applying for it.

If you divide who will ask and where consider one tactical thing: If you have a **personal appointment** go there in pairs of two (one man and one woman in the best case). You never know if you might have a blackout and depending on who is deciding on the funds this person might rather be impressed by a female or a male representative of ISHA. It sounds horrible but in fact, that is how it mostly works. (*Gendered*) *Charms never do you any bad.*

Keep in mind: <b>Do your homework</b> beforehand. Search your potential sponsors on the internet; check their brochures. Find out what kind of projects they have financed in the past and what values they advocate, and keep in mind what ISHA stands for and whether
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you can identify with what they promote or sell. Try to find out what they appreciate and prepare your fundraising meeting and/or the proposal accordingly!

If possible, make sure that you can **retain a person responsible** for the granting of money. It is a huge advantage if you already had a phone call with a representative of the potential sponsor before you send your application to them. E-mailing will not always do the trick, as many people will respond less favorably to (or even disregard) your inquiries. For the same reasons, a “real” letter with your project proposal printed out might also sometimes be worth the effort. This can be a very slow process, so start early and have patience.

Finally, get acquainted with your country’s laws on NGO finances (non-governmental organization)! Being a non-profit organization does not necessarily mean that you are not allowed to earn income. In some cases such organizations can make money on membership fees (without the need to record it as a gift or “donation”) or on other activities. **Be inventive!** Some host sections also sell t-shirts or various souvenirs. If you manage to make a profit from it, good for you!

### 3 COMMUNICATION, LOGISTICS AND APPLICATIONS

As said before, effective communication is **vital to the success** of your event. Make sure that everyone has all the information they need at any time. During the event, your **network of communication** has to function well. In general, stress all deadlines and be prepared to send many reminders.

This applies not only to the team of organizers (which you can connect via messengers, whatsapp and Email for last-minute changes) but also for the whole group of participants. It is important that everyone knows where and when to meet and is informed constantly of any changes in the program. Do not be afraid of “parenting” – sometimes it is better to give too much information than having participants being lost in a maze.

Do not be afraid to ask for help! Sometimes people in your team need to be reminded that they could also help with other things than their main tasks. Experience showed that if needed and asked for, people are more likely to jump in.

ISHA events can be **advertised** through a variety of different channels – the ISHA website and monthly newsletters, sections’ websites, and ISHA’s representation in social networks. In addition, it is recommended to prepare some leaflets well in advance and present them at an ISHA event prior to your own. Ambitious organizers can create a poster and make it available for download –other sections can then print out and distribute it around their universities. When announcing an event, provide contact information. If you do not have one yet, register a special **email address** for your event, so that all the messages can be found in one place, or use your section’s inbox. A continuously updated **website** with all the crucial information is always handy, for both the organizers and participants.

If possible, contact your university’s PR division and the local media, and try to persuade them to cover the event. Press clippings could come in handy the next time you prepare a project as **documented evidence** of your organization’s capacity for organizing a successful event. Also, make sure you take many pictures – you can upload them to your website afterwards, and include them in your report.

### 3.1 Online Presentation – Promotion via Websites and Facebook

Most sections have their own websites and either promote their event via this page or create a separate website dedicated to the event only. Both shall also be promoted via social media (especially Facebook).

In general, take into account that (potential) sponsors as well as your university is likely to check your website as well as your official Facebook page to gather information about you and ISHA.

*We ask you to **NOT post party and drinking pictures** on these channels. ISHA sections shall have a separate Facebook group to share these “private” moments. The image of a “party-drinking-only-event” might cost you and other ISHA sections some valuable funds!*

On the website itself, you should enlist the following information:

- Title and short academic outline/explanation of the topic
- Dates and locations
- Workshop-Titles (and if possible short descriptions)
- List of persons responsible/engaged in the organizations/contact details
- Schedule of the whole event
- Conditions for participation (deadlines, fees, criteria etc.)
- List of sponsors/supporters<sup>9</sup>

When enlisting these elements, take into account that sponsors and people from outside of ISHA will read it. In this respect, it is important to find more elaborate denominations for the social parts of the program.

*Please chose “**socio-cultural-program**” or similar euphemisms when speaking about the actual party program and events. At least enlist this somewhere on top and highlight the ice-breaking party and so on as parts of the “meet&greet” and “networking” parts of ISHA.*

Besides, it proofed to be valuable to **create a Facebook-group for the participants only** to share information before and during the event as well as (party) pictures for everyone involved!

### 3.2 Application

As an organizer, everything you need to know about the participants should be included in the **application form, which** you prepare for the event (*see the appendix for a template*). It will be difficult to ask for anything more after the applications have been collected.

Also, be sure to specify what exactly the **participation fee** is covering and stick to it before and during the event. Unless a major sponsor suddenly has to file for bankruptcy, there is no reason to increase your participation fee or let participants pay themselves for basic things (entrance tickets, meals, whatever), without knowing this before they applied!

Provide yourselves with some **deadlines**, which you need to follow up strictly. This will make everything much easier.

For example:

3 months before: official invitation by the host section and publication of program and schedule

2 months before: application period<sup>10</sup>

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<sup>9</sup> In doing so you look more eligible for new sponsors.

<sup>10</sup> Over the last years, it showed that application periods that are more than two months away from the event result in higher cancellation rates. It is vital to find a balance for the organizing section between having enough

- 7 weeks before: confirmation of applicants
- 6 weeks before: workshop moderators start their preparations (sending mails...)
- 4 weeks before: deadline for paper summaries
- 3 weeks before: feedback of workshop moderators
- 1 week before: send a “get ready” Email<sup>11</sup> to all the participants with all the necessary information for the upcoming Event

Have the **program and schedule** for your event ready as soon as possible. At the beginning of the application period, people should be able to know what kind of event they are going to attend. If, during the event, there is a change of program (and this almost certainly will happen), both organizers and participants have to be informed as soon as possible.

