

CS MANTECH

**The International Conference on Compound
Semiconductor Manufacturing Technology**

**Committee Chair Guidelines
(The Blue Book)
Completely Updated January 2011**

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Chapter 1 Conference Chair

Objective:

Execute the duties of the Conference Chair as defined by the CS MANTECH, International Conference on Compound Semiconductor MANufacturing TECHNOLOGY Bylaws, current revision.

Specifics:

- Serve as a member of the Board of Directors
- Preside at all of the meetings of the Board of Directors
- Prepare Agendas for meetings of the Board of Directors, and circulate to board members in advance.
- Assume responsibility for the general and active management of CS MANTECH
- Carry into effect all directions and resolutions of the Board of Directors.
- Chair the CS MANTECH Conference and assume full responsibility for the Conference operation.
- Submit an annual report to the Board of Directors at the end of the year.
- Execute all contracts and other instruments requiring a seal be affixed thereto.
- Keep in safekeeping the CS MANTECH seal.
- Be responsible for insurance for CS MANTECH.
- Cosign checks with Treasurer on behalf of the Board of Directors.
- Participate in the preparation of the next CS MANTECH Conference.
- Act as ex-officio Chair of the Executive Advisory Board.

Other Duties, Responsibilities, General Guidance and Tactics:

- Support all committee chairs in any way possible to ensure the success of the conference.
- Demonstrate and promote a professional and ethical atmosphere in all communications and dealings on behalf of MANTECH.
- Be responsive to the customer and professional community with regard to their needs or suggestions for improvement.
- Maintain close contact throughout the conference year with all executive committee members to ensure that all MANTECH needs and responsibilities are being addressed.
- Periodically determine that outstanding action items are being worked and assist as needed.
- Follow up as appropriate on members with excessive unexcused absences.
- Promote CS MANTECH as a high quality professional organization in all customer and government relationships.
- Assist in fund raising activities.
- Assist in solicitation of featured speakers and workshops.
- Provide timely and professional inputs for publications as required, specifically the advanced program and conference digest.
- Provide quick and accurate turn-around on all correspondence on behalf of the MANTECH, in particular payment checks and approval of contracts.
- Manage the allocation of university support for conference attendees and provide fair and timely responses to all requests.

- Be available at all times and at all conference functions to assure a successful conference, doing whatever is required at the time. Careful attention should be given to our customers and the community in general.
- Write thank you letters to Keynote Speakers and assist TPC Chair with similar letters to invited paper presenters if the TPC Chair so desires.
- Provide second set of eyes to committee chairs as required for proof and feedback on external publications such as call for papers and advertising.
- Provide timely feedback to Executive Committee on all external inputs concerning effectiveness and performance of MANTECH Conference.
- Meet with and thank all exhibitors during conference.
- Provide a "Lesson Learned" feedback to the Executive Committee at end of current term.
- Update the Chair portion of the Guidelines Document as a result of lessons learned during the year if needed.
- Maintain the Committee Chair Guidelines Document and assure all Committee Chairs have the most current revision.

Distribute to Board Members:

Current Membership Contact Information: Maintain a current membership list including address, phone and fax numbers. Assure all Executive Committee Members have a current copy.

Current Calendar and Schedule: Maintain a current year calendar and assure that all Executive Committee Members have a current copy.

Chronological Description of Activities

The conference organizing activities throughout the year can be described chronologically with the three board meetings as the roadmap.

After conference and election:

This period is for you to learn what to do. You need to get information about the MANTECH organization, issues, actions and activities behind the scene. You will learn to adapt from a project-oriented role to an executive people-oriented role. The information or advice from the retiring chair is important in ensuring a smooth transition. The retiring chair should send you a CD with all the relevant files for the past year.

Board Meeting after the Conference:

The objectives of this meeting include:

- Fill the vacancy due to board members retiring and form the complete organizing committee. If a list of new Board Members candidates have not been nominated and approved by the board during the election meeting, continue until you have a slate of nominees to call on. The candidates should be ranked in order with a few as alternates in case the high rank candidates cannot serve on the board.
- Allow the board members to briefly review and discuss how the conference went, what worked, and what lessons were learned.
- Allow the old and new chairs to transition information and exchange ideas for improvement.
- Allow the working group leaders to discuss issues or matters that need action or transition.
- Discuss the December meeting location and future Conference locations.
- Discuss urgent matters that need action soon.

After the Conference and before the Summer Meeting:

- You will have the following main items to focus on:
- Invite new members to join the board and have the Handbook Working Group leader send them the New Member package. Send to the board members the contact information for all the board members of the new Organizing Committee.
- Review the list of financial commitments from the retiring chair and pay the bills and expenses incurred during the Conference.
- Review the web site, and have the Web Chair and Webmaster update our Web Site.

- In addition, you need to prepare for the Summer Meeting:
- Plan the agenda for the summer meeting; make sure issues that have to be resolved at this meeting are being worked on and proposals will be ready for action by the board; ensure a quorum at the meeting especially if bylaw changes are required; arrange to have conference calls if required.
- Get the expense information for the conference and prepare the budget and fee structure to be proposed at the summer meeting
- Advise the TPC chair on preparing for the summer meeting; recommend candidates for the committee. Review the TPC membership whether it is representative of the industry in terms of company leadership, technology domains (current and emerging), and geography. Work with the TPC chair to establish the TPC schedule for the year.
- Review feedbacks from the feedback champion, start thinking about improvement, and discuss the feedback with the TPC chair.

For the summer, December and Conference board meeting, the general guideline for meeting preparation are: you need to set up the agendas; make sure the board members prepare for proposals to resolve issues or suggestions for action; ensure you will have a quorum for the meeting; and make sure minutes are ready and sent out before the meeting for approval.

Summer Meeting:

This meeting sets the foundation for planning (especially Technical Program: papers and workshop) and provides the framework for the rest of the board members to follow.

- Review the feedback from the attendees.
- Make sure that the operating chairs have the guidance and direction from you (based on your personal preference and the conference feedback).
- Advise and assist the TPC and workshop chairs.
- Assist TPC Chair and Publicity Chair with ideas for publicity
- Make sure there is a lot of brainstorming and ideas from the TPC, your greatest resource. Ask the TPC members for their comments on any ideas you would like to pursue. Engage them to pursue ideas or initiatives that they would like to champion.

Between Summer and December Meetings:

This period is for further planning and initial execution.

- Publicity: Check on the Publicity and Calls for Papers; have the publicity chair pursue ads (including foreign language ads) in magazines to help in getting more abstracts. (The master mailing list and email list should be updated before the Calls for Papers are sent.)

- TPC: Check on the status of invited papers, submitted abstracts, and topic coverage. Advise and assist the TPC chair before and during this meeting.
- Workshop: Check on the status of topics and instructors.
- Convention Services Contract: Make sure the contract with the convention service provider (Lucky Leong contract) is finalized after summer meeting and before Calls for Papers are out.
- Lucky Leong handles all the Call for Paper mailing.
- Other Chairs: Prompt the operating chairs to start the organizing activities according to the key milestone schedule for each chair. They should have the initial investigation, solicitation, or negotiation and report progress in the December meeting.
- Website: Have it updated with new information.
- Budget: Revise the budget as more data and information on the cost structure about the Conference site hotel and social events become available.

December Meeting:

This meeting is essentially a pulse check of the progress of all the operating chairs in their organizing activities. (Assist the TPC chair before and during TPC meeting as there are challenging moments in organizing the Technical Program.)

- Review progress of all operating chairs more carefully. Each chair should have done their preliminary investigations or negotiations, and should be familiar with all the proposals, options or alternatives for further action.
- Outlook Assessment: The number of papers, the invited speakers, the workshop instructors, the production volume, and the conversation rumors will give you an outlook of the conference. You can assess whether you should be optimistic, conservative, cautious, or aggressive in organizing the conference.

Between December Meeting and Conference:

- Mailing Lists: Update mailing list and email list for the Advance Program.
- Chair's Message: Provide the Chair's messages for the Advance Program, Digest, and Website. Archive old messages when new messages are posted in the web site.
- Final Proof-reading: Proof-read the Advance Program and Digest.
- Registration Materials: Make sure that the Conference Registration and Exhibit Registration (if not already done before the meeting) in the web site are activated for online payment.
- Gifts: Select and order; you need to start several months in advance if you choose to have monograms done.
- Financial Statement: Send this to the board members as it becomes available after the fiscal year end.
- Contracts: Identify key milestone start dates and completion dates for organization activities and check on progress. Remind and push the operating chairs to negotiate and finalize all the contracts.
 - Exhibits: All Exhibits proposals in by October; contract finalized in early November; need to have web site set up by the end of November.
 - Hotels: Contracts for conference and for meetings, and for future conferences; specific to each contract terms; make sure comply with updates on long term contracts on room blocks, and attrition rate, etc.
 - Magazine or Advertisement Agreements: Complete these agreements in time to ensure that ads are early enough to be beneficial - ads with Calls for Paper before

September or with program information in Feb and/or March before the Conference.

- Webmaster Agreement; this should be renewed when the current agreement expires (currently in October).
- Signage: Remind the exhibits, TPC, local arrangement, and sponsorship chairs to get the requests in before the cutoff date for discounts.
- Sponsorship: Sponsors before the Advance Program and Digest publication (checks must be received in time).
- Local Arrangement: Menu selections, AV requests and board meeting needs should be sent to the hotel about a month before the conference.
- Financial Assistance: Respond to requests for financial assistance by students, professors, and board members in times of restraint. Wait until you receive most of the requests before you decide on the awards to ensure equitable distribution of assistance. Post a deadline for application for financial assistance and consider the awards after the deadline.
- Introductory Remarks: Prepare the introductory remarks and coordinate with the TPC chair's presentation.
- Prizes: Make sure the prizes for the Ugly Picture Contest or other contests have been purchased. Have the treasurer prepare the check for the student paper award, sign it and bring it to the conference for the Awards Chair.
- Election Preparation: Ask EAB to consider the candidates for the chair positions for the next organizing committee, to discuss with the board members on their interest for next year, and to prepare a preliminary slate of candidates for the election.

Conference:

Sunday or Before Conference

- Consult with the local arrangement chair and decide on the head counts for food order for exhibit reception, international reception, and award luncheon. This decision has the most impact on the expenses.
- Walk through all areas with the local arrangement chair late Sunday to learn all the room and event location, signage location, and arrangements. Check whether arrangements meet expectation and any arrangement needs to be changed. Meet with the hotel staff if necessary to address areas of concern.
- Check with the convention service provider if everything is okay.

