



Call for Proposals

Submission Deadline

28 February 2021

We invite you to join us on site in Geneva and online, as we explore leadership, the ways that we lead, and what we expect from leaders.

Conference Details: <http://ilaglobalconference.org/cfp.html>

Submit via the Online Submission System:

<https://convention2.allacademic.com/one/ila/ila21/>

Decision Date: Status Notifications Will Be Emailed by 07 June 2021

Call for Proposals Table of Contents

23rd ILA Annual Global Conference | Reimagining Leadership Together
20-23 October 2021 | On site in Geneva, Switzerland & Online

Click to go directly to topic.

Conference Theme	2-3
About the Call for Proposals	4
Streams and Specialties	4-8

- | | |
|---|------------------------------------|
| Arts & Leadership | Leadership Scholarship |
| Business Leadership | Peace Leadership |
| Ethics & Leadership | Philosophy, Religion, & Worldviews |
| Followership | Public Leadership |
| Healthcare Leadership | Sports Leadership |
| Indigenous and First Nations Leadership | Sustainability Leadership |
| Leadership Development | Women & Leadership |
| Leadership Education | Other Aspects of Leadership |

Submission Types (Presentation Formats)	9-13
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Sessions (Pre-Grouped Submissions):

- Film
- Panel Discussion
- Symposium
- Workshop

Individual Presentations (Ungrouped Submissions):

- Presentation
- Paper
- Interactive Roundtable Discussion
- Interactive Display Poster
- Emerging Scholars Research Consortium Display Poster

Pre- and Post-Conference Sessions:

- Full-Day and Half-Day Workshops

Evaluation Process & Criteria	14-19
Information Needed When Submitting	20-23
Tips for Submitting	24-25
General Information & Requirements	26
Acknowledgement of Terms	27

Questions?

If you have questions or need assistance with the CFP, please contact us at Global2021CFP@theILA.org or call +1 (202) 470-4818 and press the number zero.

If you have trouble logging into your ILA profile, please contact our membership team at membership@theILA.org or call +1 (202) 470-4818 and press 104.

Conference Theme

Together, how can we more fully unleash the abundant potential of people, including ourselves, to collaborate across today's many multi-faceted opportunities and complex issues? How can leadership be a greater catalyst for societal and eco-systemic advancement? How can leadership create the conditions for more equitable relationships across divides, even across lines of conflict?

We are experiencing a fast-changing climate, shifts in populations and in geo-political power, the consequences of pandemics, and exponential technology advances. These factors combined are reshaping how we live, how we interact, and how we work at a rapid pace and in ways we are yet to even imagine. A global pandemic like the Corona virus has presented us with unprecedented leadership challenges and through it we are learning we can adapt, more than we imagined was possible.

At the same time, we face growing inequalities. Freedom from fear and indignity, having a voice or a seat at the table are still far from being a shared reality. Our interdependent societies, industries and economies continue to offer opportunities for advancement, while also exposing vulnerabilities to disruption. Tensions are increasing along many divides and competition for real and imagined resources is intense.

Within organisations, change management mindsets are giving way to concepts of continuous adaptation and resilience. In increasingly diverse workplaces, everyone has a lead role to build collective trust, leverage different points of view, elicit new insights, and create sustainable value.

What isn't changing is that engaging in leadership requires caring and compassion, it requires leaning into our anxieties, developing a tolerance for uncertainty, and learning to accept, even cherish our vulnerabilities. It also requires a commitment to understanding and removing systemic barriers that remain too high for too many people. Cross-generational and cross-gender understanding will unlock entirely new ways to advance.

It is time to expand what leadership means and who can lead. Do we need to change our approach toward the burden of steering the destiny of an organisation or a nation? Perhaps advancement will depend on a greater adoption of leadership practices across society? That said, global alliances and initiatives, like the Sustainable Development Goals and the multilateral system were designed for exactly such purposes and are challenged with maintaining progress and relevance.

It is with this backdrop that we invite you to join us in Geneva, Switzerland to imagine better, together. Surrounded by the natural beauty of crystal-clear lake and snow-capped mountains, Geneva does not have sister relationships with other cities, instead declaring itself related to the entire world. It is the birthplace of the Geneva Conventions, the Red Cross and the InterParliamentary Union. The League of Nations was founded in Geneva and the United Nation's second largest presence remains prominent. The city is home to the World Economic Forum and to CERN, the birthplace of the World Wide Web and the Hadron Collider. It's a global finance, trading, and biotech hub. Geneva is one of 26 Swiss cantons that make up a nation of remarkable diversity, with four official languages and a direct form of democracy that has seemingly resisted contemporary populist influences.

To imagine is to form an image of something not present to the senses. This is a call to action that is ambitious, and it is ambiguous. We understand that. Yet the paths ahead have yet to be built. So, we invite you to reflect, think critically, think creatively...and take action by submitting a proposal. The Call for Proposals details and submission portal will open soon!

Together, let's reimagine leadership for a safer, more just, and inclusive world.

Here are some questions to further stimulate your thinking and inspire you to respond to the call for proposals:

- Do our current ontologies and models of leadership reflect what we now know about people and societies?
- How can we better prepare people for, and support them in, positions of significant authority?
- Who is leading what as boundaries between technology and society continue to blur?
- Considering global developments since the design of the Sustainable Development Goals in 2015, what must be done to ensure their positive societal impacts are achieved?
- Whose voices are not being heard that need to be heard?
- Along with continuous learning, what might we need to consider unlearning?

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About the Call for Proposals

The 23rd Annual Global Conference provides an opportunity for thinkers, practitioners, scholars, consultants, coaches, teachers, businesspersons, and other leaders to share their ideas in several types of presentations, with emphasis on the things that we can **do** to make the world a better place.

Current events generate viewpoints that are compelling to share. Research projects may yield conceptual anchors for further exploration. Professional practice suggests approaches for our collective consideration. Global cultural phenomena impact leaders in multiple ways. Art, music, dance, and poetry contain multiple essences of leadership. Spiritual beliefs yield deep insights into how we interact. Work, life, and play are each authentic repositories of leadership experience.

Some of us do our best work alone. Others work in tight-knit communities. Some are seeking collaborators for their efforts. The ILA Global Conference provides a dynamic venue for sharing and learning and growing and meeting and exploring with others whose passions are aligned.

Streams and Specialties

Through this worldwide open call for proposals, the conference organizers seek proposals for presentations about leadership that will be valuable in a wide range of contexts, sectors, industries, cultures, and geographies.