To sum up, here is a list of **information** that you have to provide to the participants **before the application period** according to the Standing Orders of ISHA International:

- The exact topic of the event, the exact date and time of opening and closing of the application period, time and date until which selection of participants will be known, (and which time zone they are using).
- Participation fee and costs covered by the participation fee as well as modes and deadlines of payment (include information in case you collect deposits).<sup>12</sup>
- Number of participants, modes of selection of the participants and if there will be a waiting list. In addition, you can publish the list of participants online once it is ready. However, you should check if that contradicts your *national laws on privacy* if you publish a list of names without the permission of the respective persons!<sup>13</sup>
- Amount that should be collected in advance and deadlines for paying the participation fee. If participants are unable to pay in advance, they should purchase or book tickets and send a scanned copy of it to organizers.

When you have completed the final list of participants, provide them with the organizers’ **mobile phone numbers**, and make sure the team has all participants’ numbers, too. Upon arrival, distribute a printed schedule (!) and additional background information – name and address of the accommodation, bus schedules, and (if necessary) curfews, customs and laws, etc.<sup>14</sup> In the past, some organizers did more and compiled small **seminar booklets** with not only the basic information, but also short descriptions of the history of their country, sightseeing tips... Why not try it yourself?

### 3.2.1 Selection of Participants

In General, the organizing section decides upon who is being granted a place on the event. However, sections might **recommend** some of their members **informally**<sup>15</sup> to organizing

time to put together the participation list and the participants to pay the fee and book (cheap) travel tickets as well as getting their timetables in order.

<sup>11</sup> This Email should contain all the information especially first time participants might need. Inform them about: important contacts, weather and program (what shoes etc. to bring), Materials needed (for workshops or else), remind them of how to get to the hostel and tell them (again) how the first day(s) will work out. Remind them of those part of the program that are not obvious for everyone, like the national drinks and foods party (remind them to bring a drink/food), ...

<sup>12</sup> If participants are unable to pay in advance, they should purchase or book tickets and send a scanned copy of it to organizers.

<sup>13</sup> To avoid that, you can add this to the application form. See Application Form Template (Appendix).

<sup>14</sup> These things can also be sent out with the „get ready“-Email.

<sup>15</sup> As the structure of ISHA sections is highly diverse, ISHA International is not regulating the process of

sections. Please keep in mind that whether you adhere to these recommendations or not is up to you as organizer! It might happen that somebody from a university with an ISHA section applies who has never participated in local ISHA events. It could be that this person just has not yet heard about the local ISHA section and it happened that these people later on became very active locally.

In any case, you can always get in touch with the respective sections and/or the International Board if you have any questions!

ISHA International's Standing Orders recommend the following criteria for the selection of participants:

- quality of the motivation listed in application form (either general motivation or motivation per workshop preference),<sup>16</sup>
- at least one representative per section (members and observers)
- precedence for first time participants and people from cities without an ISHA section
- precedence for officials of ISHA International,
- precedence for participants coming from member sections.

In order for ISHA to spread and to not die out in the future, it is important that there are **always “newbies”** (first-time participants) either from already established sections or from new cities present at events. We all know that it is the international experience that keeps the people with ISHA! However, in order for this to work, there has to be a balance between “new” and “old” (internationally experienced) ISHA members. This way the “oldies” can share their passion and explain more about ISHA.

While selecting the “newbies” take into account that late-PhD students will most likely not stick with ISHA for a long time. It is vital for the local sections as well as for ISHA International to **engage students from the early BA levels!** It is those who might stay more than one year with the organization and make the local sections evolve and maybe even join the rank of the International Officials.

*Early BA students are of course not as used to academic writing, as are PhD students. Therefore, try not to evaluate the academic style and quality of the motivations and rather focus on stated interests!*

## 4 PROGRAM AND SCHEDULE

As already mentioned, a rough draft of the program of the event should be ready as early as possible. You can use that to show your potential sponsors more clearly what you are planning and students are more likely to get interested in participating if they know what you are up to.

The exact program of an ISHA event varies depending on the duration, the concept and the overall topic of the seminar or conference. In general, you can distinguish three main parts that constitute the so-called “ISHA-experience”: The academic, the socio-cultural and the “networking” aka Party parts. When you plan your event, make sure that these three are more or less equally distributed and take care that especially the academic program gets enough space including the keynote lectures, roundtables, workshops, final conclusions or else that you have planned.

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selection so far.

<sup>16</sup> Please make sure that you state on your webpage and/or on the application form that the motivation is an important part of the selection process so that also first-time participants will give it sufficient thought!

When creating the event's schedule, include enough (but not too much) free time. Try to **balance out free time and activities**. Calculate how much time people will need to move from point A to point B, but leave some extra space for flexibility in your schedule, too.

Organizers should bear in mind that people might not work that well around the clock for the whole duration of the event, and that moving a large group or convincing tired participants to get to the bus stop always takes extra time. In fact, at some point a temporal anomaly referred to as "ISHA time" might occur, and include a lot of confusion and waiting if your schedule is not adaptive enough. Try to make the best of it, and have some organizers wait for the tardiest of your participants in order to escort them to the rest of the group. It is never advisable to let everyone wait for just a few people.

## 4.1 Academic program

The quality of the academic program contributes a good portion to the overall success of an ISHA event. It is (besides all the parties and fun) the core of what ISHA events are all about – discussing history with students from other countries, and learning a lot about other peoples' perspectives.

On a more practical level, a **sound academic program** will attract a wider range of participants and make fundraising easier. It is thus of major strategic interest.