Monday

- Get information on statistics of attendees for the opening ceremony.
- Attend the Exhibits Reception and assess the event whether adjustments are needed.

Tuesday:

- Test out the Podium AV and equipment, laser pointer, handheld microphone and so on about an hour before the Plenary Session.
- Give the introductory remarks and kick off the Technical Program.
- Greet and thank the Keynote and Plenary speakers.
- Attend the exhibits and thank the exhibitors.
- Check with the Award Chair on the presentation procedure, his speech, and all the plaques, certificates, and the student check.

Wednesday

- Attend the Chair's Dinner.

Thursday

- Check with Convention Services for the final number of registrations and the attendee list.
- Give closing remarks after the Technical Session and the Ugly Picture Contest.

- Hold the election of officers and (if time permits) nomination of new board members.
- Deliver gifts to all board members at the dinner.
- After dinner, briefly discuss with the new Conference Chair the meeting agenda for Friday and the key issues needing attention. Give him the files for the agenda and relevant reports.

Throughout the Conference:

- Go from session to session, mix with the attendees, and get their feedback.
- Discuss with EAB on the election candidates. This process takes a lot of time and is challenging because there are more qualified board members with aspiration to be the TPC chair and conference chair than the organization can offer. Any recommendation will disappoint some of the board members.

Friday:

- Assist the new Conference Chair with the meeting discussions after the Conference.
- Discuss feedback and lessons learned.

Guidelines

- Leadership: You should be more a leader rather than a manager. Motivate and encourage (like a cheerleader) the board members to serve the Compound Semiconductor Manufacturing community (our mission). Allow them freedom to do a good job unless they are running into problems and are behind. This freedom and trust allow the board members to bring their unique background to the organization and to grow to become future candidates for Conference Chair.
- Big Picture rather than Details: As the Conference Chair, you are responsible for not only Conference, but also the Long Term viability of the MANTECH. You should focus on the big picture rather than the details. The operating chairs are very capable and you should leave the details to them. If they are in trouble, you can have the previous year's operating chair help out. If you are familiar with the role, you can help, but avoid being buried in the details.
- Mission: Review our mission to see whether we have met our goals. The community we are serving is constantly evolving and changing; we need to adapt to serve this community.
- Dealing with Strong Personalities: The Conference Chair deals with people and personalities. All the board members are highly motivated, capable, and eager to get the job done. However, they might not agree with each other, especially when stubborn personalities have overlapping responsibilities. Their conflicts could drain most of your energy and take up a lot of your time. Keep an open mind, listen to all sides, and treat their complaints with skepticism. Try your best to get them to come to a consensus and encourage them to do their best for the MANTECH. Focus on the common good, their positive rather than on their negative. (Everybody is a volunteer and we should not be too harsh on anyone even if they fail to perform.) You should be a consensus builder rather than a dictator. Therefore, you should use the board votes to decide and avoid overriding board decisions unless you feel very strongly about them. Sometimes you have to use your judgment and let the situation develop and work out by itself.
- Strengths versus Weaknesses: No one is perfect and everybody has both strengths and weaknesses. Use your strengths, but don't feel that you have to completely overcome your weakness by improving yourself because it is difficult to convert your weakness to strengths in a short time. Instead, use the board members to cover for your weaknesses.

- Trust and Respect: It usually takes time for you to gain the trust and respect of the board members. If you take the initiative to trust and respect them, they will return the same. Feel free to trust, empower, and not to micro-manage them. The board members are very capable. All you have to do is give them some directions and encouragements, and they will get the job done. Just occasionally keep in touch with them or ask for updates.
- Meeting Discussions: If you have opinions, voice them. If not, listen to the discussions, close the discussions and then move to vote. However, listen to the board members first and see where they stand, especially in matters you are unfamiliar with. As you are the final authority or decision maker, speaking too soon may unduly bias the discussion or discourage board members from voicing their opinions.
- Meeting Preparation: For effective meetings, have the folks discuss among themselves in working groups and prepare proposals for decision by the board. The meetings should not be for endless discussions, but rather for review of carefully prepared proposals and for decision making.
- Pulse Checks: Occasionally see who is doing well and who is not. Check with them whether they have any problem: job, family, or personal crisis or issues. Offer help if you can.
- Board Approval: Some matters need board approval while others do not. You need to use your judgment to decide which. In some cases, you engage only the EAB to brainstorm on ideas to arrive at a preliminary proposal before presentation to the whole board for discussion or approval.
- Working Groups: We can use working groups to deal with matters not under individual functional chairs. These matters may affect several functional chairs and/or the long-term affairs of the MANTECH. Some matters may be temporary to establish the foundation or infrastructure for future functions. We have looked at various activities such as the bylaws, handbooks, strategic planning, and working groups should be a useful tool for us to address issues in the future. In addition, we can engage the new board members right away in these working group activities even though they may not have the opportunity to take on some of the key operating chair positions.
- Bylaws: The bylaws should be the law of governance and should not be changed so often. We should not spend much time on the Bylaws, but rather on matters of importance for the Conference and the long-term strategy.
- Insurance: Chair has responsibility for insurance - both the general liability for the MANTECH Corporation and the Director's Liability Insurance.
- Insurance Coverage at the Conference:
 - Attendee Insurance Coverage: The hotel insurance should cover all attendees. We should get a copy of the insurance coverage from the hotel for verification and records.
 - Spectator Insurance Coverage: The hotel has insurance for the Exhibit, but not for the spectators. MANTECH must have insurance to cover the spectators.

- Exhibitors Insurance: We should have a promissory note from each exhibitor that it will hold us harmless. (Exhibit Chair should look into this in our contract with each exhibitor.)
- Bills During Transition Period: During this transition period, you will get lots of bills to pay and checks to sign, but these were committed for the previous conference and by the previous Conference Chair. The conference Chair should have sent you a list of these commitments, but some may be missed because they may arise during the conference. When in doubt, check with the retiring Conference Chair. Common items include:
 - Hotel (the biggest bill)
 - Exhibit services Expo
 - Reimbursements to those with authorized financial assistance
 - Workshop honorarium
 - Margaret Doyle's salary and travel expenses.
 - Office rents
 - Expenses at the Conference authorized by the retiring Conference Chair
- Checks: Your main role during the year will be to co-sign the checks (>\$1000) the Treasurer will send you. He will send a cover letter, usually with the invoice or receipt. Invoices should be marked "approved for payment" and signed by the appropriate Chair. You need to satisfy yourself that the charges are correct.
- Contracts: You will need to review and sign several contracts. By the time the contract reaches you, the operating chair should have done the due diligence in searching for the service provider and negotiated the terms of the contract. However, you may have specific requests for clarification, protection, or reduction of penalties. Your goal is to negotiate the most favorable terms for MANTECH, clearly delineate the scope of service, and avoid open-ended items. In some cases, include a clause to further revise or finalize the scope of service or list of requirements to avoid penalties. You can ask the operating chairs of the past year or any of the advisory board members in case you need additional assistance.
- Investments: Insure that our investments are secure and the portfolio covers both the short-term cash flow and follows the long-term strategy of our investment policy. You should not have to spend too much time on investments.
- Budget: The budget can be prepared from the conference data for the past few years and the data on the conference site (hotel contract and site cost index). Even this draft budget assumes a certain level of attendance, sponsorship and exhibit income. Use this budget as a guide only. You can allow the budget to be exceeded in certain areas if you expect the increase in expense to be offset by the increase in income from higher attendance, more exhibit booths or more sponsorship. Or you can under spend in certain areas if you expect the income from major sources will be significantly less.
- Refund Policy: Our published policy is not to refund after the deadline. However, if requested, you can at least refund part of the registration fee or exhibit booth fee. We are not for profit, and the requestors will come back if we show good will. (We should not advertise it though.)
- Financial Assistance to Board Members: You may need to pay other board members' expenses in times of restraint.

- Awards: Margaret Doyle orders all plaques and awards. She operates under the direction of the Awards Chair (senior EAB member).
- Web Site: As the connection with the rest of the world, our web site is the most important in getting our information out. The schedule of updating our web site for each of the operating chairs should take priority. We should make use of our Web site for our publicity. Include related links to other compound semiconductors groups, conferences, roadmaps, research centers, and so on.
- Financial Assistance: It is better to wait until you receive most of the requests for financial assistance before you make any awards to ensure an equitable distribution of awards to different groups. You might want to post a deadline for receiving student requests and consider the requests after the deadline.
- Annual Chair's Dinner: This dinner is usually held at the conference for all the ex-Conference Chairs, and the retiring one during the evening of the Rump Session (least conflict). This event is usually at an upscale restaurant. One of the executive advisory board members (for example, EAB2) should help organize this dinner with the assistance of the local arrangement chair.
- Chair's Gifts: The "traditional" budget for this is about \$100 - \$150 each. If you want to have the monograms on the gift, you need to start several months before the conference. You can have the gifts wrapped and shipped to the conference and have the bows put on just before you hand them out during dinner on Thursday after the Conference is over.
- Finally, the EAB is here to help you whenever you want. Some of the previous board members or past conference chairs are also a great resource. Treat advice from the EAB, or anyone else, cautiously. Ultimately the decision and the responsibility are yours.

Leadership Core Values

Our Conference has earned the reputation as the premier conference on compound semiconductor manufacturing. One of your duties is to ensure that we continue to be so by upholding the quality and excellence that earned us our reputation and you cannot do this alone. The following leadership core values will guide you to achieve this goal.

Excellence: Insist on excellence in all things. Make objective, quality service to the compound semiconductor manufacturing community a top priority. Continuously strive to improve our services. Provide timely, effective, accurate, constructive feedback to board members. Recruit and develop quality board members with potential.

Teamwork: Build strong and positive working relationships. Maintain positive work climate. Involve others in planning activities and decisions. Make optimum use of inputs of others; use full resources of board members. Help others. Encourage, recognize, and celebrate success of the board members. Engender enthusiasm, excitement for the work and the future. Reward appropriate team behavior.

Professionalism: Seek out and listen to honest feedback from others. Give candid and constructive feedback to others. Consider future organizational needs in planning. Share own expertise and experience. Actively support, mentor, and coach others.