ILA's Member Communities make up the foundation of stream options for the conference. They were invited to submit their communities as streams for the 23rd Annual Global Conference and to identify suggested specialties within that stream. As always, ILA creates opportunities for new knowledge and innovative practice and looks beyond its Member Communities when creating streams for the conference program. For example, in 2019 Indigenous and First Nations along with Healthcare were added as conference streams (Healthcare is now an official ILA member community). Sports Leadership was explored in 2020 and will have its own stream in 2021.

Arts & Leadership

Conveners: TBA

- Creative Leadership
- Arts-Based Research & Teaching Strategies
- Leading by Design
- Leading as a Performance Art
- Decolonizing Arts & Leadership
- Other Aspects of Arts Leadership

Business Leadership

Convener: **Lisa Ruiz**, Senior Director, Regulatory Affairs, AbbVie, Inc.; TBA

- Addressing Diversity & Inclusion
- Measuring & Maximizing Success Beyond Profit
- Examining & Understanding Global & Cross-Cultural
- Championing Organizational Transformation & Change

- Conscious Capitalism
- Other Aspects of Business Leadership

Ethics & Leadership

Conveners: **Walter R. Baehrend**, Adjunct Professor, School of Graduate, Adult and Professional Education, Benedictine University; TBA

- The Dark Side of Leadership: Dark Triad, Narcissism, Recovering from Lapses
- Case Studies on Ethical Leadership: Successes, Failures, & Midlands
- Leadership, Ethics, & Advanced Technologies: The Promise and Perils
- Values, Virtues, & Ethical Leadership: Dilemmas, Decisions, Justice, Prudence,
- Teaching Ethics in Leadership Programs
- Other Aspects of Ethics & Leadership

Followership

Convener: TBA

- The Dark Side of Followership
- Followership & Leadership as Social Systems
- Cross Cultural Examinations of Followership
- Followership & Technology
- Heroic Followership
- Other Aspects of Followership

Healthcare Leadership

Conveners: TBA

- Healthcare Leadership Education & Development
- Innovation and Sustainability in Healthcare
- Policy change in Healthcare
- Outreach to Patients & Communities
- Research Methods & Findings
- Other Aspects of Healthcare Leadership

Indigenous & First Nations Leadership

Conveners: **Erin Dixon**, Faculty & Researcher, Indigenous Leadership, Banff Centre for Arts and Creativity; TBA

- How Indigenous Wisdom Traditions Guide Leaders
- The Global/Local Interface and the Potential Leadership Role of the [United Nations Declaration of the Rights of Indigenous Peoples](#) (UNDRIP) as a Force Multiplier for Change, Decoloniality, & the Work of Indigenous Leadership
- Indigenous Leadership on the Protection of Land, Waters, & Climate Change
- Exploring the Interface/Interspace Between Indigenous Knowledge & Other Knowledge Systems in Leadership
- The Power of Indigenous Knowledge in Leading Through Transgenerational Trauma & Living Life Well
- Other Aspects of Indigenous and First Nations Leadership

Leadership Development

Conveners: **Chrys Egan**, Associate Dean, Fulton School of Liberal Arts, Salisbury University; **Andrew Lawrence**, PhD Student, Global Leadership, Indiana Institute of Technology; **Betty Overton-Adkins**, Faculty, Interdisciplinary PhD Program, Union Institute & University

- Global Leadership: Developing Culturally Competent Leaders
- Addressing the Intersectionality of Diversity, Equity, & Inclusion in Leadership Development
- Practical Application & Theoretical Concepts of Coaching, Adaptability, & Resilient Leaders
- Strategies & Practices of Mindful Leaders
- Other Aspects of Leadership Development

Leadership Education

Convener: **Kyle O'Dell**, Director of Undergraduate Leadership Education, Donnelly School of Leadership and Social Innovation, John Carroll University; TBA

- Kindergarten - Grade 12 (K-12)
- Curricular, Co-curricular, & Collaborations
- Diverse & International Approaches
- Evaluation & Assessment
- Theory to Practice
- Other Aspects of Leadership Education

Leadership Scholarship

Convener: TBA

- Qualitative & Mixed Methods
- Quantitative & Mixed Methods
- Theoretical & Conceptual Approaches
- Historical & Philosophical Approaches
- Critical Theory Approaches
- Other Aspects of Leadership Scholarship

Peace Leadership

Conveners: **Annika Hilding Norberg**, Head of Peace Operations and Peacebuilding, Geneva Center for Security Policy; **Lazarina Topuzova**, Associate Professor, Organizational Leadership, Robert Morris University

- Peace Within & Across Borders
- Peace & Security
- Countering Anti-Peace
- Peace for Communities, Communities for Peace
- Competencies for Peace Work
- Other Aspects of Peace Leadership

Philosophy, Religion, & Worldviews

Conveners: **Alicia Crumpton**, Management & Leadership Consultant, Kaleidoventure LLC; **John Shoup**, Executive Director, Dr. Paul & Annie Kienel Leadership Institute, California Baptist University; **Mary Tabata**, Human Potential Catalyst & Teaching Academic, Ducere Global Business School; TBA

- Philosophical Explorations of Leadership in Organizations and Societies
- Intersections of Leadership, Theological Beliefs, & Behaviors
- Leading in Pluralist Contexts With Differing Worldviews & Values
- Dignity & Respect, Recognition of Humans' Intrinsic Value
- The Language and Semantics of and for Civil Discourse
- Other Aspects of Philosophy, Religion, & Worldviews

Public Leadership

Convener: **Kristin Tardif**, Associate Professor & Lead Faculty, Organizational Leadership and Office Management Technology, University of Arkansas Fort Smith; TBA

- Addressing Challenges & Crises in Context
- Capacity Building Models & Approaches
- Multi-Stakeholder Engagement for Diversity & Inclusion
- Social Movements & Social Change
- Democracy & Civic Engagement
- Other Aspects of Public Leadership

Sports Leadership

Conveners: **Laura J. Burton**, Professor & Department Head, Educational Leadership, University of Connecticut; **Brendon Knott**, Associate Professor, Sport Management, Cape Peninsula University of Technology

- Approaches & Practices to Sports Leadership
- Addressing Diversity, Equity, & Inclusion
- Language, Communication, & Culture in Sports Leadership
- Developing the Next Generation Leadership in Sports
- Leading Change & Innovation in Sports Organizations
- Other Aspects of Sports Leadership