Universities and similar institutions will more likely help finance a project with a serious academic goal. Especially governmental or EU grants target quality educational programs. If the academic program is well prepared and good enough, it might even be granted ECTS (European Credit Transfer and Accumulation System) points by your university, which would even further the attractiveness and prestige of your event. This might also motivate institutions or even other universities to subsidize travel costs, guest lecturers, and other expenses connected with the academic part of an ISHA event. Finally, it will help attract new members to ISHA.

In this sub-chapter, we will discuss how to achieve a solid academic program. The bulk of it will be about the organization of a "default" ISHA event, if there is such a thing. Later, some alternatives to this standard structure will be presented.

### 4.1.1 Topic and General Preparations

Most ISHA seminars have one central theme (e.g. "Facets of Power" or "Manipulation in History") and are divided into several workshops. They start with a keynote lecture giving theoretical impetus or examples for dealing with the overall topic and end with a conclusion session that sums up all the findings of the whole academic program.

In the first place, you need to decide on the **general theme** of your event. On the one hand, it should be relevant for students of all levels specializing in all countries and time periods, but on the other, it should not be too broad. With abroad topic like "Political History," you are more likely to get presentations with overly diverse subjects, and a coherent conclusion might be difficult to reach. Instead, with a more specific topic like "Political Propaganda in History," you will have presentations that will probably be much more closely linked, will be much more in-depth, and will lead to a more lively discussion. However, beware: With an overly-specialized topic, you will get fewer people interested in applying for your event or risk that those who do will simply not prepare themselves enough and will remain quite passive throughout the discussions. The choice of topic can also have great relevance for your finances, because a more specific theme might be able to

attract generous sponsors. You can find a list of past topics at the ISHA website if you need some additional inspiration.

Once you have agreed on a general theme, it is time to come up with some **workshops and/or alternative academic approaches to the topic**. Once you have received all the applications it is your turn to allocate the participants to the workshops or alternative programs. Make sure that the numbers are more or less equally distributed!

In general, a very good idea is to **get some professors involved**, starting already at the stage of formulating workshops. They can give you hints on all kinds of stuff: if a certain topic or discussion is “hot” within a theme; if there are some organizations, foundations, etc. connected to a certain theme from whom you can try to get money; guest-lecturers, and the like; if there are certain texts related to the subject that are really a “must read.” Maybe they will even be willing to give a lecture themselves! **Keynote lectures** at the beginning of an event became a standard constituent of ISHA. When you ask someone to do that, take care that you consider his or her English skills and overall familiarity with the events theme.

If your budget allows, you could also approach historians who are not from your university, or experts from outside the academic world if this would fit with the theme of your event.

#### 4.1.2 Workshops

Different workshops dealing with the overall theme in various ways became the standard approach to the academic part of ISHA events. There are many possibilities to organize workshops. Some are listed below.

There should be, if possible, two workshop moderators for each workshop.<sup>17</sup> Another important point is that it is much better if the workshop moderators have no other crucial organizational tasks other than preparing for and moderating the workshops. The academic outcome will be much better when moderators can focus on their task, and while the event is running, no moderator should be required to leave the workshop due to organizational tasks. Delegating is the operative word again, and practice has shown that it is best to allow the “logistics people” and the “academic people” to concentrate on their own respective tasks, lest the two fields interfere.

However, what is important to keep in mind under all circumstances is that in practice, some people will always miss deadlines, and it is up to you to decide how to deal with that. You should make sure that the participants prepare well enough for the event to make meaningful discussion possible. Be prepared to send many **reminder emails!**

*Standard Workshop*<sup>18</sup> – In the last years this “typical” workshop evolved within the ISHA community. In this workshop model, the participants of each workshop prepare a paper

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<sup>17</sup> There is always the possibility to have international workshop moderators from other sections. You can lance an official call for workshop moderators via ISHA International or ask people you know, who would do a good job on it.

If you go for the international workshop moderator option, make sure that every international moderator has a local as a partner.

Usually international workshop moderators are counted as participants in the organizing process (concerning accommodation, food, program). They do not need to apply and have a fixed spot on the participation list. It was handled that way for example in Budapest (2014), Graz (2015) and Marburg (2016).

<sup>18</sup> In the Appendix you will find a manual for workshop leaders regarding this „standard“ version of ISHA Workshops.

before the seminar and present it during the workshop sessions. Every presentation is discussed within the workshop. Workshop leaders are encouraged to provide their participants with background readings to which they can relate their paper. This helps to find a common ground for the mostly very diverse topics.

*Excursion Workshops* – Instead of preparing a paper and present and discuss it in the workshop, the workshops can also take place at different locations within the city where the seminar is held, eg. at museums, archives, etc. The workshops in this seminar will have excursions that are different from each other.

*Interdisciplinary* – a seminar organized together with students from other disciplines, maybe in conjunction with other international student organizations. A local EGEA section might be the best partner for this as ISHA and EGEA are strongly cooperating on the international level.

This will heavily influence the academic part of the program, since other studies use different approaches; have different ways of discussing, etc. You might encounter difficulties in coordinating your part of the organizing with the other students or organizations, and students of history might be less interested in applying for your event. On the other hand, opening up new points of view for students from two or even multiple disciplines and giving them the opportunity to meet and discuss with each other might be far more rewarding than a standard seminar focusing exclusively on historiography matters. An example for this kind of event was the 2003/04 New Year's Seminar in Rotterdam ("History vs. Architecture"), which was in fact organized by architecture students of the Technical University of Eindhoven.

*Passive participation* – participants will hear lectures, attend excursions, and work with some basic articles before the event. Those who want to will then be able to actively participate, ask questions and discuss their thoughts. The idea behind this is that students will learn a lot at an ISHA event anyway, most importantly by having conversations with students from different backgrounds and by visiting a new country. A definite advantage is that people will not be scared away by the thought of having to prepare a paper and, even worse, being required to present it in English. Then again, one could argue that this is a very important element of an ISHA event – once again, it is up to you to decide. If you are willing to experiment with this approach, take double care of whom you are going to invite as workshop moderators and guest lecturers. Almost your entire academic program will rely on the quality of ad-hoc discussions in the workshops! It is also possible to mix this model as an addition to eg. the *Standard* or the *Excursion Workshops*.