Fairness: Be consistent in treatment of board members. Distribute information as equally as is appropriate. Use inclusive work and decision process. Adhere to consistent standards. Do not play favorites. Recognize the merit of individuals and their performance.

Integrity: Keep commitments and promises. Demonstrate courage to present and hear the truth in appropriate manner. Act in best interests of the compound semiconductor manufacturing community, the MANTECH organization, and the board. Display and reinforce the highest ethical standards.

Respect: Practice patient and active listening. Be sensitive to other board member's time. Recognize and credit the contribution of others. Be empathetic to other's motivations and feelings. Understand and support work/life balance needs of board members. Treat others with dignity. Show patience, tolerance, and concern for people at all levels and from all backgrounds.

Trust: Promote open communications. Build trust by being honest, fair, and consistent; set example for others. Keep confidences and information at appropriate levels. Accept and act on open and honest feedback. Do what is right even if it involves risk or conflict. Take responsibility for actions and admit mistakes.

Agenda for Board Meeting after Election

Continental Breakfast	7:00am
Call to Order	8:00am
Approval of EC Agenda	All
Approval of December Minutes	All
Nomination and Election of EC Board Members	All
Legal Counsel Report / Bylaws / Board Policy	Secretary
Treasurer's Report / Financial Statement / Transition	Treasurer
Audit Committee	Audit Leader
Investment Committee	Investment Leader
Break	10:00am
Conference Chair Reports (past chairs reporting)	
• Technical Program	past TPC Chair
• Workshop	past Workshop Chair
• Local Arrangements	past LA Chair
• Vice Local Arrangements	past VLA Chair
• Publicity	past Publicity Chair
• University Liaison	past UL Chair
• Exhibits	past Exhibits Chair
• Sponsorship	past Sponsorship Chair
• Web Site	past Web Site Chair
Lunch (Working)	Noon
Working Group Reports (previous lead to introduce / assist successor in reporting)	
• Bylaws	Bylaws Leader
• Media Sponsor (3rd Parties)	Publicity Chair
• Legal	Legal Leader
• <u>Budget</u>	Conference Chair
• Investments	Investments Leader
• Handbook	Handbook Leader
• <u>Strategic Planning</u>	SP Leader
• Bluebook	Retiring Conference Chair
Review of Past Action Items	Secretary / All
Break	1:30pm
New Business	
• Future Conference Sites / Dec Meeting Location	LA Chairs
• Educational Service	Champion 1
• D & O Insurance	Champion 2
• Logo Contest / Logo Selection	Champion 3
List of New Action Items	Secretary/All
Adjourn	3:30pm

Agenda for Summer Board Meeting

Continental breakfast

Call to order

Introduction/New Members

Approve EC agenda

Amendments to Bylaws

Approve May EC Minutes

Treasurer's report

Audit Report

New Conference Budget

Break

Past Conference Chair Reports

- Technical Program
- Workshop
- Local Arrangements
- Vice Local Arrangements
- Publicity
- University Liaison
- Exhibits
- Sponsorship
- Web Site

Lunch (Working)

Working Group Reports

- Bylaws
- Media Sponsor
- Legal
- Budget
- Investments
- Handbook
- Strategic Planning
- Bluebook
- Audit

Review of past action items

Break

New Business

- Future Meeting Venue Selection Criteria
- Hotel Visitation Reports
- Future Conference Sites / Dec. Meeting
- 3rd Parties
- Hospitality Exclusion
- Others

List of new action items

Adjourn

7:00am

8:00am

Conference Chair

All

Secretary

All

Treasurer

Audit Champion

Conference Chair

10:00am

past TPC Chair

past Workshop Chair

past LA Chair

past VLA Chair

past Publicity Chair

past UL Chair

past Exhibits Chair

past Sponsorship Chair

past Web Site Chair

Noon

Bylaw Leader

Publicity Leader

Legal Leader

Conference Chair

Investment Leader

Handbook Leader

SP Leader

Retiring Conference Chair

Audit Leader

Secretary/All

2:30pm

VL Chair

Reviewers

VL Chair

Publicity Chair

Exhibits Chair

Secretary/All

4:30pm

Agenda for December (Winter) Board Meeting

Continental Breakfast

7:00am

Call to Order

8:00am

Approve EC Agenda

All

Approve June EC Minutes

All

Treasurer's Report

Treasurer

Financial Statement Data

Treasurer

Conference Chair Reports

- Technical Program

TPC Chair

- Workshop

Workshop Chair

Break

10:00am

Conference Chair Reports (Cont'd)

- Local Arrangements

LA Chair

- Vice Local Arrangements

VLA Chair

- Publicity

Publicity Chair

- University Liaison

UL Chair

- Exhibits

Exhibits Chair

- Sponsorship

Sponsorship Chair

- Web Site

Web Site Chair

Lunch (Working)

Noon

Working Group Reports

- Bylaws

Bylaw Leader

- Media Sponsor (3rd Parties)

Publicity Leader

- Legal

Legal Leader

- Budget

Conference Chair

- Investments

Investment Leader

- Handbook

Handbook Leader

- Strategic Planning

SP Leader

- Bluebook

Bluebook Leader

- Review of Past Action Items

Secretary/All

Break

2:30pm

New Business

- Hotel Visitation Reports

Reviewers

- Future Conference Sites / June Meeting Location

VLA Chair

- Mission Statement

Conference Chair

- Educational Service

Champion

- Name Change

Conference Chair

List of New Action Items

Secretary/All

Adjourn

5:30pm

Chapter 2 Secretary and Bylaws Chair

Historically, the same person has been elected Secretary and Bylaws Chair. This is not necessarily a requirement, so the two functions are described separately below.

Secretary:

The Secretary shall certify all notices of the Corporation. The Secretary is one of the three Officers of the Corporation, and as such, has certain legal responsibilities, including certifying all notices of the Corporation. Typically, all legal documents for/from the Corporation require signature by the three Officers of the Corporation, including the Secretary.

The Secretary shall confer with the Chair on all legal matters affecting the Corporation and its functions. Typically this may require that the Secretary arrange for advice from legal counsel from time to time. Approval for actions on the part of legal counsel should come from the Board, but the Secretary should serve as the direct contact with legal counsel in such cases.

The Secretary shall act as, and for, the Chair in the absence of the latter. The most obvious application for this responsibility is at board meetings if/when the Chair is absent for part of the meeting or could not make it to the meeting. The full extent of this responsibility could be far-reaching if the Chair is unavailable at times when important Corporation business needs to be conducted; however, this situation has never arisen in the history of the Corporation, so there is no precedent to serve as a guide.

The Secretary shall see that all books, records, lists, information, or duplicates, required to be maintained are maintained.

Note: Prior to May 2004, the Treasurer made available services to handle all required, official record keeping. The Secretary would forward hard-copy originals of records (such as minutes, approved bylaws, etc.) to the Treasurer for safe-keeping. As of May 2004, this direct responsibility is back in the hands of the Secretary and it is up to each newly-elected Secretary to determine how best to handle this responsibility. As of July 2004, a new standard method for maintaining these archives has not been established. When a standard procedure is developed and adopted it needs to be recorded in this Blue Book. In addition, in transitioning this responsibility to the Secretary, a description of which documents and records are to be maintained in this fashion needs to be generated and included in the Blue Book.

The Secretary shall record the minutes of the meetings of the Board of Directors. The Secretary must take careful notes at board meetings and from them create an official “Minutes” document of each board meeting. Typical items that are included in this document are:

- Date, time, and place of meeting
- List of board members present and absent
- Meeting agenda
- A record of all motions and results of voting
- A simple summary of reports presented by chairs and working group leaders.
- Essential content of discussion regarding important issues.

It will be useful to use a copy of minutes from a previous meeting as a guideline or example for structure and the essentials for what to include. Note: over the years there has been reluctance to include more than just essentials of the meeting and results of votes in the minutes. However,

recent discussions with auditors and lawyers have suggested that, as a not-for-profit corporation, it is desirable to include more detail, instead of less, including specifics of the Corporation's financial status. Nevertheless, the amount and type of detail included in the minutes is up to the Secretary to determine, with advice from the Chair. A draft copy of the minutes is to be circulated to the full Board prior to next meeting so that errors and significant omissions can be corrected before presenting the minutes to the Board for approval. After the minutes are approved, the date of approval is affixed to the end of the minutes along with signatures of both the Chair and the Secretary. An official hard-copy of the minutes is to be maintained as part of the Corporation's records. Soft copies of the approved minutes should be distributed to all board members via email.

The Secretary shall maintain a record of the term-of-service status and positions held for each board member. At present, this record consists of an Excel file that is passed down to each newly-elected Secretary. Information in this file includes past history of service, re-election status, and positions served on a year-by-year basis for all board members, dating back to 1986.

Some additional specifics:

- Take notes at meetings and generate minutes (see above for more detail). A draft version of the minutes should be sent to all board members as soon as possible after each meeting – within a week is preferable, but a delay of more than three weeks is too long.
- Record action items from each meeting and document who, what, where, when for each item. Send a copy of action items to all board members via email. It is desirable that these be sent within a week after the meeting. It should be the responsibility of the Chair to address actions from previous meetings at each new meeting.
- In addition to the minutes, a compilation of all the reports submitted at each meeting into one document is desirable for ease of reference. This is an optional responsibility for the Secretary. If generated, this document should be sent to all board members as soon as possible after the meeting. Generally, it is necessary to request soft copy reports from board members at and/or after each board meeting.
- Maintain soft copies of all Corporation-related documents generated while Secretary and provide copies of the same to the next newly-elected Secretary.
- Maintain and update board-member-history file. Provide relevant information for re-election eligibility at the annual meeting when elections are held. Hand-off updated soft copy to the next Secretary.

Bylaws Chair:

Relevant excerpt from the Bylaws: The Board of Directors shall have the power and authority to make, adopt, alter, amend, and repeal all bylaws of the Corporation at any regular or special meeting at which a quorum is present, by a two-thirds majority vote of the total members of the Board, provided that the proposed amendments shall have been submitted in writing to all members of the Board at least ten days prior to the date of the meeting at which the amendment is to be voted upon.