Sustainability Leadership

Conveners: **Ileya Grosman**, Student Development Leader, Farmers Market Manager, Rice University; **Paul Kosempel**, Associate Director & Teaching Professor, Pioneer Leadership Program, University of Denver

- The Intersection of Social & Environmental Justice
- Centering Indigenous & Multicultural Wisdom in Sustainability Leadership
- Sustainability, Leadership, & Systems Change
- Restorative/Regenerative Leadership & Design
- Sustainability Leadership Methodology & Pedagogy
- Other Aspects of Sustainability Leadership

Women & Leadership

Conveners: **Mary Angela Baker**, Director, Center for Extended & Lifelong Learning, President's Office, Salisbury University; **Isabell Camillo**, Sessional Instructor, ONHREE, Goodman School of Business, Brock University; **Liza Howe-Walsh**, Senior Lecturer, Organisation Studies and Human Resource Management, University of Portsmouth

- Stronger Together: Collaborative Leadership
- Action & Activism: Social & Economic Justice, Solutions, & Results
- Challenging Structural Inequalities & Power Imbalances
- Women Leaders' Global (Im)Mobility
- Reimagining Women's Leadership: Identity, Intersectionality, & Institutions
- Other Aspects of Women & Leadership

Other Aspects of Leadership

Please consider the above streams carefully before opting to select "Other". If you think your proposal crosses between streams, please pick one of them. This stream is for subjects truly not covered by the other streams.

[<<Return to Table of Contents>>](#)

Submission Types

(Presentation Formats)

In order to best fit the specific needs of the diverse ILA global conference participants, there are different types of sessions at ILA's global conference ranging from experiential workshops to quantitative research papers. Please review our definitions here to be sure you select the right format for your proposal.

In the online proposal system, presentation formats are divided into two categories to delineate between complete, stand-alone sessions and individual presentations, which are submissions that are meant to be grouped with others. In addition, ILA offers pre- and post-conference in-depth session opportunities (these categories will be listed under the Session heading in the online system). Detailed descriptions of these categories and proposal types follow.

Pro Tip: *Be sure to review [participant role definitions](#) and the [evaluation criteria](#) used for each submission type prior to submitting!*

Sessions (Pre-Grouped Submissions)

These are complete, stand-alone sessions for which several presenters have agreed in advance to group their work. **ILA strongly prefers submissions of this nature and encourages all individuals interested in presenting at the conference to reach out to others and submit a complete session.** ILA members are invited to use the [HubILA discussion group](#) on [ILA Intersections](#) for this purpose.

IMPORTANT: Film, panel, and workshop submissions are not double-blind reviewed; presenter qualifications will be considered during the review process. Symposium submissions are double-blind reviewed and should be free of participant-identifying information. Symposium submissions that do not adhere to this rule may be subject to immediate rejection.

Film

A film session offers the opportunity for the use of film as an exploration into leadership theory and practice. Presenters may elect to show a short film or film clips as part of the session. More than half the time should be dedicated to the integration of film into the session.

Proposals for a film must include a [title](#), [short description](#), and a [detailed abstract](#). The titles of the short film(s) or film clip(s) used in the session must be included, along with how they will be used to explore leadership theory and practice. Names of the presenters, their affiliations, and an explanation about why/how they are qualified to lead the session must be included.

Available participant role is [Presenter](#) (1-3). *Be sure your proposal addresses the criteria used to evaluate films prior to submitting! [See pages 14-19.](#)*

Panel Discussion

An informed dialogue or debate on a topic by 3-6 people with contrasting or complementary points of view, moderated by a chairperson, with time reserved for audience participation,

questions, and comments. While panelists are encouraged to make short opening comments, the majority of the session time should be spent in unscripted discussion or debate among the panelists and/or audience. **Formal presentations are not appropriate for this type of session.**

Proposals for a panel discussion must include a [title](#), [short description](#), and [detailed abstract](#). The detailed abstract must include the names of the panelists, their affiliations, and an explanation about why/how the panelists are qualified to serve on the panel. Participant roles are [Chair](#) (1 required) and [Presenter](#) (3-6). *Be sure your proposal addresses the criteria used to evaluate panels prior to submitting! [See pages 14-19](#).*

Symposium

Three to six concise, oral presentations on a specific common topic (which may include explorations of best practices, model programs, case studies, theory building, research findings, pedagogy, etc.) that have been pre-grouped into a session and submitted with a chair and commentator identified, with time reserved for a moderated discussion by a commentator as well as Q&A from the audience.

Proposals for a symposium must include an overall [title](#), [short description](#), and approach for the proposed session. In addition, the submitter will gather and enter [titles](#), [short descriptions](#), and [detailed abstracts](#) for each of the proposed presentations. (*Note: In the CFP system, you will need to click on "Add a Paper" on the second page of the form to enter the information about each presentation within the symposium.*) All short descriptions and detailed abstracts should be free of participant-identifying information. Available participant roles for the overall symposium are [Chair](#) (1 required) and [Commentator](#) (1 required). Available participant roles for each presentation within the symposium are [Presenter](#) (1-3) and [Contributor](#). *Be sure your proposal addresses the criteria used to evaluate symposiums prior to submitting! [See pages 14-19](#).*

Workshop

An interactive demonstration or experiential session rooted in participation and active learning. Half or more of the time must be dedicated to experiential learning and active audience participation focused on the development of new skills, techniques, or proficiencies. The proposal must include the learning outcomes, an explanation of the interactive components, and a brief overview of how the time will be used. In addition, names of the presenters, their affiliations, and an explanation about why/how they are qualified to lead the workshop must be included.

Proposals for a workshop must include a [title](#), [short description](#), and [detailed abstract](#). Available participant role is [Presenter](#) (minimum of 1, but 2 or more preferred). *Be sure your proposal addresses the criteria used to evaluate workshops prior to submitting! [See pages 14-19](#).*

Individual Presentations (Ungrouped Submissions)

Individual presentations are proposals that have not been submitted as part of a larger pre-grouped session but will be grouped by the program committee, if accepted.

- For Presentation and Paper submissions, the program committee will group three or more

accepted submissions together to form a complete session in which the presentation and Q&A time will be shared equally and a chairperson will be assigned to moderate.

- For Interactive Roundtable Discussion (IRD), Interactive Display Poster, and Emerging Scholars Research Consortium Display Poster (ESRC) submissions, accepted submissions will be grouped into special, stand-alone sessions that take place outside of the concurrent session time slots where participants present simultaneously (either at a roundtable or in front of a poster).