*Research* – you can choose to have people not prepare a presentation, but to gather information and do research about a certain topic. After a suitable introduction, you could compare the results and directly start with the discussions. At the 2004 Summer Seminar in Nijmegen, for example, people were asked to research the attitude towards the EU in their home country.

*Round tables* – an alternative to final conclusions. You could gather all participants together and have a moderated discussion session about what the conclusions of the seminar are. There are no presentations in that case, but an advantage is that members of the different workshops can discuss with each other, too. Different issues will have come up in several workshops, and this makes it possible to compare them. It is important that the organizers (especially workshop moderators) prepare this well, since some very general topics might not be easy for participants to cover as a whole. In addition, it is difficult to discuss things in a large group of people, so this approach is better suited for smaller events as well.

*Training Workshops* – Instead of preparing a paper and discussing it, the workshops can

also be held as training sessions or scientific work-in-progress-sessions (writing, researching or else) like it was done at the Archive Workshop at the Vienna Weekend-Seminar (2015).

... – Be creative and remember: The Sky is the Limit!  
In the end, you are the organizers, so plan and change everything according to your needs. You can also **experiment** with new approaches not covered in this manual. Just make sure you tell the ISHA community how it worked afterwards.

#### 4.1.3 Final Conclusions and Journal

After all the workshop sessions are done, it is time for the final conclusions. In the past, there have been **two approaches**:

- present them in a serious way to the other participants of the event, in order to give them a clear idea of what you have been talking about;
- do it in a funny way, in the form of a song or play, which explains the topics you have discussed, with (sometimes) less academic but obviously more entertaining content.

No matter how the final conclusions are prepared and done, the important aspect is, that every participant shall get an overview of what the workshop has been about and what kind of conclusions and discussions it raised. If workshops want to present their final conclusion in a funny way, it is a good idea that there is at least a short serious introduction/conclusion by the workshop leader.

To be sure, even though these two formats have so far been prevalent in ISHA events, there is nothing stopping you from implementing a different conclusion to the academic program if you can think of one. There are many possibilities. Just be very clear to the workshop moderators about how it is going to be done. Remember, the more narrowed-down a topic is, the easier it is to come to meaningful conclusions. As an organizer, **give the workshops enough time** in the schedule to prepare their final conclusions.

After the event is over, a report that includes the workshop results can be prepared. Sometimes this is needed for the sponsors (especially some official sponsors or University funds may require something like that). To publish the results and contents of the whole events at least on the sections webpage may also contribute to the academic credibility of the local section as well as of ISHA in general.

Organizers can also think about publishing a **conference journal**. This can contain some of the papers that the participants presented, one or two reports on the event, the academic conclusions, some of the guest lectures, pictures, whatever. A warning though: publishing a good journal is quite a lot of work and a job in its own right. In general, after organizing something for ISHA, people tend to be very tired and have neglected at least some part of their studies. This is the main reason why planned journals sometimes appear years later, or not at all. Make sure you realize how much work it is when you decide whether to publish a journal or not! In an ideal situation, you might have other people who have not been as involved in organizing the event ready and waiting to work on this project. You could also have a talk with the editor of the upcoming ISHA International journal if you want to have your material published somewhere, but not in a journal of your own.

## 4.2 Cultural program

Although the academic part stands at the centre of an ISHA event, it should be a matter of course that you provide opportunities for participants to explore the venue and get some glimpses of the history and peculiarities of the country they are visiting. Therefore, you should organize at least some additional cultural activities, like **museum visits and city walks**. If possible, try to find expert guides (with good English skills) for this.

The city walking tour is probably the most fundamental way for your guests to get to know the feel of their host city. It is very practical to include it on one of the first days so that they will know their way around a little during the rest of the seminar and can find out about sights they might like to visit in more detail later. Few things are more dreaded than a bad tour, and yet few are more interesting than a good one. The first consideration is the physical circumstances of the tour. An hour is about the longest such a tour can practically be without people getting tired and bored. Thus, you will want to make sure that the geographical area covered is easily walkable by a slow-moving group. Try to plan your stops away from noisy areas like busy streets, where your visitors, with their varying English skills, will have a hard time hearing and understanding you.

The second consideration is the content. You will want to choose buildings, sites, and stories that are relevant and interesting to people from all over Europe and beyond who do not have much of a tie to your particular town – yet! It is also very helpful to try to keep your tour unified. The history and architecture of a city rarely tells one tidy story, but it is helpful and interesting to your visitors if there is at least a common theme that pulls the details you talk about together. Finally, remember that a good tour is nothing like a good history book. That is, you are not trying to teach your visitors a lot of information (that never works outdoors, with variable weather, traffic, noise); you are trying to capture their interest and inspire them to learn more about your tour's subject.<sup>19</sup>

Longer **excursions** or **day trips** are definitely recommended, as they are a good way to show your guests more of your country. They can also act as a counter-weight to overly academic schedules. When it comes to ambitious excursion plans, however, there is often not enough money left to pull it through in the end. However, you can keep it simple, since in summer a barbecue or picnic with some sports activities can do just fine. Perhaps there is an interesting historical place or landmark within easy reach of the city that does not fit in your sightseeing tour, but might still be worth visiting as part of an excursion. At best, you are able to combine the excursion with the academic topic of your event.