The Bylaws Chair is responsible for verifying that all activities of the Corporation and the Board of Directors are properly executed according to the Corporation's bylaws. It is the responsibility of the Bylaws Chair to have a detailed knowledge of the Corporation's Bylaws and to monitor the activities of the Corporation and board meeting proceedings with regard to the Bylaws. It is the responsibility of the Bylaws Chair to bring to the attention of the Board any actual, perceived, or potential violation of the Bylaws so that corrective and/or preventive action

may be taken to maintain strict adherence to the Bylaws, to the extent necessary to satisfy Missouri law pertaining to not-for-profit corporations. The Bylaws Chair should regularly compare current practices and operations procedures of the Corporation with respect to the Bylaws and make suggestions to the Board for bylaws changes that may be needed or desired to keep the Bylaws and Corporation practices fully aligned.

The Bylaws Chair is responsible for maintaining an accurate and up-to-date version of the Bylaws as adopted by the Board of Directors. Within the first month after election, the Bylaws Chair must obtain a soft copy of the latest approved version of the Bylaws and distribute it to all board members. To help facilitate this, a soft copy of the currently-approved Bylaws should be sent to a newly-elected Bylaws Chair by the prior Bylaws Chair. The Bylaws Chair is responsible for updating the Bylaws document to include any amendments that are approved by a two-thirds vote of the full Board. When amended, an official, signed hard-copy of the amended bylaws is to be generated and sent to the Secretary for safe-keeping in the Corporation's records; a soft copy gets sent to all board members.

The Bylaws Chair is to be the focal point for all proposed Bylaws changes. The Bylaws Chair should be notified of suggestions for changes to the Bylaws. In most cases, the Bylaws Chair will be intimately involved in discussions that lead to proposed Bylaws changes. All suggestions and proposals for Bylaws changes should be brought before the Board well in advance of officially making a motion for the Bylaws change at a Board meeting so that suitable discussion and interaction can take place. There should be a general sense of Board support for a Bylaws change before taking it to the Board for formal approval, although this is not an actual requirement. Upon reaching a general sense of agreement for a Bylaws change, the change must be formulated in the context of the Bylaws document (showing additions in italics and deletions as cross-outs) and distributed to the Board (electronically via email) at least 10 days prior to the next board meeting. In the event a Bylaws change is important enough it cannot wait till a regularly-scheduled board meeting, it can be presented to the Board electronically and an electronic vote can be taken. However, for such an amendment to pass, approval from 80% of the full Board of Directors is required.

Some specifics:

- At beginning of a new term-of-office obtain soft copy of current Bylaws from prior Bylaws Chair.
- Send soft copy of Bylaws to all board members within one month after elections.
- Make sure that the Secretary has an official signed hard-copy of the current Bylaws in the records.
- Establish a detailed knowledge of the Bylaws.
- Monitor activities of the Board and the Corporation with respect to the Bylaws and report to the Chair any actual or perceived infractions.
- Make suggestions to the Board for Bylaws changes if/when Corporation practices and needs appear to be diverging from current Bylaws.
- Act as a focal point for all Bylaws changes.
 - Send draft of Bylaws changes to the Board 10 days prior to meeting or a scheduled vote.
 - Facilitate in discussion of Bylaws change at meeting.
 - If changes are approved, create a new Bylaws document with the changes
 - Hard copy with signatures to the Secretary
 - Send soft copies to board members

- Upon completion of term-of-office, send soft copy of current version of Bylaws to the new Bylaws Chair.

Suggested Guidelines and Lessons Learned (from previous write-up):

- Issue action items within 1 week after Executive Committee Meeting.
- Issue draft minutes within 3 weeks after Executive Committee Meeting.
- It will be useful to use a copy of minutes from a previous meeting as a guideline.
- Issue updated/revised Bylaws within 1 month following approval.
- Based on my experience as Secretary, there seems to be general and some specific guidelines for what should not be included in the official minutes in order to meet the legal and financial requirements of the Corporation. For example, a detailed account of the Treasurer's report should not be included in the minutes, nor should the Treasurer's report be included as an attachment. Documentation of these guidelines by the Treasurer and possible current and past Conference Chairs would benefit future Secretaries and the documents they produce.
- The minutes should document the results of the meeting, but not include all of the details involved in getting to these results.

Chapter 3 Treasurer

Responsibilities of the treasurer

The Treasurer is responsible for:

- Financial Reports
- Budget Projections
- Petty Cash Handling
- Investment Accounts
- Insurance and Bonding
- Cash Flow Management
- Payables and Receivables
- Financial Records and Audits
- Maintaining the Corporate Seal
- Income and Expense Statements
- Funds Deposits and Withdrawals
- Filing of State and Federal Tax Returns
- Banking and Financial institution Accounts
- Filing of State Corporation Forms and Related Maintenance
- Advising the Conference Chair with Regard to Contracts

A position description of the Treasurer appears in the bylaws of the corporation.

Bank and financial institution accounts

It is the responsibility of the Treasurer to establish bank and financial institution accounts in the name of GaAs ManTech, Inc. (ManTech) for the purpose of receiving and disbursing funds. Funds collected on behalf of ManTech must be held in U.S. bank and financial institution accounts. The Treasurer must open the accounts in the name of GaAs ManTech, Inc.

More than one bank or financial institution account may be appropriate when substantial funds accumulate, and various financial instruments may be considered. Care should be taken not to commit funds to long-term plans with early withdrawal penalties if this would affect timely payment of bills. (Note that FDIC insurance covers deposits of not more than \$100,000. Other arrangements may be needed to provide additional insurance of funds.) Checking accounts should be used to facilitate short-term financial transactions.

Federal tax identification number

The Federal Tax Identification Number (TIN) that has been assigned by the IRS for use by GaAs ManTech, Inc. is 43-1432021. This number must be used whenever GaAs-ManTech, Inc. is called upon to furnish a taxpayer identification number.

Name

The legal name of MANTECH is GaAs ManTech, Inc.

Signatory powers

The MANTECH bylaws require that checks be cosigned by the Treasurer and by the Conference Chair. In the case of investments requiring quick turnaround, cosigning by the Conference Chair may be satisfied by the Conference Chair's signature on a facsimile copy of the investment payment check which is to be kept on file. **Checks under \$1000.**

Reporting requirements

It is the responsibility of the Treasurer to provide a financial report to the Executive Committee of MANTECH at each of the various meetings of the Executive Committee which are held from time to time throughout the year.

Mantech initial budget projections

It is the responsibility of the Treasurer to prepare a budget indicating estimated income and expenses for the upcoming annual conference at the close of each annual conference. Updated budget projections should be presented at each of the various meetings of the Executive Committee which are held from time to time throughout the year. The Treasurer should prepare budgets that are based on non-deficit expectations. However, in exceptional cases a budget on a deficit basis may be prepared provided that the longer-term outlook reflects a surplus. A deficit conference budget will generally only be approved by MANTECH if it can be properly justified in regard to the total fiscal situation of GaAs ManTech, Inc. The budget should allocate income and expense items in reasonable detail to permit operating chairmen to carry out their responsibilities within budget.

Budget revisions

The Treasurer should update and revise the budget from time to time throughout the year leading up to the annual conference. An up-to-date budget should be presented at each of the various Executive Committee meetings.

Conference fees

The Treasurer, with the advice and consent of the Executive Committee, should establish the conference fees (registration, exhibits, and workshop) for the upcoming annual conference as soon as possible after the present conference is held, preferably within ninety days of the close of the annual conference. Conference fees should be set to yield and maintain a reserve of approximately two times the total annual expenses of planning for and holding the annual conference. Other anticipated sources of revenue, such as digest sales, corporate sponsorships, and interest income should be taken into consideration when setting the conference fees for the upcoming conference.

Conference fee differentials

It is helpful to maintain a significant differential between the early (or advance) registration fee and the full (or late) registration fee. This should be at least 15 percent but not more than 25 percent in order to cause a larger portion of early registration so that advance local arrangements planning can be effectively carried out. A goal of between 65 and 85 percent early registration is practical and customary.

Conference fee waivers & reductions

It is customary to charge strongly reduced conference registration fees for students. In addition, the Conference Chair may from time to time approve reductions and waivers for special VIP guests and press representatives. These reductions and waivers may or may not exclude social and food functions, the Conference Digest or other side activities. The Treasurer should keep the Chair informed that, for consistent accounting purposes, conference fees should generally not be waived, but rather should be paid in full and then reimbursed.

Methods and deposit of conference fee payments

It is important for the smooth operation of the registration process that the Treasurer instructs those responsible for collecting payments of the methods to be followed prior to the acceptance of any payments. In the case of payments by check, all checks must be made out in U.S. dollars and drawn on a U.S. bank. Do not get involved with currency translations or wire transfers as these involve time and fees, and are prone to errors. **In the case of payments by credit card, the contract registration provider** can facilitate these for a fee, which the Treasurer should review for reasonableness. Checks must be stamped immediately upon receipt by the Treasurer "For Deposit Only, GaAs ManTech, Inc." and deposited in a timely fashion in an interest-bearing account. It is not ManTech's wish to dun anyone overbearingly, in the interests of overall good relations, but reasonable efforts should be made in regard to making collections.

Refund of conference fee payments

A clear and specific cutoff date for refunds must be communicated within the appropriate conference literature. The refund policy should include a reasonable fee for processing.

Insurance and bonding

The Treasurer, and only the Treasurer, should maintain in force customary insurance to cover the on-going operations of MANTECH as well as the annual conference, exhibition shows, and related events. The bylaws of MANTECH require that the Chair and Treasurer shall be bonded.

Petty cash

A petty cash fund must be maintained by the Treasurer for convenience in meeting small obligations. Replenishment of the petty cash fund may be made, as necessary, by the Treasurer from any suitable funds (but preferably a checking account). The person(s) responsible for petty cash funds must maintain an accurate record and keep receipts for all payments.