Please note: If a presentation or paper proposal is accepted, the program committee may choose to re-categorize it as an interactive roundtable discussion or interactive display poster.

IMPORTANT: Individual presentations are blind-reviewed therefore, **all submissions in this category should be free of participant-identifying information.** Proposals that do not adhere to this rule may be subject to immediate rejection.

Presentation

A concise oral presentation on topics and issues of interest, which may include explorations of best practices, model programs, case studies, theory building, research findings, pedagogy, etc.

Proposals for a presentation must include a [title](#), [short description](#), [detailed abstract](#), and [approach](#). Available participant roles are [Presenter](#) (1-3) and [Contributor](#). *Be sure your proposal addresses the criteria used to evaluate presentations prior to submitting! [See pages 14-19](#).*

Paper

A concise oral presentation of research or scholarly work documenting already-conducted research or theory development on leadership topics submitted with an accompanying paper for review. Paper proposals submitted to the Leadership Education stream will be considered for the “Most Publishable Leadership Education Paper” award sponsored by SAGE.

Proposals for a paper must include a [title](#), [short description](#), [approach](#), and an uploaded [paper](#) at the time of submission. If the paper is not completed at the time of submission, choose Presentation instead of Paper. Available participant roles are [Presenter](#) (1-3) and [Contributor](#). *Be sure your proposal addresses the criteria used to evaluate papers prior to submitting! [See pages 14-19](#).*

Interactive Roundtable Discussion (IRD)

The IRD format is designed for engaging and stimulating small group discussions on a variety of leadership topics. This format is an excellent venue to receive targeted feedback and meet colleagues with common interests. Accepted proposals will take part in the Interactive Roundtable Discussion Session where the presenter(s) will frame the topic, pose questions, and facilitate a discussion with participants who join the table. During the session, a bell will ring periodically allowing participants the opportunity to move to another roundtable or remain where they are.

Proposals for an IRD must include a [title](#), [short description](#), a [detailed abstract](#) that includes the questions to be discussed, and [approach](#). Available participant roles are [Presenter](#) (1-3) and [Contributor](#). *Be sure your proposal addresses the criteria used to evaluate IRDs prior to submitting! [See pages 14-19](#).*

Interactive Display Poster

An interactive display poster is a visual display of a paper, a research project, a developing idea, or an innovative program that is set up and presented by the creator(s) during the hosted poster session. Posters are an excellent format for receiving feedback from colleagues with common interests. Posters are encouraged from both emerging and established scholars, as well as from practitioners who are implementing innovative programs.

Proposals for a poster must include a [title](#), [short description](#), a [detailed abstract](#), and approach. Available participant roles are [Presenter](#) (1-3) and [Contributor](#). *Be sure your proposal addresses the criteria used to evaluate posters prior to submitting! [See pages 14-19](#).*

Emerging Scholars Research Consortium Display Poster

For graduate students, postdoctoral scholars, and instructors/assistant professors (less than three years into their careers) OR practitioners early in their scholarship (less than three years) who are conducting research for their corporation/firm/organization/government agency/etc.

A visual display (poster) of current research, set up and presented by the creator to an invitation-only group of seasoned senior scholars during the Emerging Scholars Research Consortium (ESRC) at the conference. In addition, accepted participants may be invited to publicly present their posters during the conference's hosted poster session. Accepted participants will be matched by research interest with a seasoned scholar prior to the conference and will engage in meaningful dialogue and receive valuable feedback and advice. *Note: The ESRC traditionally occurs at the same time as the Interactive Roundtable Discussion session.*

Proposals for an ESRC Display Poster must include a [title](#), [short description](#), [detailed abstract](#) discussing the research in more detail, and answers to the following questions:

- Are you currently a graduate student working towards a Masters or Doctorate, a Postdoctoral scholar, an instructor/assistant professor of less than three years, or a practitioner early in their scholarship (less than three years) conducting research for their corporation/firm/organization/government agency/etc.?
- How many years have you been a scholar of leadership?
- Have you participated as an Emerging Scholar at a past ESRC?
- Provide a brief description of your scholarly inquiry. (150 words max)
- What do you hope to gain from participating in the ESRC? (150 words max)

These submissions will be evaluated and reviewed solely for participation in the ESRC; however, proposals not accepted into the ESRC may be considered as Interactive Display Posters for the general conference. Available participant role is [Presenter](#) (1). *Be sure your proposal addresses the criteria used to evaluate ESRC posters prior to submitting! [See page 18](#).*

Pre- and Post-Conference Sessions

Full-Day and Half-Day Workshops

To create opportunities for more in-depth discussion or experiential learning, full-day and half-day workshops are open for proposal submissions. Full-Day Workshops (six hours each) are offered prior to the conference. Half-Day Workshops (three hours each) are offered prior to the conference and on the last day of the conference in the afternoon. These sessions

require attendees to pay a separate registration fee; they are not included in the conference registration fee.

Held at an appropriate off-site location or on-site at the conference venue, these sessions often highlight local or regional models, activities, organizations, programs, or topics of interest to the ILA community and may emphasize the unique cultural aspects of the conference location. Full-day and half-day workshops are peer reviewed earlier than other conference submissions and selections are made in late March/early April.

Submissions for a full- or half-day workshop must include a [title](#), [description](#), a [detailed abstract](#), and several [additional fields](#) specific to this proposal type ([see below](#)). Available participant roles are [Workshop Presenter](#) (minimum of 1) and [Workshop Organizer](#) (1; this person acts as the main contact to ILA in a behind the scenes role and will not be listed in the program). *Be sure your proposal addresses the criteria used to evaluate full or half day workshops prior to submitting! [See page 19](#).*

[<<Return to Table of Contents>>](#)

Evaluation Process & Criteria

Submission Review Process

The ILA Global Conference review process is a rigorous 3-step process. Proposals submitted on time and fulfilling all of the requirements will be forwarded for peer review.

Step 1: During the first round, proposals are read in a single-blind (for Film, Panel, Workshop, and Full-/Half-Day Workshop) or double-blind (for Presentation, Paper, Interactive Roundtable Discussion, Interactive Display Poster, ESRC Display Poster, and Symposium) review by up to three reviewers and then ranked. The general, ESRC Display Poster, and Full-/Half-Day Workshop evaluation criteria used to review proposals during this step are listed below.

Step 2: [Stream](#) Convener(s) will then read both proposals and reviewer evaluations of those that rank in the top 50% to identify and recommend a diverse collection of quality sessions that meet the stream's goals.