## 4.3 Parties<sup>20</sup>

Traditionally, ISHA events feature the following evening activities. Try to include them in your schedule, as tradition has proven them the perfect remedy to after-workshop boredom. Note, however, that it says nowhere that you strictly must provide some kind of evening entertainment every night. It is also okay not to offer a special program, say, in the middle of the week – that way, those wanting to catch up on their sleep are able to do so while you can be pretty sure that the ones who absolutely want to go out will find a

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<sup>19</sup> If you decide to let the members of your section be the guides and they are not trained as such, make them keep some simple things in mind: Never talk and walk at the same time. If you make a stop, arrange the group around you to make sure everybody may hear and see you etc.

<sup>20</sup> Concerning the official presentation of this part of the program please consult chapter 3.1!

way by themselves.

Keep in mind: It is the social program where people “meet” and get to know each other and have the possibility to exchange their views (and contacts) and most importantly build friendships. Make sure you provide enough occasions for that, especially considering, that there are always either new participants or enclosed ones that do not know enough people at the event (yet) or are too shy to organize their social program on their own.

#### 4.3.1 The Ice-breaking Party

The Ice-breaking Party is the first party of your event and as such the first opportunity for participants to get to know each other in an informal setting. Basically, any venue will do, but remember that the point of the party is for the participants to get acquainted with each other. Therefore, an outing to a huge public party, for instance, where it is impossible to tell ISHA people apart from anybody else who just happens to be there would make a rather impractical choice. You might also consider a place where people can actually talk to each other and are not forced to scream all the time because of far too loud music.

Sometimes, the Ice-breaking Party involves no ice-breaking at all. People still do not know each other and tend to stick with their section mates. So, how do you entice participants to mingle? A simple party game might help (the stupider the better), or arrange for a quiz about your town or country. It is best to divide people in groups at random and make them do something.

#### 4.3.2 The Pub Crawl

The Pub Crawl is quite open to interpretation. Due to practical reasons, organizers of ISHA events with anything over 20 participants usually divide their sheep into different groups visiting several pubs independently of each other, usually at as many different locations in a row as possible. Since different folks have different tastes concerning music, surroundings, (prices of) drinks etc., pub-crawl groups are often formed according to these preferences.

However, since this – and certain social factors – can lead to numerically misbalanced pub-crawl groups, an alternative scenario is to form groups of the same size by drawing numbers. This is a nice way to mix folks that normally would not necessarily find themselves sitting at the same table. Whichever way you choose, there is no reason why not everybody should reunite in the same central place sometime towards the end of the night. If you form groups with more than six-odd people, it might be a good idea to have made reservations in advance, or keep locations’ phone numbers at hand to know where to go next.

#### 4.3.3 The National Drinks and Foods Party

At the National Drinks and Foods Party – or for short, the NDFP<sup>21</sup> – everyone is encouraged to bring along and present beverages and food from their home regions or countries. Since that usually entails the consumption of a rather large amount of hard liquor over a very short period, these parties tend to be exceedingly lively events – if they do not fail for some reason.

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<sup>21</sup> You might have only heard about it as the NDP – but the concept does include food ©

In the past many NDFPs have failed, e.g. because there was no possibility to play loud music of our own choice and hence no dancing; or because the music was, well, too boring; or, finally, because there were too many non-ISHA people around, stealing the drinks and disturbing the presentation of the national drinks and foods.

*Therefore, a good NDFP generally takes place at a venue*

- a) which is not too large or offers too many other possibilities for the participants to disperse – cosy is good!
- b) where there are little or no non-ISHA people present, especially not in control of the music.
- c) where there is the opportunity to play music loud and long enough for people to get dancing – meaning no curfews, overzealous neighbours, or inadequate stereo systems.
- d) where you can bring and consume your own drinks.
- e) where smoking inside is either allowed OR smoking outside does not cause trouble (noise!).

If you are going to have the NDFP at a bar or similar location, make sure that the owner of that place is aware that plenty of alcohol will be around, which they have not sold themselves. Should you decide to stay somewhere else (e.g. in a dorm or university building) and “improvise,” have enough beer and soft drinks ready to balance the amount of hard liquor. Make sure that you can stay at that place as long as you wish (having to close the party mid-way because the building needs to be locked would definitely kill everyone’s mood). Finally, don’t forget to buy a huge number of plastic cups for the drinks!

In addition it is recommended to not host the NDFP on the same day as the daytrip (if you have one) because participants tend to be very exhausted after a day-long excursion.

#### 4.3.4 The Farewell Party

**If the NDFP is not the last party of your event, the Farewell Party is the last opportunity for participants to spend time together.** Just like with the Ice-breaking Party, it is therefore necessary to stay at a place where only ISHA people will be around – not losing sight of each other in a large disco or at some mega-party. You could think about having a motto party – for example, tell participants to bring costumes, or have a musical motto like “90s party” or “trash music.” Of course, this also holds true for parties that you might organize earlier in the program.

### 4.4 Program spots for ISHA politics<sup>22</sup>

Each conference and seminar organized on behalf of ISHA has to provide spots in the program for “ISHA politics”. This means mainly the following:

- General Assembly (GA)

The GA is held at least once a year (during the Annual Conference) and at other venues where the selection of participants allows quorum. The GA is the main decision making body of ISHA International and some sessions (especially those with the election of the new officials) may take some hours.

Make sure to plan at least 4 hours<sup>23</sup> in the program for the GA including the organizing

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<sup>22</sup> For more information about the procedure at these „ISHA politics“ parts please consult the Standing Orders of ISHA International.

of a room that provides at least enough space for all participants of the GA and at best the representatives can sit in a big circle so that the setting for discussions is more adequate.

Concerning the infrastructure, Wi-Fi connection and a beamer should be available.

- State of Affairs Meeting (SAM)

The SAM is held at each of the four standard annual events, it often precedes the GA and if there is no GA held, it is the sole official meeting of sections' representatives.