Registration desk cashier

- During the running of the annual conference and related events, it is necessary that a Cashier be appointed to handle income from registration fees and the like. Usually, this will be the contract registration services provider; The Cashier will check out and secure the

cash box, disperse cash on the authority of the Treasurer and keep accurate records of transactions such as the number and payments of registrants, the number of ticket sales and other sources of income. The Treasurer should draw up a list of registration desk supplies and provide same on-site, along with a lockable cash box and reasonable cash change in small denominations. A sample list of registration desk supplies, which may be revised from time to time, is as follows:

- [Order fresh flowers for delivery each morning]
- Take the following items to the annual conference for use at the registration desk:

1	Combination-lock, steel cash-box with Treasurer's name, phone number and address inside and out, with \$500.00 change; For Deposit Only stamp; receipt pad; account deposit envelopes; checkbook; letterhead
1	Book of sequentially numbered duplicate blank receipts
12	Prior years' digests
Misc.	Poster announcements and signage
1	Sponsors poster
200	Portfolios
Misc.	Ribbons
2	Speech Timers
24	shipping labels to return digests and supplies to Treasurer
1	portable computer with modem
1	Stapler (full)
1	Box of extra staples
24	Black ball-point pens
12	Red ball-point pens
24	Pencils (sharpened)
2	each: magic markers (black, blue, red, yellow, green)
1	Box of assorted push-pins
1	Container of assorted rubber bands
1	Pencil sharpener & batteries
1	Box of paper clips
12	Heavy-duty paper clips
2	Rolls of scotch tape
1	Roll of double-sided tape
3	Rolls of strapping tape
12	9-1/2" x 12-1/2" manila envelopes with clasp
12	8-1/2" x 11" ruled white pads
4	6" x 9" pads (yellow or white)
100	4" x 6" loose sheets of paper
100	3" x 5" loose sheets of paper
50	8-1/2" x 11 " sheets of paper
10	#10 white envelopes
10	1-1/2" x 2" yellow Post-It pads
5	3" x 3" yellow Post-It pads
1	Scissors
1	Box knife
1	electrical extension cord (10')

Treasurer's on-site conference duties

Due to cash generated by the registration process, deposits should be made at a local bank or financial institution at the end of each day or promptly after the close of the conference. Security

escorts may be desirable in some cases. Arrangements with a local bank or financial institution should be made in advance.

Registration desk cash box

It is important that only the Cashier handle money from the cash box. The cash box will be checked out by the Cashier at the beginning of each day and returned by the Cashier with an accounting at the end of the day or at the closing of the conference. Overnight cash will be locked in a secure location, as established by the Treasurer, preferably in a hotel safe deposit box. Excess cash should be deposited in a local bank. In no case should the cash box be used for any other purpose besides registration, such as reimbursing local expenses or paying bills.

Reimbursement of conference participant expenses

Explicit policies must be established in advance regarding the payment of travel expenses and the like for participants. These projected expense payments should be incorporated into the conference budget. Whenever possible (i.e. university participants) fees should not be waived, but rather should be charged in full and reimbursed according to policy upon submittal of original (only) receipts to the Treasurer.

U.S. government grants

Proposals for financial support by means of government grants may be submitted from time to time upon approval by the Chair, and the Treasurer may be requested to assist in the preparation of such proposals. Proposals should be submitted under the aegis of a university well-versed in government grant procedures to ensure conformance to accounting standards. Requests for cost reimbursement against government grants should be processed through the appropriate university's financial accounting system. Final Project Reports must be filed within the time period required in the grant award.

Exhibitors and sponsors

The Treasurer is responsible for the receipt and deposit of all funds from exhibitors and sponsors. The Treasurer will make only those payments approved by the Exhibits Chair or the Conference Chair. The Treasurer shall annually prepare a resolution approving the current year's sponsors for passage at the Executive Committee meeting held on-site at the annual conference.

Credit cards

The use of credit cards for registration is helpful. Credit card procedures are generally maintained by the contract registration services provider. All transactions should be verified in a timely fashion, and resulting cash accumulations from credit card transactions must be promptly forwarded to the Treasurer for deposit into GaAs ManTech, Inc.'s accounts.

Financial reporting

Fiscal Year-End Financial Reporting

The final annual responsibility of the Treasurer is to have financial statements prepared by a certified public accountant at fiscal year-end, presently January 31. The Treasurer shall deliver verbal and written reports regarding such statements at the meeting of the Executive Committee

which is held at the annual conference site. The Treasurer shall also cause audited financial statements to be prepared by professional, independent, outside sources when so requested by a resolution of the Executive Committee, but generally not more often than three to five years. Copies of the independent auditor's report shall be furnished to the Executive Committee. The Treasurer shall have an accountant itemize and explain any adjustments made to the fiscal year-end financial statements as a result of the audit, including the effect of such adjustments on the surplus or loss reported for the subject period. Audit fees will be incorporated into the conference budget by the Treasurer.

Interim Mid-Year Financial Reporting

The Treasurer shall have financial statements prepared by a certified public accountant at the mid-point of the fiscal year, presently July 31. The Treasurer should deliver verbal and written reports concerning mid-year accounting at the next meeting of the Executive Committee. The Treasurer should promptly summarize these results for the Conference Chair.

Other Accounting

The Treasurer will generally find it helpful to have the certified public accountant for MANTECH prepare a) registration accounting statements, b) exhibit accounting statements, and c) sponsor accounting statements as soon as practicable after the close of the annual conference.

The accountant can also be helpful in preparing year-over-year analyses and comparables for such expenses as digest publications costs, outside contractors' costs and expenses, advertising expenses, shipping and mailing expenses, etc.

The Treasurer should review all service contracts and pay contract billing only in accordance with the prices quoted in the contracts and after approval by the appropriate conference officer.

Remember, as much as possible, have written documentation for everything.

Storage and sale of conference digests

The Treasurer shall make arrangements for the lockable storage of Conference Digests from various years of the Conference. The Treasurer shall also, in conjunction with the conference registration contractor, assist in the sale of conference digests and the collection of payments therefore.

Records retention

The Treasurer shall make arrangements for the lockable storage of various records of MANTECH, such as financial, corporate, social, tax, sponsors, exhibitors, conference attendees, historical, insurance, bonding, etc.

Tax compliance

GaAs ManTech, Inc. is a tax-exempt, not-for-profit Missouri corporation with an IRS determination of 501.c (6) as of May 1991. As such, it must annually file an IRS Form 990 (Return of Organization Exempt from Income Tax). Payments to independent contractors may require filing of IRS Form 1099-MISC (Miscellaneous Income). The Treasurer should ensure that this is properly handled by the accountant. Businesses, including not-for-profits, are required to

withhold and deposit, or pay income, FICA, and unemployment taxes with respect to most compensation paid to their employees. However, compensation paid to independent contractors is not subject to employment taxes. Instead, the only requirement is to report the paid compensation on IRS Form 1099 at year end. Because withholding of taxes on employee's wages is the most efficient and effective way to collect taxes, the Internal Revenue Service is concerned with misclassification of workers as independent contractors, and the IRS imposes significant penalties for failure to properly withhold and pay employment taxes. Independent contractors are individuals or organizations that supply services for pay to the conference. IRS Form 1099-MISC must be filed for calendar year payments that equal or exceed \$600 to any individual or unincorporated business serving as an independent contractor.

State tax exemptions

Due to the variable venues in which the annual conference is held, it has not proven to be advantageous to obtain exemptions from state sales taxes, although this decision should be reviewed from time to time in view of the growing size of the conference.

Chapter 4 Publication and Technical Program Chairs

Objective:

The Technical Program Committee (TPC) chair provides technical leadership to establish high quality technical program on compound semiconductor materials, devices, circuits, products or markets with an emphasis on manufacture. He will be responsible for establishing a membership to help him accomplish these objectives. Under his leadership, the membership will help him select interesting and informative invited speakers, organize panel sessions, rump sessions, interactive forums and workshops as needed to further the technical information for conference attendees. The TPC chair has the final responsibility for the selection and format of the presented technical program. The TPC chair is also responsible for supporting the Publications chair in formulating the contents of the Technical Digest.

The Publications Chair is responsible for the coordination, editing, publication and distribution of all printed conference material for the current conference year, with the assistance of other board members as needed. All papers accepted shall be published in a Technical Digest. All printed or softcopy materials may be generated with the contracted support of a firm or firms specializing in such publications.

TPC Membership:

Your first duty is to choose representatives for the Technical Program Committee and secure their commitment to attend the first TPC meeting. Based on the past attendance and participation, invite past members to serve on the TPC; determine the slots available for new members; and solicit recommendations of candidates from the Executive Committee (EC). The preliminary list of candidates should be ranked and presented to the EC for comments. The TPC members must commit to attend the two TPC meetings (June and December) and the conference. In case of absence, the member should send a delegate to the meeting. Once the process of invitations and acceptance is complete, the final membership or list of new members should be sent to the EC for approval (by-law requirement). You should establish the TPC roster, and from time to time update and send it to the membership.

In order to establish a technical program that meets the needs of the industry, you should choose members to represent different sectors of the industry and different geographic regions of the community. Candidates include prior TPC members, particularly those who have actively supported the conference, and members from the industry, government or university groups active in the field. The membership should be balanced to represent different segments of the supply chain: substrates, epi suppliers, fabs, users, and equipment suppliers. It should also reflect representation from the international community including the Asia Pacific Rim and Europe. It should also reflect the emerging compound semiconductor technologies moving to the manufacturing sector: for example, indium phosphide, wide bandgap semiconductors, optoelectronics, and other emerging technologies. While the size of the membership has been increasing, the size of the membership should have good representation and be manageable. The current headcount is about 60 and the typical meeting attendance has been from 40 to 45, a healthy turnout for good and productive meetings.

Summer TPC Meeting (typically June):

The key objective of this meeting is to review the feedback and establish the groundwork that sets up the activities, ownership, and schedule for the year.

The first requirement at this TPC meeting is to review the conference feedback on the papers presented at the prior conference and agree on the best paper to be recommended to the Executive Committee for the He Bong Kim Award at the next conference. This feedback should be presented to the TPC by the Feedback Champion. The feedback also informs the membership whether the conference planning has been responsive to the interests of the community in the prior conference, provides suggestions for improvements, and offers ideas on the topics of interest for the next conference.

Key items to be decided include:

- Topics of Interests
- Conference Theme (optional at your discretion because the discussion takes too much time and the theme could deviate from the trends of our dynamic industry)
- Invited Speakers - Keynote, Luncheon, Regular Session
- Interactive Forum
- Workshop Topics and Presenters
- Panel or Rump Sessions

Before the meeting, ask the membership to bring in new ideas. Ask those who cannot attend the meeting to send their inputs to you before the meeting. You should be attentive to the trends of the compound semiconductor industry in magazines regarding recent developments.