Step 3: Finally, the Conference Chair, Conference Program Session Chair, and ILA staff will review the recommendations of the streams, ensure that nothing was overlooked, and work together to create the overall conference program. Care is taken to scan the bottom 50% for any proposals for which review work may have been incomplete, English may not have been the submitter's first language, or the assigned reviewers erred in the review process.

General Evaluation Criteria

There are seven (7) general review criteria, each worth a maximum of five points. Each presentation type is referenced separately within each of the seven criteria.

After reading each proposal, the reviewer will score each criterion (Excellent = 5pts; Very Good = 4pts; Adequate = 3pts; Not Very Good = 2pts; Poor = 1pt) based on the following elements. Specifics about each are included below.

CRITERION 1: Problem or Possibility and Its Significance

Symposiums, Papers, Presentations, Posters, and Roundtables

The proposal states a leadership problem, issue, need, or new idea and describes its significance. The content has a scholarly perspective and is based on research/theory, literature reviews, etc.

OR

The proposal addresses leadership practice. The problem, issue, need, or possibility is well articulated. The practice, the organizational context, and why the practice is significant for leadership are clearly described.

Films

The proposal states a significant leadership problem, issue, need, or new possibility, along with the purpose and goals of the film session.

Panels

The proposal states a significant leadership problem, issue, need, or new possibility, along with the purpose and goals of the panel discussion.

Workshops

The proposal states a significant leadership problem, issue, need, or new possibility, along with the context, purpose, and goals of the workshop.

CRITERION 2: Framework

Symposiums, Papers, Presentations, Films, Posters, and Roundtables

The proposal has a scholarly perspective and is based on research/theory, literature reviews, etc.

OR

The proposal is based on practice grounded in a significant leadership framework.

Films

The proposal is based on literature, theory, practice, or a significant leadership issue or new idea that is well articulated.

Panels

The proposal is based on literature, theory, practice, or a significant leadership issue or new idea that is well articulated.

Workshops

The proposal is based on literature, theory, practice, or a significant leadership issue or new idea that is well articulated.

CRITERION 3: Content Significance

Symposiums, Papers, Presentations, Films, Posters, and Roundtables

If the proposal is based on scholarly research/theory, literature reviews, etc., the research questions/hypotheses are well articulated and address important questions and relationships. Research focuses on areas of key interest to business, government, and/or society.

OR

If the proposal is based on leadership practice, it addresses important questions and relationships that test existing knowledge, research, theory, and practice or lead to future exploration. It contributes important, new leadership knowledge by focusing on areas of key interest to business, government, and/or society.

Films

The proposal shows how the session is based on a mastery of substantive content by the presenters, and how participation will contribute to attendees' knowledge and practice.

Panels

The proposal shows how the session is based on a mastery of substantive content by the panelists, and how participation will contribute to attendees' knowledge and practice.

Workshops

The proposal shows how the session is based on a mastery of substantive content by the workshop facilitators, and how participation will contribute to attendees' knowledge and practice.

CRITERION 4: Design

Symposiums, Papers, Presentations, Films, Posters, and Roundtables

The proposal is based on scholarly research/theory, literature reviews, etc. The research design explained in the proposal is appropriate for answering the research questions. Data collection and analysis meet applicable standards of methodological rigor.

OR

The proposal is based on leadership practice and provides a detailed description of the design for the session as well as evidence that the design addresses a significant problem, issue, need, or new idea.

Films

The proposal includes a detailed description of the film format, explaining the films/film clips that will be explored and how the film session will benefit attendees. The proposal clarifies the roles of the presenters and states in what ways they are well-qualified to participate on the panel. **IMPORTANT:** *Names, affiliations, or other identifying details about the presenters should be included in order to assess their qualifications.*

Panels

The proposal includes a detailed description of the panel format, explaining the questions that will be explored and how the panel session will benefit attendees. The proposal clarifies the roles of the panelists and states in what ways they are well-qualified to participate on the panel. **IMPORTANT:** *Names, affiliations, or other identifying details about the chair and panelists should be included in order to assess their qualifications.*

Workshops

The proposal includes a detailed description of the workshop format, explaining how the design will lead to outcomes that will benefit attendees. The proposal clarifies the roles of the workshop facilitators and shows how they have substantial experience relevant to leading / facilitating this workshop. **IMPORTANT:** *Names, affiliations, or other identifying details about the facilitators should be included in order to assess their qualifications.*

CRITERION 5: Outcomes, Results/Findings

Symposiums, Papers, Presentations, Films, Posters, and Roundtables

If the proposal is based on scholarly research/theory, literature reviews, etc., results and findings are derived logically and/or conceptually from methodology. Presentations, roundtables, and posters should include at least preliminary findings.

OR

If the proposal is based on leadership practice, it includes descriptions of outcomes of the practice, with metrics where appropriate, ensuring that the outcomes are realistically a result of the practice.

Films

The proposal states the expected outcomes for film attendees.

Panels

The proposal states the expected outcomes for panel attendees.

Workshops

The proposal states the expected outcomes from workshop participation.

CRITERION 6: Conclusions/Contributions/Innovation

Symposiums, Papers, Presentations, Films, Posters, and Roundtables

If the proposal is based on scholarly research/theory, literature reviews, etc., conclusions are well supported by the study. If research is still in progress, the conclusions may be based upon what has been done thus far.

OR

If the proposal is based on leadership practice, it briefly describes the main lessons learned, the next steps, and what future work could be done to refine the practice and its contributions.

Films

The proposal provides evidence that the film session will explore a significant leadership issue in ways that make a substantial contribution to knowledge and/or practice. It suggests how the session is innovative, creative, or based on a substantial degree of experience by the panelists.

Panels

The proposal provides evidence that the panel will explore a significant leadership issue in ways that make a substantial contribution to knowledge and/or practice. It suggests how the panel is innovative, creative, or based on a substantial degree of experience by the panelists.

Workshops

The proposal provides evidence that participation in the workshop is likely to make a substantive contribution to leadership knowledge and/or practice for attendees. It suggests how the workshop is innovative, creative, or otherwise valuable for the audience it is designed for.

CRITERION 7: Implications/Take-Aways

Symposiums, Papers, Presentations, Films, Posters, and Roundtables

If the proposal is based on scholarly research/theory, literature reviews, etc., the implications for contributing important, new knowledge to leadership are discussed. The proposal may suggest (or forecast) how research in progress will contribute to important, new knowledge when completed.