The SAM takes about two hours. Concerning the infrastructure, the same applies as for the GA.

- "How to ISHA" Workshop

This workshop is organized and held by the ISHA International Officials and deals with sections' local activities and ways of either promoting ISHA or how to set up a section... The definite outline and content depends on the venue and participants. It would be great, if you could provide a 2-hours-spot for this kind of workshop in your program as well (which should not be at the same time as the spot for the ISHA officials meeting).

Participants that are not attending GA, SAM or the "How to ISHA" Workshop usually have free time. *Make sure that people attending these official parts are not missing anything else of the program.*

#### Officials' Meeting

The International Board calls a meeting of ISHA International officials at every international seminar. At most times these take place during other parts of the program, obliging officials to skip workshop sessions or else, which is *not* desirable.

If possible, it would be great, if you could integrate a special "free-time-spot" (2 hours) in the program for these officials' meetings to take place.

## **5 ACCOMMODATION AND FOOD<sup>24</sup>**

So far, we have experienced it all – youth hostels, cheap hotels, student dorms, gym halls and sleeping bags. Finding suitable accommodation is so section-specific that we can offer little other than very general advice. Two things are important to take into consideration when searching for a place to stay:

1) Make sure the place is **central** or easily and quickly (!) reached from where most of your activity is situated (usually the city centre). This might collide with your budget, but it is better to pay a little more and enjoy the benefits of short walks and more time for your program. Long bus rides and walks are a major source of annoyance to participants and organizers alike, plus being independent of public transport will give you more flexibility in adapting your schedule and will give your participants more free time.

2) Usually the **cheapest** place is good enough for an ISHA event. Most of the time, participants will stay out anyhow. Just make sure that the place is clean, that there are

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<sup>23</sup> At an annual conference where the GA also includes SAM and the election of new officials, 4 hours are the minimum you should plan for it!

<sup>24</sup> For options of saving money here and how to organize this part see also part 2.1 of this manual.

sufficient toilet and shower facilities, and that everyone will have a warm bed to collapse into. However, as we are in a digital age, make sure that the participants will have Wi-Fi connection either at the accommodation or at least at the university. Everything else can be regarded as luxury.

3) If possible, try not to divide the participants amongst different housings. People usually want to spend as much time with the other participants as possible and either catch up with people they know or get to know the others. If the group is split, that takes quite some time away from this “getting to know each other”. In addition, there are hardly two accommodations completely alike so it might also cause some tensions if one hostel or place is more comfortably equipped than the other.

Host sections can prepare some sort of **disclaimer forms** for people to sign, saying that the host section is not responsible for any damage or charges caused by participants (which you should definitely consider when handing out room keys).

It is customary to serve participants **three meals per day**. If you are from a country where it is customary to e.g. skip breakfast or eat next to nothing for dinner, refrain from forcing this habit upon your uncultivated guests. In general, participants will expect at least one warm and substantial meal per day. Especially before a night of partying, it is highly advisable to let everyone have a solid meal.

**Provide food for vegetarians and people with special dietary needs** – ask about this in advance in the application form. Coffee and snacks in the breaks are optional and you are not obliged to provide them, although **caffeine** might be necessary to get your sleep-deprived participants going in the morning and keep them awake during the day.

## 6 CLOSURE

When your event is drawing to a close, it is common to distribute **evaluation forms** to both participants and organizers. Usually the International Board will take care of this with a standardized form – ask them if you want to include additional points for your own interest. Perhaps your participants will need some kind of certificates that they attended this particular event, which either the IB or you yourself can prepare.

Unfortunately, the project is not over when participants leave. Besides cleaning up after the parties, you will have to tidy up your finances as well, write a bunch of reports to your sponsors, etc. Since the International Board will also request a **report** about the seminar, you can make double use of it by publishing it in the ISHA journal or posting it on the website.

Do not forget to thank everyone who made your project possible. Maybe you could even send your sponsors, professors, and faculty some **thank-you notes or goodie bags** – they will appreciate it and probably help you next time you want to set up a project again.

If you find yourself in a sticky financial situation because your section ran into debt or you have not received all the funds as promised, again, **do not panic**. These things tend to sort themselves out, even if it takes a few months. It is best to rest a bit and then carry on.

## 7 APPENDIX

### 7.1 Appendix A – Event Organization CHECKLIST

*This checklist is a guideline that should help you if you feel like you need some guidance. None of the steps (and particularly not their order) is obligatory; everything listed here is a suggestion. After all, every event is different concerning people engaging in the organizing process, host towns and host countries and their respective regulations and restrictions. You are your own expert on your event!*

#### First steps

1. Gather a team that is willing to work on this project for up to about a year.
2. Decide what kind of event you want to do and when.
3. Apply to the GA

#### General preparations

1. Decide upon an overall **theme and concept** (traditional seminar, experimental seminar introducing new forms of workshops, ...).
2. Set up a **(provisional) timetable and program** – What do you want to do during your event?
3. Make a **work plan**/delegate tasks/decide upon the structure of your organizing process – How do you want the team to work together, who will be in charge of what, when and how often will you meet... → A rough work plan at the beginning might save you some time as you will know beforehand what kind of tasks you will have to deal with during the organization process.
4. Ensure **support of your University** (not obligatory but can come in very handy at an early stage concerning funding, rooms, letters of recommendation and so on)
5. **Back-up plans!** Try to recruit more people than you might need, try to have emergency plans ready.

#### Money<sup>25</sup>

6. Get a financial **overview** – what kind of **budget** will you need, what will be the overall expenses?
7. Compile a **project proposal** for fundraising outlining goals, contents, gains, and program.
8. Brainstorming: Where could you ask for money?
9. Make a list of potential sponsors, including their deadlines and requirements
10. Fundraise<sup>26</sup>

#### Organization

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<sup>25</sup> See „How to Organize an Event“-Manual, chapter 2.