Your workload will increase from this meeting through the paper selection meeting (December) and the conference digest publication (February). It is important that you have owners to be responsible for the invited speakers, workshop, panel/rump sessions, and interactive forum. Use this first TPC meeting to decide on the topics of interests to pursue and assign the TPC members to help solicit invited and regular papers for the conference. A productive and successful meeting will ensure that you will receive many good quality abstracts for the December paper selection meeting.

It is important that you have a tentative schedule for the whole year to inform the TPC members of the activities ahead and the owners' responsibilities. This information is especially helpful to the new TPC members, who are not familiar with the activities throughout the year.

Between Summer and Winter Meetings:

This time period is critical to a successful paper selection meeting (typically in December). You should finalize the overall planning timetable including the mailing dates for the Calls for Paper. The Calls can be issued in July, August, and September. The first should be issued in July to permit overseas attendees more time to prepare their submissions. As you receive commitments on invited speakers, workshops and other activities at the conference, add these details to the Calls to provide variety and attract potential authors. You should coordinate with the Publicity Chair, Workshop Chair, and Exhibit Chair, and Local Arrangement Chair on the details and publicity push. These materials including the Calls should be posted on the web site.

In preparing the Calls, use the Word documents from the previous year as a starting point for the draft. Get high resolution pictures of the conference site or city from the Local Arrangement Chair for use in the Calls and check whether the resolution is sufficient. Decide whether to send the

Calls in an envelope because the design of the Calls may change. Ask Lucky Leong and the webmaster to update the mailing lists (post and email) because you will want to send the Calls out by both mail and email.

To anticipate abstract submission once the Calls are sent, you should have the short abstract guidelines finalized and posted on the web site and set up the procedure for abstract submission. The easiest way is to have abstracts@www.gaasmantech.org forward the abstracts directly to you.

You should be constantly checking with the owners for the solicitation of invited speakers. Once the candidate speakers agree to present the talks, send them the invitation letters. The invitation letter should ask for a commitment to submit a short abstract for review and an extended abstract for publication by the corresponding deadlines, and to attend the conference and give the talk. Get the biography and contact information of each invited speaker. Make a checklist of all the invited speaker topics and update the status as more invited papers are solicited. Check with your owners to update the invited paper status during August and September. To facilitate session organization and produce an attractive technical program at the paper selection meeting, you will need a resolution on all the invited papers beforehand.

About two months before the December meeting, start setting up the secure web site for use by the TPC members. The web page should allow the chair to post the submitted abstracts, the instructions for abstract evaluation, and the abstract score sheet for download by the TPC members.

Regularly send out reminders to the TPC members to solicit regular papers. These reminders should emphasize that the ManTech Conference is always a good forum for high quality work and some of the best work may not be submitted without a push from the TPC members, especially when publishing approvals can take several weeks in many organizations. Number the abstracts as you receive them and establish a spreadsheet or database to track the abstracts, authors, company affiliations, addresses, email addresses... This database is extremely useful later on for mail merge in sending the acceptance and rejection letters or emails. (Number the papers and label them as invited, student, or regular on each pdf file. It is recommended that you have the pdf writer software. Put the numbers in the pdf files if you can by using the free text writing tool of pdf.) Have the webmaster upload the abstracts regularly. Track the status of invited, regular, and student papers. Sometimes papers completely irrelevant to the CS MANTECH can be rejected outright as inappropriate for our conference.

Deadline for abstract submission has generally been set one month before the paper selection meeting or about November 1. When you have reached your abstract deadline and have received only 10-20 submissions, don't panic. The peak is generally 2-4 days after the deadline. If the committee has done its job for you, the abstracts will appear. You can still receive abstracts after the deadline. Depending on whether you have a lot of abstracts, you have to have an absolute cutoff date. To facilitate abstract review by all the TPC members, it is advisable that you do not accept abstracts one week before the Winter December meeting to allow the TPC members time to review the abstracts and send you the scores in time for consolidation.

Before the meeting, consolidate the scores of all the TPC members as you receive them. Sort the abstracts according to their scores and set the preliminary abstract acceptance criteria to determine where the approximate cutoff should be. Prepare charts for the meeting. To help in the session planning, prepare labels for all abstracts with the abstract number, title, and first author. In addition, classify each abstract according to the categories of process, material, devices, etc.

to facilitate grouping papers into sessions. In addition, examine all the invited papers and select candidates to propose for the plenary session. Draft a session layout template with breaks for the whole conference and become familiar with it.

Winter TPC Meeting, Paper Selection (Typically Early December):

The paper selection meeting must decide on the submissions, group the accepted papers into sessions, and integrate the technical sessions covering different topics into a coherent technical program. All the invited speakers, workshop, panel or rump sessions must be scheduled. Each session must be assigned a chair to organize the papers and provide contact to the speakers before the conference. While very high or very low scoring papers may be treated quickly, it is recommended that the technical merit of every submission be discussed.

To effectively conduct the paper selection meeting, select a secretary to record the discussions and voting decisions on each abstract. Present the ground rules of evaluation, set criteria for automatic accept and reject, and discuss abstracts at borderline. Propose candidates from invited papers for keynote address and plenary session. After paper selection, breakup in teams to form sessions, and assign Session Chairs. (Use labels to facilitate the paper placements.) At the end, put accepted papers with lower scores into the interactive forum only category. Fit the sessions in the session layout template, and adjust the breaks or juggle papers or sessions if necessary to make the layout work. During the day with the exhibit, the breaks should have 30 minutes to allow the attendees time to visit the booths. Finally select a feedback champion to prepare the feedback forms and to collect the feedback forms at the conference. After the meeting, review the accepted and rejected papers for errors, check for missing or misplaced papers, and check the session layout again. Present summaries to the EC.

After paper selection, notify all abstract authors of their acceptance or rejection within 2 weeks of the selection meeting. The acceptance letters must include instructions for the submission of the extended abstracts for publication in the conference digest. (Notifying the authors is a very tedious process that requires a lot of attention to details.) Set up a "mailing list" of accepts, poster papers, and rejects. The name and address of the author should be on the abstract (ask for it in the Calls). Draft the acceptance and rejection letters and use mail merge to send them by both letters and emails. The acceptance letter should include the assigned paper number, the Session Chair and contact information, information on website about the Author's Kit, and instructions and deadline for extended abstract submission. The invited papers do not need the acceptance letter, but you should still send a letter with the instructions for preparation of the manuscript.

After the meeting, the chair should review and update the Author's Kit, which should include the general author instructions, formatting guidelines, copyright forms, extended abstract submission instructions, poster session instructions, and presentation guidelines. (It is recommended that you do this before the meeting because you will be so busy with sending out the acceptance and rejection letters.) Once these documents are ready, have the webmaster set up the Author's Kit page and post these documents. In addition, you should have the webmaster set up the website for receiving the extended manuscripts. Again you can use abstracts@www.gaasmantech.org to forward the abstracts directly to you.

Advance Program:

Before the Christmas holidays, send out the instructions and schedule for the Advance Program to all the Chairs and Session Chairs and create a checklist to help track the inputs. Use the previous year's Word document as a starting point for the draft. Change key information before

sending it out to the contributors. At the same time, check with Lucky Leong regarding the printer for the Advance Program. Make sure that the contract has been negotiated, finalized and signed when the draft is ready. In addition, send the photo artwork to the printer to check whether the resolution is sufficient for the cover.

When all the inputs are in, organize and incorporate them into the Advance Program. Ask the Exhibit and Sponsorship Chairs to give you the latest list of exhibitors and sponsors before publication. Work closely with Lucky Leong to proof-read the final draft. By mid-January the material for the Advance Program should be sent to the publications service provider for preparation and submission to the printer. The mid-February mailing is necessary to get the Advance Program into the community in time for attendees to plan their trips. Work the schedule details for the Advance Program with the publications service provider.

Conference Digest/CDs:

At least 4 months before the conference, check on the contract with the digest publication service provider. (You may want to solicit another reputable printer for competitive bids to knock down the price of the current provider. Compare and negotiate the price for the printer of choice and make recommendations to the Conference Chair for approval.) The scheduled delivery dates and the location of digest delivery should be clearly stated in the contract. Once the contract is finalized, send it to the Conference Chair for signature and arrange to have the deposit sent. Once the contract is signed, send the photo artwork to the provider to check whether the resolution and quality are sufficient for the cover design.

If CDs are to be produced, solicit reputable CD producers (maybe the same as the printer) for competitive bids. Compare and negotiate the price for the producer of choice. Recommend to the EC and decide on price to charge for each CD. (The price should be decided well in advance for inclusion in the registration section of the Advance Program.) Finalize the contract and send it to the Conference Chair for signature.

The extended abstracts are sent to you directly, but you should use the Session Chairs to help secure all the abstracts. Ask the Session Chairs to send a reminder to all authors about 4 weeks before the due date. Remind delinquent authors by phone or fax if they go beyond a week after the due date. You will need to establish a final cutoff date beyond which the extended abstracts cannot be accepted. Put the originally submitted abstract into the digest in these cases.

To effectively track the status, create a checklist for manuscripts, copyright, and updates. As you receive the manuscripts, rename the file name with the paper numbers, check whether the title and list of authors have changed, update your master list of papers as needed, and inform the corresponding Session Chairs of these changes. (There are usually changes.) Ask for both the Word document and pdf files of the manuscript. (You should have your own pdf writer.) Check both the document and pdf file for problems in formats, fonts, symbols, figures or object placements. If necessary, correct the problems in the Word documents and create new pdf files again.

During digest preparation, have the Chairs and Session Chairs review and update their messages and inputs. The messages for the Advance Program may need to be revised to reflect that the audience is already at the conference. Update paper titles and author list in the Table of Contents. Make sure that you have included all of the manuscripts, review the style of each manuscript, and revise if necessary. Prepare author index using updated title and author information. Get the ISBN number from the Treasurer and update the inside cover. Once the

digest text and cover are finalized, send them to the Chairs and Session Chairs for a final review. Double check with the Exhibit Chair and the Sponsorship Chair for the latest list of exhibitors and sponsors before sending the package to the printer for digest production. Work with the Conference Chair and Lucky Leong in the final proof-reading of the pre-press copies. Make sure you review your pre-press copy carefully. Near delivery date, check with the printer to make sure that digests will be sent to the conference site on time.

Once the pre-press copies are approved, the provider will send the digest to production and also send the invoice to you. Approve and forward it to the Treasurer for check preparation and to the Conference Chair for signature.