OR

If the proposal is based on leadership practice, it describes both the implications for practice and how these implications are important for leadership.

Films

The proposal states how the session will support participants in integrating something from the session into their own practice, teaching, or research.

Panels

The proposal states how the panel will support participants in integrating something from the session into their own practice, teaching, or research.

Workshops

The proposal states how the workshop will support participants in integrating something from the session into their own practice, teaching, or research.

Emerging Scholars Research Consortium Display Poster Evaluation Criteria

ESRC Display Poster proposals are evaluated by the ESRC organizer (and others, if needed) in a double-blind review process. After reading each proposal, the reviewer will score each criterion (Excellent = 5pts; Very Good = 4pts; Adequate = 3pts; Not Very Good = 2pts; Poor = 1pt) based on the following elements. Specifics about each are included below.

CRITERION 1: Problem or Possibility and Its Significance

The proposal states a leadership problem, issue, need, or new idea and describes its significance. The content has a scholarly perspective and is based on research/theory, literature reviews, etc.

CRITERION 2: Framework

The proposal has a scholarly perspective and is based on research/theory, literature reviews, etc.

CRITERION 3: Content Significance

The research questions/hypotheses are well articulated and address important questions and relationships. Research focuses on areas of key interest to business, government, and/or society.

CRITERION 4: Intended/Initial Design (if applicable)

The research design explained in the proposal is appropriate for answering the research questions. Data collection and analysis meet applicable standards of methodological rigor.

CRITERION 5: Intended/Initial Outcomes, Results/Findings (if applicable)

Results and findings are derived logically and/or conceptually from methodology. preliminary findings. Findings (even if preliminary) are included.

CRITERION 6: Conclusions/Contributions/Innovation

Conclusions are well supported by the study. If research is still in progress, the conclusions

may be based upon what has been done thus far.

CRITERION 7: Implications/Take-Aways

The implications for contributing important, new knowledge to leadership are discussed. The proposal may suggest (or forecast) how research in progress will contribute to important, new knowledge when completed.

Full- and Half-Day Workshops Evaluation Criteria

Full- and Half-Day Workshop proposals are evaluated by the conference committee in a single-blind review process. Reviewers will score each criterion (Excellent = 5pts; Very Good = 4pts; Adequate = 3pts; Not Very Good = 2pts; Poor = 1pt) based on the following elements:

- How well does the workshop support or enhance the conference theme?
- To what extent does the session use innovative ideas and approaches that could contribute meaningfully to learning and/or action?
- How well does the workshop emphasize the unique cultural aspects of the conference location?
- To what extent is the workshop inclusive?
- What level of excellence do we anticipate, given what we know of the presenters?
- To what extent does the workshop support the ILA's mission and vision?

[**<<Return to Table of Contents>>**](#)

Information Needed When Submitting

BEFORE YOU BEGIN the submission process, please be sure that all participants involved understand and agree to the [Terms](#), then proceed to gather the information listed below.

NOTE: The proposal system only allows for **plain text** to be entered into the text box fields. If you paste in formatted text with different font sizes, colors, bolding, italics, etc., it will appear as plain text. Please do not include tables, graphics, photos, etc. in these boxes. Formatted text and exhibits are only allowed in files that are uploaded for Paper submissions.

Participant Information: Name, contact information, and organizational affiliation/s for each confirmed [presenter](#), [chair](#), [commentator](#), or [contributor](#).

Presentation Stream and Specialty: Determine the best stream and specialty for your proposal. The Program Committee will use these streams to help define and create the broader areas of new knowledge and innovative practice for conference attendees to explore. Select the **one** stream/specialty that best aligns with the proposal's topic. A few notes:

- If the proposal's topic crosses streams, please pick one of them.
- **The Other stream is for topics truly not covered by any other stream/specialty.** We strongly encourage you to consider the full list of streams/specialties carefully before selecting this option. If none of the streams are applicable, you may select "Other" as a stream and then enter a keyword or two that best describes your proposal's topic.
- The program committee reserves the right to change the proposed stream/specialty.

Presentation Format: Select the preferred [Session \(Pre-Grouped Submissions\)](#) or [Individual Presentation](#) type. **Note:** the program committee may choose to re-categorize the presentation type of accepted proposals, where appropriate.

Title: In title case (capitalize nouns, pronouns, adjectives, verbs, adverbs, subordinate conjunctions, and any word that is more than three letters long), 110 characters maximum, including spaces.

Short Description: (not applicable for [Full-/Half-Day Workshop proposals](#)) A brief description of the proposal, which will be used in the online and PDF programs. Remember the short description is what will entice attendees to your presentation room. 100 words maximum.

Description: (for [Full-/Half-Day Workshop proposals](#) only) A detailed description, which will be used on the ILA website, the online program, and in marketing material to advertise the full-/half-day workshop. 200-words maximum.

Detailed Abstract: (not applicable for [Paper](#) proposals) An expanded explanation of your proposal that will be used to review the proposal and to provide more information in the online program. 500-1,000-words maximum, excluding references.

References: If citations are included in the Detailed Abstract, provide a list of references. For formatting of references, we prefer APA. These should not be your personal or professional references. For [Paper](#) submissions, works cited/references should be included in the uploaded paper.

Approach: (for [Symposium](#), [Presentation](#), [Paper](#), [Interactive Roundtable Discussion](#), [Interactive Display Poster](#) only) Indicate if the proposal is based on a(n) theoretical approach, experiential/practice-based approach, or both approaches. This response will aid reviewers in determining which criteria to use during the review process.

Papers: (for [Paper](#) submissions only) Uploaded papers are required at the time of submission but may be edited and re-uploaded before the 28 February deadline. The link to upload a paper appears at the end of the Paper proposal submission form in the CFP system. Papers will be read as part of the review process and must:

- Be free of author-identifying information (names, affiliations, etc.) everywhere in the document, as it will be distributed for a double-blind review. **Submissions that include author-identifying information may be subject to immediate rejection.** Accepted submissions will have the opportunity to upload revised, full papers with author-identifying information once scheduling is completed.
- Be between **2,000 – 2,500 words** (not including figures, tables, and references). **Note:** This paper is for review purposes only. Accepted submissions will have the opportunity to upload longer/complete papers once scheduling is completed.
- **Include a References section** of the works/research cited in your paper. This section does not count towards the above word limit. For formatting of citations/references, we prefer APA.
- **Be formatted** as follows: Times New Roman 12-point font, double spaced, 1-inch (2.5 cm) margin, and 8.5 by 11-inch page setting.
- **Be uploaded** into the online CFP system before the submission deadline as a Word document or PDF that does not exceed 10 MB.