<sup>26</sup> This process will most likely accompany you during the whole organizational process.

11. Set a date of the event.
12. Set an application period around 2 months before the event.
13. Set a participation fee and declare what it covers.
14. **Check your program:** Is everything settled? What spots still need to be filled?
  - Accommodation: Is everything settled and reserved? Do you have to pay a deposit?
  - Food: Is everything reserved? What kind of further arrangements will you need to make?
  - Workshops: Do you have enough (dedicated) Workshop-moderators? If not, lance a call for international WS-moderators via ISHA.
  - Academic Program: Do you want to have a keynote lecture? → Secure the keynote speaker.  
Do you have all the rooms you need? → Make reservations!
  - Cultural Program: e.g. Guided Tours; Do you need to make any reservations? Do you need to book a Bus?
  - Social Program: Parties, NDFP, Bars etc. – Do you need to make any reservations?
15. Application and Participants:
  - Decide upon the application procedure and selection of participants (Keep in mind that participants need enough time to make their travel arrangements and pay the participants fee);  
Make your own application form or use the ISHA template.
  - Select the participants and provide them with the necessary information for payment of participation fee and other conditions for their participation.
  - Provide your Workshop-Moderators with the participants contact details for their own organizing work.
  - Make sure every participant gets all the information he or she needs concerning program, workshops, travel arrangements, certain regulations etc.
16. **Work through your program again step by step: Is everything settled?** Have you calculated enough time for changing venues (e.g. from lunch to program meeting points).
17. Make sure you have paid all the demanded deposits.
18. Double-Check reservations – workshop rooms, Buses, restaurants.
19. Send out a “Get ready” Email (around one week before the event) so that your participants know what they should not forget at home.
20. **Enjoy your Event!!!**

#### **After the Event:**

21. Pay all your bills.
22. If demanded, sent a calculation to your sponsors including a report of your event
23. Work on a seminar publication if you have planned any (and if you have the resources to do so)
24. Encourage everyone to fill out the Evaluation form provided by the IB ☺
25. **Be proud!**

## 7.2 Appendix B – Application Form Template

Most sections nowadays use googleforms to administer their applications. Whether or not you go with the flow in this respect or search for alternatives (pdf forms) is completely up to you!

*Please do NOT include jokes in the application form as they are not understood by ISHA newbies and might exclude them or even make them not apply!*

**Here are some things that should however be included in every application form:**

ISHA [Seminar or Conference] [Title]

[Place and Date]

Name	
Sex (according to passport)	
Are you an active member of an ISHA Member/Observing Section?	Yes No
If yes, which?	
If not, please state your University and City or Partner Organization	
If not, do you want to get in touch with your local ISHA section (if there is one)?	Yes No
Mobile phone no.	
Passport or ID	
Email address	
Home address	
<p>Motivation for Participation<sup>27</sup>  <i>Here you have two options to choose your participants: Either you ask them to write about their motivations concerning their workshop choices (A) or you make them write a general motivation for participating in your event and have them just enlist their workshop choices (B).</i>            Please consider that BA level students (especially first year students) are not used to academic writing and they might not compete with PhD students for that matter. Therefore, please focus rather on the stated interest than on the academic style and content.</p>	
(A) Enlist your workshop Preferences and indicate why you chose them. Please remember that the motivation listed will influence the selection process!	
(A) 1 <sup>st</sup> Preference: [usually a drop-down menu]	(A) Motivation:
(A) 2 <sup>nd</sup> Preference: [usually a drop-down menu]	(A) Motivation:
(A) 3 <sup>rd</sup> Preference: [usually a drop-down menu]	(A) Motivation:

<sup>27</sup> Here you have two options

(B) Why do you want to participate in our event? Please enlist your general motivation. Please remember that the motivation listed will influence the selection process!	
(B) Please Enlist your Workshop preferences	
(B) 1 <sup>st</sup> Preference: [usually a drop-down menu]	
(B) 2 <sup>nd</sup> Preference: [usually a drop-down menu]	
(B) 3 <sup>rd</sup> Preference: [usually a drop-down menu]	
Special diet? <i>(Vegetarian, diabetic...)</i>	
Allergies?	
Do you have any preferences concerning room allocations (e.g.: female/male dorms; mixed dorms)	
Anything else you want us to know?	

To be on the safe side you can also add:

Do you grant us permission to publish your name together with those of the other participants online on our website?

### 7.3 Appendix C – Workshop Leader Manual

*This little manual shall answer some questions about doing the job of a workshop moderator at an ISHA event. It gives hints on how to handle a standard-ISHA workshop (see 4.1.2 Standard) but it is also useful for other workshop models. If you as organizing section decide the workshop model and structure, you should make a workshop manual for your workshop leaders, so they know what they are signing up for.*

One of the most important things for a workshop moderator is to **be informed** about the overall program and the events theme. In case the participants have any questions, the workshop moderators are usually the first contact persons they approach. So if you are leading a workshop make sure that you know the overall program and especially where the participants have to go to after the workshop sessions.

The **workshop moderators structure the workshops and guide the groups** through a scientific approach to the topic of the workshop and the seminar as a whole. The workshop moderators are not supposed to act as teachers and lecture extensively. Their job is to chair and moderate the workshop sessions as well as to keep the ball rolling and the group focused. Therefore, it is not necessary to be an expert on the workshop topic, but it is important to read up on the subject.

The workshop moderators are responsible for the academic quality of the workshop. A good workshop needs a good preparation time as well as a good performance at the workshop sessions requiring a sufficient amount of sleep.

#### **General tasks**

*In English please!<sup>28</sup>*

The language to communicate at ISHA seminars is English. Please keep that in mind during your correspondence with the participants before the seminar and especially at the workshop itself. Try to speak English during the workshop, even if you talk to a person with the same mother tongue.