If the CDs are produced and if a separate provider is used, send all the finalized files and text to the CD provider for production

Conference:

About 2 months before the conference, send out a list of guidelines to the Session Chairs. These guidelines inform them of their duties at the conference. Remind them to contact each author in their session about 3-4 weeks before the conference to offer assistance and check for any special audio/visual or computer needs. You should prepare a brief presentation for the program highlights during the Plenary Session and the master list of papers for hyperlinking all the speaker presentations. In your preparation, check with the Conference Chair to make sure that you do not repeat information he presents in his introduction. Contact the Session Chairs for updates on any cancellations or program changes that need to be announced. Contact the plenary speakers and provide instructions or assistance if necessary. Get their biographies and their arrival times so that you can meet with them ahead of time. Check with the Local Arrangement Chair on conference ballroom needs: laser pointers, timers, computers, computer peripherals / accessories for file transfer.

At the conference, provide overall supervision of technical sessions and issues. Before the technical sessions start, check out the A/V equipment and be prepared to step in to resolve any problem that may arise. Check the ballroom to ensure all presentation and audio equipment are set up properly (echoes; screen obstructions; wireless microphones; screen resolution). Assign TPC members to help Session Chairs to load speaker presentations each day. To start the technical sessions, the Conference Chair presents his introduction and you the program highlights. Then you introduce the Keynote Speaker. During the conference, make sure the Session Chairs have arrived and are ready for each session, and remind them of announcements to make. Check with the Local Arrangement Chair to make sure that the rooms for the Interactive Forum and Ugly Picture Contests will be set up in time. Assist at the awards lunch and other functions as required. (This doesn't sound like too much to do, but when speakers don't show, slides get lost, A/V equipment fails and other impediments are presented, you have to be available.) At the end of the conference, save a copy of all the speaker presentations for archive. At the last session, thank the attendees (if the Conference Chair is not present) and invite them to come to the next conference.

Both the TPC and the Publications Chairs are expected to generate reports to be presented at the regularly scheduled Board meetings.

CS MANTECH TPC Tasks at a Glance – A Guideline

Task	Task Details	Schedule	Comments
TPC Membership	<ul style="list-style-type: none"> - Check returning TPC members and determine the number of slots for new members - Check representation of industry categories / sectors - Get recommendations from EC members; prioritize list - Invite new members to meeting (coordinate with Local Arrangement Chair) - Ask members to bring new ideas on topics and invited speakers - Establish / update TPC roster 	May and June before First TPC Meeting	- Most important in getting the right mix of members and have a representative membership
First TPC Meeting	<p>Before:</p> <ul style="list-style-type: none"> - Get preliminary feedback information for preparing charts for meeting - Scan Compound Semiconductor, III-Vs REVIEW magazines, ED, MTT journals, packaging, ... for ideas and industry development trends <p>During:</p> <ul style="list-style-type: none"> - Go over feedback and paper scores; determine papers for HBK Award and Student Award - Brainstorm / discuss / determine / prioritize topics of interests - Assign owners for invited speakers and workshop instructors - Decide on potential topics for rump sessions and assign facilitators 	June or July	- Sets the ground-work for the whole year
Calls for Papers	<ul style="list-style-type: none"> - Establish / post short abstract guidelines in web site* - Set up short abstract electronic submission* - Get high resolution pictures of conference site or city from Local Arrangement Chair - First Calls for Paper** - Second Calls for Paper *** - Third Calls for Paper **** - Posting / updating of the latest Calls for Paper - Assist Publicity Chair in the publicity posters for magazines 	*Set up before First Calls are sent out ** July *** Aug. **** Sept.	- Coordinate with Publicity Chair, Workshop Chair, Exhibit Chair, and Local Arrangement Chair on details
Invited Speakers	<ul style="list-style-type: none"> - Check with champions for soliciting invited speakers - Send invitation letters if speakers are interested 	Before submission deadline	- Need 10-12 invited speakers

Task	Task Details	Schedule	Comments
TPC Web Page	<ul style="list-style-type: none"> - Set up secure web page for abstract download - Provide directions for abstract evaluation / abstract score sheet on web site 	1 month before submission deadline (Sept.)	
Abstract Submission	<ul style="list-style-type: none"> - Assign numbers as abstracts are received - Reject papers completely irrelevant to CS MANTECH - Have webmaster upload the abstracts* - Number papers and label category (invited, student, regular) on each pdf file (need pdf writer)* 	Aug. – Oct. *1 month before submission deadline	- Most of the papers come at the last minute and some after the deadline.
Web Page	<ul style="list-style-type: none"> - Review and update Author's Kit - Set up Author's Kit web page - Set up website for receiving or uploading manuscripts 	The month before Dec. mtg.	- Do this sooner because you will be very busy after the meeting.
December Meeting	<p>Before:</p> <ul style="list-style-type: none"> - Consolidate score sheets of TPC members - Prepare labels for all abstracts - Classify paper category - Set preliminary abstract acceptance criteria - Prepare charts for meeting - Draft a session layout template <p>During:</p> <ul style="list-style-type: none"> - Present ground rules of evaluation - Discuss abstracts at borderline - Select invited papers for keynote address and plenary session - Breakup in groups to form sessions; assign Session Chairs - Arrange sessions with breaks (arrange for attracting audience) and complete session layout - Assign feedback champion <p>After:</p> <ul style="list-style-type: none"> - Review for errors in papers (missing or misplaced) - Present summaries to EC 	First week in Dec.	<ul style="list-style-type: none"> - The consolidated scores, the criteria, and rules are the most important. - Have an idea of the tentative program before the meeting based on the scores you have. - Have proposals for TPC to vote on; otherwise mtg. can get out of hand.
Acceptance Letters	<ul style="list-style-type: none"> - Send acceptance letters; include directions and due dates - Send directions and due dates to invited speakers - Send rejection emails 	Third week in Dec.	- Use mail merge to save time

Task	Task Details	Schedule	Comments
Advance Program	<ul style="list-style-type: none"> - Get inputs from Chairs / Session Chairs - Get high resolution picture (send them a schedule and due dates for inputs) - Check with Lucky Leong on printer contract - Get last minute updates on papers, exhibitors, and sponsors - Have Lucky Leong proof-read and feedback - Send to printer and review pre-press copies (work with Lucky Leong) - Have Lucky Leong / webmaster update mailing lists - Send out 	January & February	- Send the assignments to all the Chairs and Session Chairs early.
Printer Contract Negotiation	<ul style="list-style-type: none"> - Solicit another reputable printer for competitive bids - Compare and negotiate down the price for the printer of choice - Recommend to EC - Finalize and send the contract to Conference Chair for signature - Have deposit sent 	January & February (4 or 5 months before conference)	- May or may not want to negotiate; sometimes helps to lower the cost.
Manuscript / Copyright	<ul style="list-style-type: none"> - Create a checklist for manuscripts, copyright, and updates - Receive manuscripts (doc and pdf) and copyright forms (good to have your own pdf writer) - Check formats, fonts, symbols, and figures placements in files 	February & March (3 or 4 months before conference)	<ul style="list-style-type: none"> - Get both doc and pdf files - Set deadline early so you can slip
Digest Prep / Production	<ul style="list-style-type: none"> - Have Chairs and Session Chairs review and update their inputs and messages - Review style of each manuscript and revise if necessary - Update paper titles and author list (may change) - Prepare author index using updated info. - Get ISBN number from Lucky Leong - Send materials to printer for digest prep - Review pre-press copies - Digest production; approve invoice received and send to Conference Chair for signature for payment - Near delivery date, check with printer to ensure digests are sent to the conference site on time 	March & April (2 month before conference)	<ul style="list-style-type: none"> - Suggest having pdf writer. - Sometimes have to go to doc to correct style or problem - Have to checklist to help out.

Task	Task Details	Schedule	Comments
CD Production	<ul style="list-style-type: none"> - Solicit reputable CD producers (maybe same as printer) for competitive bids - Compare and negotiate down price for the producer of choice - Recommend to EC and decide on price of CD* - Contract finalized and sent to Conference Chair for signature - Send deposit - Send all finalized files and text to producer for production 	<p>Jan</p> <p>* if charge the CDs, should include price info in Advance Program</p>	<p>- Easiest to do together with the digest publisher. If done separately, have to wait for the finalized version from the publisher.</p>
Conference Prep	<ul style="list-style-type: none"> - Prepare conference highlights presentation charts (coordinate with Conference Chair on his introduction charts) - Prepare charts for hyperlinking papers - Contact plenary speakers and provide instructions; get their biographies - Send to Session Chairs a list of guidelines and procedures (including announcements) - Check with Local Arrangement Chair on conference ballroom needs: laser pointers, timers, computers, computer peripherals / accessories for file transfer - Check with Session Chairs for Program Changes 	<p>May (month before conference)</p>	<p>- Send guidelines to the Session Chairs and let them help you</p>
Conference Sessions	<ul style="list-style-type: none"> - Check the ballroom to ensure all presentation and audio equipment are set up properly (no echo; screen not obstructed; wireless microphones; correct screen resolution) - Check with Local Arrangement Chair to ensure room for Interactive Forum and Ugly Pictures set up in time. - Make sure Session Chairs have arrived and would be ready for each session; remind them of announcements - Assign TPC members to help Session Chairs to load speaker presentations each day - At the end of the conference, save a copy of all the speaker presentations for archive - At the last session, thank the attendees (if Conference Chair is not present) and invite them to come to the next conference 	<p>Conference time</p>	<ul style="list-style-type: none"> - Coordinate with chair on his intro - Make sure all Session Chairs know what they are supposed to do - Meet with invited speakers & thank them
EC Meeting	<ul style="list-style-type: none"> - Report on the conference (learn from the glitches or problems) 	<p>Day after conference</p>	

Task	Task Details	Schedule	Comments
Post Conference Activities	<ul style="list-style-type: none"> - Send thank you letters to invited speakers after conference is over - Send signed copyright forms for record keeping - Help contact speakers for permission to put selected presentations on web site - Post presentations and papers on the web site 	Month after conference	<ul style="list-style-type: none"> - Immediately after - Next TPC meeting

Chapter 5

Local Arrangements and Registration Chair Responsibilities

Summer Planning Meeting

- The Vice Local Arrangements Chair (VLAC) is responsible for arranging the planning meetings. However, typically, the Local Arrangements Chair (LAC) served as VLAC in the previous year. Since the Summer Planning Meeting is set up by the then VLAC, and since there are usually no urgent Local Arrangement duties in the summer, the LAC continues to oversee the arrangements for the Summer Planning Meeting (meeting space, audio visuals, room block, catering, receptions, dinners, etc.).
- The LAC is responsible for providing meeting details to all Technical Program Committee and Executive Committee members. Details include: meeting dates, location, room rates, room block cutoff date, directions, etc. The updated distribution list should be coordinated with the Technical Program Chair (TPC).
- The LAC is responsible for reviewing the hotel charges, reconciling issues with the hotel, and coordinating with the treasurer for final payment.
- The LAC will coordinate with the VLAC to set up evaluation visits with local hotels (potential future conference sites). Typically 3 to 4 hotels are evaluated. Evaluation points include: meeting space, exhibit space, number of available rooms, room quality, hotel grounds/ambiance, breakout rooms, room rate, catering, audio/visuals, meeting/exhibit space rental fees (if any), availability, International Reception possibilities, etc. LAC and VLAC will need to consider previous years to determine trends and requirements for each evaluation point. See VLAC section for additional information.
- If the LAC did not serve as the VLAC the previous year, then the LAC's responsibilities for the Summer Planning Meeting will be to advise the VLAC as needed.
- The LAC is responsible for caring for the ManTech LCD projector and is responsible for bringing the projector to the Summer Planning Meeting.
- The LAC will prepare and present a briefing to the Executive Committee on status of the contract/arrangements for the next year's conference.