Participant Roles: Please note that not all roles are available for all proposal submission types. The CFP system will show you only those roles available for the proposal submission type you have selected.

Participants do not have to be ILA members; however, **all individuals listed on a proposal must have a profile in the ILA database.** Please visit the "[Adding a Participant](#)" section of this document for details. **Note:** ILA members receive the best rates on conference registration.

Presenter (presenting/attending): A contributor to, author of, or coauthor of the proposal content **who will attend and present** at the conference.

Chair (presenting/attending): A person who acts as a session moderator. **For a [symposium](#)**, the chair will introduce and thank each presenter, keep time so none of the segments (presentation plus any questions) go over, and moderate any discussion after all have presented. **For a [panel discussion](#)**, the chair will act as a facilitator by briefly introducing the overall panel/panelists, posing discussion questions as necessary, moderating audience participation, and assisting with the session's flow. **Note:** *Symposiums require both a chair and a commentator. To maximize participation and role effectiveness, one person should not play both roles, nor should presenters serve in either role.*

Commentator (presenting/attending): A person who draws meaningful connections between [symposium](#) presentations, provides useful feedback for presenters, and helps deepen the discussion. Commentators will review the abstracts and/or written papers prior to the conference, noting interesting aspects of each, drafting a few questions, and identifying the links between the papers/presentations. During the symposium, the commentator will share brief and constructive feedback, suggest areas for further exploration, note implications for the field, and offer themes or questions that bridge the papers/presentations. **Note:** *Symposiums require both a chair and a commentator. To maximize participation and role effectiveness, one person should not play both roles, nor should presenters serve in either role.*

Contributor (non-presenting): A person who has contributed to the proposal content but **will NOT present** at the conference. *A contributor will be listed as “Co-Author” in the online program and the program book.* **Note:** *Contributors cannot be listed for [films](#), [workshops](#), or [panels](#).*

Workshop Organizer (non-presenting and not listed): A person who has designed a pre- or post-conference [full-day or half-day workshop](#), organized the presenters, etc., and who acts as the **main point of contact** regarding the workshop. **This is a non-presenting, behind-the-scenes role, and Workshop Organizers are NOT LISTED IN THE PROGRAM.** Workshop organizers who are also presenters must be listed a second time as a Workshop Presenter on the proposal.

Workshop Presenter (presenting/attending): A person who **will attend and present** a pre- or post-conference [full-day or half-day workshop](#).

NOTE TO SUBMITTER: As the submitter, you will automatically be listed as a [Presenter](#) for [interactive display poster](#), [Emerging Scholars Research Consortium display poster](#), [interactive roundtable discussion](#), [paper](#), [presentation](#), [film](#), [panel discussion](#), symposium, and [workshop](#) proposals **OR** as a [Workshop Organizer](#) for [half-/full-day workshop](#) proposals.

- *If you are listed as [Presenter](#) and do not wish to be, you must add at least one other presenter before removing yourself from the proposal.*
- *If you are listed as [Workshop Organizer](#) and do not wish to be, you must add at least one other Workshop Organizer before removing yourself from the proposal.*
- *Furthermore, please be aware that [Workshop Organizers](#) do not appear in the online program or the program book. If you are presenting or facilitating a Full-/Half-Day Workshop at the conference, please make yourself Workshop Presenter in addition to Workshop Organizer.*

Additional Questions for Full- and Half-Day Workshops

[Full- and Half-Day Workshop](#) proposers will need to answer the following questions when submitting a proposal:

1. Why are the workshop leaders/presenters uniquely qualified to present this workshop?
2. How often have you facilitated the proposed workshop?
3. Who is the target audience for this workshop?

4. What will attendees gain from attending this workshop? Please provide two or more expected outcomes.
5. If this is a half-day workshop, on which day do you prefer to offer it: Wednesday morning or Wednesday afternoon, 20 October, OR Saturday afternoon, 23 October? Please note that while we will do our best to honor your preferred date if your proposal is accepted, we cannot guarantee that your workshop will be scheduled on the date you select.
6. Explain why the session requires more than 90 minutes (the longest conference concurrent session); what makes it different.
7. What are the minimum/maximum number of attendees you are comfortable offering the workshop to?
8. What is the proposed location/venue and what is its significance?
9. How does this workshop support the conference theme?
10. Projected budget: ILA will determine all the fixed costs for workshops held at the conference center. If the workshop will take place at an off-site location, provided the venue rental, transportation, and refreshment costs. All proposals, regardless of location, will need to indicate the need for food and beverage and other costs or financial liabilities (e.g., handouts, books, organizer fees, etc.).
11. What is the minimum number of attendees you are comfortable offering the workshop to?
12. What is the maximum number of attendees you are comfortable offering the workshop to?
13. Proposed location/venue and its significance?
14. How does this workshop support the conference theme?
15. What are the venue, transportation, and refreshment costs if you are taking your workshop off-site?
16. Regardless of its location, do you anticipate the need for food & beverages?
17. What are the other costs or financial liabilities for this workshop, such as handouts, books, or organizer fees?

[**<<Return to Table of Contents>>**](#)

Tips for Submitting

Adding a Participant

As you organize your submission, ask your co-participants if they are already part of the ILA, and, if not, you'll need their name, title, organization, and email address. You can go here (<https://ila.memberclicks.net/addcopresenter>) and type their email address to see if they are already in the system and can add them if they are not. If they are new to ILA, you should add them before you begin your submission or ask them to [add themselves](#). **IMPORTANT:** *It takes an hour for the ILA database and the CFP systems to sync, so create new profiles at least one hour prior to beginning the submission process.*