*Be Flexible!*

*Stimulate participation!*

*Present provocative, conflicting opinions and shift perspectives!*

*Keep calm – do not expect too much!<sup>29</sup>*

#### **Before the event**

Team up with the other workshop moderator! Swap ideas about the structure of the workshop and divide the work between the two of you. Think about what you are

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<sup>28</sup> The working language of ISHA is English. However, it is possible to have a whole workshop in a different language than English. This is a good option if you want to attract a special language group, which is maybe not proficient in English, or you choose a language, which is spoken, by many participants as a 2<sup>nd</sup> or 3<sup>rd</sup> language. It is most of the times not a good idea to choose the native language of the section to not divide locals and internationals. If you decide to have a workshop in a different language than English, you need to announce this before the application period. Do not enlist people for this workshop, which did not apply for it.

<sup>29</sup> Not every participant will contribute the same and not every participant answers in an equally original or inventive way. However, every participant's contribution should be given attention and should be rewarded with a stimulating reply.

Take into consideration that the academic level of the participants ranges from early Bachelor to late Phd!

going to do in the workshop sessions and especially how you will organize them. What will be your respective parts in the workshop? Which tasks do you want to give the participants?

It is up to you if you work together on equal level, equal terms or if one of you takes the lead and the other acts as his/her helpful co-moderator. This could, for example, depend on your varying extents of ISHA seminar experience.

**Get in contact with the participants of your workshop!** Tell them what to do. What should they prepare for the seminar? Should they send you information about themselves, or maybe an abstract? Inform them how the workshop will look like and what you expect of them.

To send the participants a scientific text to read before the seminar can be a good way to prepare the group for the workshop topic as well as serve as a central theme throughout the workshop and help in relating the different topics to each other. Maybe you can provide the participants also with a list of further non-mandatory but useful readings on the topic. Keep in mind that the participants have their “normal” university studies beside the ISHA event and give them tasks they can manage.

#### **During the seminar/workshop**

Get to know each other! An introduction round at the beginning of your workshop is very important. At every ISHA Seminar there are „veterans“, who know each other very well, and “newbies”, who might take part in an ISHA seminar for the first time. Try to form a group and bring in the new ones. How you do this is up to you, for example you could do a classical „Hi, I am ...“-round, or maybe you have ideas for a funny introductory game which might help to break the ice.

Inform the group again at the beginning of the first session about your plans for the workshop. It can be quite useful to start the main working process with some sort of impetus by the workshop moderators, like a short lecture on the workshop topic (and its relation to the overall seminar topic) or a discussion of the common reading.

The skills, which should be trained at the workshops, are interacting and discussing with colleagues on an international and academic level. Therefore, one of your main tasks will be the **initiation and support of academic discussions**. Try to integrate the whole group into this process. Moderate the discussion and give impetus to it if it is stuck or not evolving at all. If a debate starts to digress, try to lead the participants back to the topic.

Try to create a positive atmosphere within the group. Counteract if discussions become rough or maybe even insulting. Do not hesitate to break up discussions if they lead nowhere. It is important to stay on schedule. However, fun(ny stuff) might enhance the special ISHA gain of knowledge, especially as you will have participants from varying academic levels in your workshop.

#### **How a workshop could look like**

First, it is up to you how you design the workshop. In the last years, a certain way of doing workshops has „naturalized“ at ISHA events, but that does not mean that you have to follow this concept! The ISHA seminar is an event by students for students. It gives you the opportunity to practice scientific discussion on an international level. So take the chance to try things out and do not be shy to break fresh ground in dealing with history.

### **Examples of tried and trusted ways of doing a workshop**

A good way to prepare the group for the workshop is to send out basic scientific texts on the topic. If you do that, please make sure you integrate the text in the workshop. Give a short revision of the main points of the text and discuss them. Ask the participants what they think of the text. Are there any contraries or problems about its statements (in relation to the participants' topics)? Use the text also to relate the various aspects discussed in the workshop to each other.

Ask the participants before the seminar to create short presentations (about 10-15 minutes), where they connect their researches and scientific interests with the topic of the workshop. In addition, ask them to send abstracts about their presentations to you so you can integrate them in your preparation. When the participants give their presentation during the workshop, the discussion afterwards is important and should be given enough space.

Try to connect the single presentations and discussions with the topic of the workshop as well as with the seminars main topic. If it is possible, try to connect the single presentations with each other by comparisons, finding contraries and recognize discourses. Do not forget about the opening lecture or common reading (if given).

### **The “final conclusion”**

At the “final conclusion” session all the participants of the seminar come together to exchange the results from the single workshops with each other. So at the end of the workshop the whole workshop group is asked to get the main points of the workshop contents (presentations, discussions, reading etc.) and to design a short (about 10 minutes long) presentation for the final conclusion session.

It can happen that there is no common conclusion, that the contributions of the participants were just too diverse. However, knowing that alone can be definitely counted as a result and is an important insight.

The Workshop moderators are just „facilitating“/moderating this process of finding the final conclusion. If the process is stuck or has some starting problems the workshop moderators are supposed to help with it. Maybe also the „veterans“ can give advice or examples of past conclusions.

The group presents the result of this process to the other seminar participants. This can be done by one selected person of the group or by the whole group. The workshop moderators can participate at a group presentation, but they are not supposed to do this work alone. It is up to your group if you show us your results in a scientific way or in a rather humorous style. However, make sure that the presentation shows what you have been dealing with in the workshop.

The important thing – once again – is that the other participants get a clue on what the other workshops have been doing and discussing AND how it all relates to the overall topic.

At the end of the workshop, we recommend asking the group members for a little feedback. This can be very helpful for your personal evaluation of your performance and the workshop, but this is not mandatory of course and the “results” stay with you.