Other Tips

- It is important to **review the evaluation criteria before submitting** as more details about requirements are included in this section based on the review criteria. [See pages 14-19](#).
- **Create your submission in a word-processing program first and save it.** Use only plain text (i.e., no bold, italics, headers, etc.) Copy and paste information into the online system. This will save you valuable time and effort – and ensure that you do not lose your proposal information if the system times out (see next bullet point) or you encounter other technical difficulties.
- **The online submission system will timeout after 60 minutes** if you stay on the same page. You can refresh your session by clicking on the timer in the gray header at the top of every page. **Note:** If you time out of the session and have not finished submitting your proposal, you will have to start over. **A proposal is not saved until it is completely submitted.**
- The proposal system only allows for **plain text** to be entered into the text box fields. If you paste in formatted text with different font sizes, colors, bolding, italics, etc., it will appear as plain text. Please do not include tables, graphics, photos, etc. in these boxes. Formatted text and exhibits are only allowed in files that are uploaded for [Paper](#) submissions.
- Be sure to **click the “Accept and Continue” button at the bottom of each page** until you reach the confirmation page. **When a proposal is successfully submitted, the system will display a confirmation page and will send a confirmation message** to the email address in your ILA profile. **PROPOSALS WILL NOT SAVE TO THE SYSTEM IF YOU EXIT BEFORE REACHING THE CONFIRMATION PAGE.**
- **IMPORTANT:** [Symposium](#), [Presentation](#), [Paper](#), [Interactive Roundtable Discussion](#), [Interactive Display Poster](#), and [ESRC Display Poster](#) proposals undergo a **double-blind** peer-reviewed evaluation process. Therefore, proposal [titles](#), [descriptions](#), [detailed abstracts](#), and uploaded papers must not include specific, participant-identifying information. Participant information is entered in separate fields that will be hidden during the blind review. **Proposals of these formats that include participant-identifying information may be subject to immediate rejection.** Accepted proposals will have the opportunity to revise and include identifying information at a later date.

- **IMPORTANT: Film, Panel, Workshop, and Full-/Half-Day Workshop proposals can and should include participant-identifying information.** In order to properly assess the proposals, reviewers and the program team need to have a clear picture of who will be participating and the level of their expertise.
- Please **follow the *ILA Style Guide*** (<http://ila-net.org/files/ILA-Style-Guide.pdf>) when entering your proposal. This two-page document covers the most common style issues such as serial commas, capitalization, and more. If it's not covered in the style guide, we prefer AP for its readability and APA for references and citations.
- **You can edit your proposal until the 28 February 2021 submission deadline. Log in to the CFP system (coming soon) with your ILA credentials, click on "Submit or Edit a Proposal" on the Submitter Menu, then click on the "edit" link next to the title of the proposal you wish to edit. In order to save all changes, click on the "Accept and Continue" button at the bottom of each page until you reach the confirmation page. If you exit the proposal without clicking on all the "Accept and Continue" buttons, your edits will not be saved.**

[<<Return to Table of Contents>>](#)

General Information & Requirements

Conference Registration is Required

All **presenters**, **chairs**, and **commentators** are required to register and pay published **conference fees** by a deadline that will be advised in acceptance messages. If your proposal is accepted, individuals in these roles (presenter, chair, commentator) must register for the conference. Accepted proposals will not be scheduled until registration is complete.

Proposal Guidelines

Please be sure to review all proposal requirements prior to submitting. **Submissions that do not follow the requirements will not be considered.**

Consent of Presenters

All participants listed in a proposal must have given their consent to be part of the proposal prior to submission. It is the responsibility of the proposal submitter to adhere to this rule for all individuals listed in the proposal, whether or not they will present.

Scheduling Requests

The ILA does not take scheduling requests. If accepted, the submitter will be asked to choose if the presentation/session will be presented on site in Geneva or online. **On-site sessions** will be scheduled on Thursday, 21 October (all day), Friday, 22 October (all day), or Saturday, 23 October (no later than 12:00 pm). Pre-/Post-Con Workshops will be scheduled on Wednesday, 20 October (all day) and Saturday, 23 October (afternoon). **Online sessions** will be scheduled on Sunday, 24 October (all day) and Monday, 25 October (all day). **By submitting a proposal, submitters are confirming the availability of all presenting participants for the applicable on-site or online days.**

Affiliation Listings

The names and affiliations (e.g., title, department, organization) of all scheduled presenters, contributors, chairs, workshop presenters, and commentators will be listed in the program book. The information will be pulled directly from an individual's ILA profile. Participants can edit their profiles at <https://ila.memberclicks.net/edit-profile>. **Note:** it is not possible to edit this information in the CFP system.

Questions?

To view the most up-to-date information on the conference, please visit <http://ilaglobalconference.org/>.

If you have questions or need assistance with the CFP, please contact us at Global2020CFP@theILA.org or call +1 (202) 470-4818 and press the number zero.

If you have trouble logging into your ILA profile, please contact our membership team at membership@theILA.org or call +1 (202) 470-4818 and press 104.

Acknowledgement of Terms

By submitting a proposal to the Call for Proposals, I understand and agree to the following:

- *For Symposium, Presentation, Paper, Interactive Roundtable Discussion, Interactive Display Poster, and Emerging Scholars Research Consortium proposals only:* The submission title, short description, detailed abstract, and uploaded paper (if applicable) is free of names, affiliations, and any other identifying information related to submitters, presenters, contributors, chairs, or commentators. Submissions that include any identifying information may be subject to immediate rejection.
- All participants listed on a proposal have given their **consent** to be part of the proposal.
- Accepted proposals may be assigned a different presentation format than was originally submitted. **If a proposal is accepted, it is incumbent upon the submitter/participants to make note of the assigned presentation format before confirming participation in the conference.**
- If accepted, the submitter will be asked to choose if the presentation/session will be presented **on site in Geneva (Thursday, 21 October – Saturday, 23 October) or online (Sunday, 24 October – Monday, 25 October)**. Note: Full-/Half-Day Workshops will only be offered on site in Geneva.
- If accepted, **each presenting participant (Presenter, Chair, Commentator) must confirm their participation by registering for the conference.** *Failure to register for the conference may result in a presentation's or a presenting participant's removal from the program and the presentation slot offered to someone committed to attending.*
- **ILA does not pay** presenting participants (Presenter, Chair, Commentator) honoraria, reimburse expenses (e.g. travel, lodging, poster production, or copying), **or waive** conference registration fees.
- **The ILA does not take scheduling requests.** On-site presentations/sessions will be scheduled on Thursday, 21 October (all day), Friday, 22 October (all day), or Saturday, 23 October (no later than 12:00 pm). Full-/Half-Day Workshops will be scheduled on Wednesday, 20 October (all day) and Saturday, 23 October (afternoon). Online presentations/sessions will be scheduled on Sunday, 24 October, and Monday, 25 October. **By submitting a proposal, submitters are confirming the availability of all presenting participants (Presenter, Chair, Commentator) for the applicable on-site or online days.**

*Thank You & See
You in Geneva!*

[<<Return to Table of Contents>>](#)