Winter Planning Meeting

- The LAC will advise the VLAC as needed.
- The LAC will prepare and present a briefing to the Executive Committee on status of the contract/arrangements for the next year's conference.

Following Year's Conference Contract

- The LAC is responsible for facilitating the signing of the contract for the following year's conference, or in some cases that for a future year's conference. The LAC needs to consider input from the Executive Committee concerning target cities and hotels, negotiate with the potential venues, and get a contract ready for signatures (may involve traveling to potential hotels to do final evaluations). The Conference Chair (CC) actually reviews and signs the contract. Many factors need to be considered in the contract: conference dates, meeting space (workshop and general sessions), room setup, exhibit space, interactive forum space, rump session breakout rooms, registration desk, audio/visual, food & beverage, room block, room rates, reservation cut-off date, penalties, room upgrades for key Executive Committee members, government per diem rate rooms, etc. It is best to review past years' contracts as well as actual conference attendance, function attendance,

and room blocks (planned and actual) of recent conferences to help determine actual space sizes and food & beverage guarantee numbers.

- The contract should be signed before the December meeting (about a year and a half or more before the conference).
- Consider possibilities for the International Reception. Consult the Executive Committee on the options. Pursue contract as needed.

Conference

- Obtain archives from previous year's LAC. This includes past contracts, banquet orders, planning documents, etc. Use these to help determine counts for food and beverage functions as well as for cost comparisons.
- Obtain budget for local arrangements from the Conference Chair.
- Obtain the contract and associated information for the current year's conference. Read and understand the contract. Call appropriate points of contact (event manager, A/V coordinator, etc.) and introduce yourself.
- Consider taking a trip down to visit the hotel a few months before the conference (December/January). It's helpful to meet the hotel contacts and to visualize the meeting space, etc. CS Mantech will fund this trip if necessary.
- As requested, provide venue information/photos to Technical Program Chair and Publicity Chair for calls for papers, advertisements, etc. Often the hotel can provide publicity photographs.
- Work with the event manager to lay out the conference. Each event (session, breakfast, break, lunch, reception, exhibit, etc) should have a location, a setup, applicable A/V, and applicable food & beverage assigned. Final numbers for room set and food & beverage can be determined just prior to the conference, but the location of each event must be known in advance so it can be included into the Advance Program.
- Provide requested information to the Technical Program Chair for compilation of the Advance Program; typically, these sections include: cover photo, conference at a glance, international reception, general conference information, conference registration, hotel reservation, conference registration desk (coordinate with registration desk personnel), message desk, speaker preparation room, destination city information, weather information, transportation information, directions, conference registration form, and hotel registration form. Some of this information is also used in the conference digest.
- The Conference Registration form is created based on prices determined by the Executive Committee. Required information includes: early registration fee, registration fee, early workshop fee, workshop fee, one-day registration fee (if applicable), student registration fee, additional International Reception ticket fee, digest/CD/workshop notes fees, and registration cutoff date.
- The Conference Registration information is also provided to the ManTech Web Chair and/or Webmaster for the web site. Coordinate with Web Chair/webmaster for correct format. The web site should be set up so the LAC is automatically notified, by email, when an on-line registration is performed.
- The Hotel Registration form is created based on information from the contract. Coordinate with the Hotel and the Web Chair/webmaster to create a link from the on-line conference registration page to the hotel reservation page (ensure that ManTech gets credit toward room block).
- Arrange the International Reception based on input from the Executive Committee. Arrange location, food & beverage, entertainment, and transportation as needed. Any contracts must be signed by the Conference Chair.

- Coordinate with Exhibits Chair and Hotel concerning exhibit space, exhibit setup/teardown, exhibit security, and exhibit food & beverage functions.
- Coordinate with Workshop Chair and Hotel concerning workshop space, workshop room setup, audio/visual, and workshop food & beverage functions.
- Track conference registration and hotel registration on a regular basis after the advance program has been sent. Provide conference registration list to hotel periodically to cross-check with hotel reservations to ensure that ManTech gets credit for all reservations.
- About a month prior to the conference, check the hotel payment schedule to see whether the required deposits have been made. Remind the treasurer if payments have not yet been made.
- About a month prior to the conference, plan catering for all food & beverage functions. Determine menu at this time. Provide final count at the meeting prior to the conference.
- Coordinate with Technical Program Chair, Workshop Chair, and Hotel regarding audio/visual requirements. Typically, the hotel has an A/V department whose fees can be added to the master account; but a contract may still need to be signed for that. If so, set up the contract and forward to the Conference Chair for signature.
- Schedule a meeting with the hotel event manager at least one day prior to conference to review all aspects of the conference. Make corrections as needed.
- Perform headcounts for each workshop and each session for later reporting to the EC.
- The Executive Committee meets immediately following the close of the conference to elect new chairs. This is followed by a dinner for the Executive Committee, Chair Emeritus, and their spouses or guests. The Local Arrangements Chair should arrange the appropriate meeting room and audio/visual for the meeting, and make arrangements for the dinner. A headcount of attendees should be made during the week and a final number provided to the hotel event manager a day or two prior to the dinner.
- The Executive Committee meets on the day following the conference. Since the new Conference Chair is not elected until the previous evening, an agenda is not available until the last minute. Although the meeting often only lasts half a day, arrange to have a meeting room and audio visual available for the entire day. Arrange meals and breaks, according to the scheduled meeting times.
- Prepare and present report to Executive Committee during the follow-up meeting on Friday. Report conference attendance, session attendance, expenses, and relevant issues.
- Obtain banquet event orders for each hotel function. Review for accuracy, resolve disagreements with hotel as needed, sign and turn-in to Treasurer. If severe problems occur, turn it over to the Treasurer.
- The following is a list of room setup and audio visual needs for the large sessions:
 - Riser platform with steps (typically about 18" high)
 - Standing podium with light
 - Wireless lavalier microphone
 - Laptop computer
 - 9' x 12' screen (Plus additional 8' x 8' screens if necessary on the sides or halfway back)
 - RGB HV distribution amplifier
 - 12 channel microphone mixer
 - LCD projector (Plus additional projectors if multiple screens are used)
 - Laser pointer
 - 2 – 3 standing floor microphones

Additional tips for catering:

- For the exhibits reception, it is better to have a dinner buffet instead of only a series of appetizers. Having a plate and something like pasta fill up a large section of it will prevent people from taking dozens of small appetizers to fill up the plate's area.
- Sushi is always problematic. Typically, the first people to find it will fill up their entire plates, leaving nothing for the rest. If you budget 2 – 3 pieces per person, the first people will take 15 – 20 pieces.
- Box lunches are dangerous since they are so portable. If they are needed for small meetings (e.g., the workshop), make sure that they are served inside the meeting room. Anything outside in the hall will disappear. People (even people who are not in the meeting or sometimes not even at our conference) will grab 2 or 3 and take them back to their rooms.
- In 2008 and 2009 we had an "Irish Coffee Break." Depending on how well this is advertised, it typically costs about \$1200 - \$1500.
- The catering staff at the hotel are the experts when it comes to determining what and how much to order. They will be able to tell you which menu items are most popular, and can recommend how many of each to order.
- It is usually better to order larger quantities of fewer items. While the additional variety might be nice, many people think that they must have at least a couple of everything. So instead of budgeting about 7 appetizers per person, you need nearly twice that many.
- It is good to let the hotel know which meals we will not be providing, so they can alert their in-house restaurants, and possibly add staff.

CS MANTECH LAC Tasks at a Glance – A Guideline for Conference Preparations

Task	Task Details	Schedule	Comments
Hotel Contacts and Conference Contract	<ul style="list-style-type: none"> - Obtain copy of hotel contract and review details. Review the schedule of deposit payments prior to conference and remind the treasurer of these payments. - Contact and introduce yourself to the primary contact(s) at the conference hotel. - Obtain information, such as past year's banquet orders, etc. from past year's LAC - Review Hotel Meeting Room Agenda (in contract) against TPC plan, and request any needed changes. Continue to update, as required. - Suggest planning a hotel site visit approximately 4 months prior to the conference dates. - Obtain information on audio-visual services, international reception venues, and banquet menus. Verify with hotel (or other supplier) what lead-time for actions may be recommended (such as a/v order, banquet order, contract for international reception location and entertainment, etc.) 	July/ Aug after TPC Meeting, in year prior to conference	
Hotel Contract for future year's	<ul style="list-style-type: none"> - Obtain prioritized list of potential host cities, hotels for future conferences and negotiate contract (which the Chair must sign). 	At least 1.5 yrs ahead of future conference	
Advance Program	<ul style="list-style-type: none"> - Provide information to the TPC for the Advance Program, to include cover photo, conference at a glance, international reception, general conference information, conference registration, hotel reservation, conference registration desk (coordinate with registration desk personnel), message desk, speaker preparation room, destination city information, weather information, transportation information, directions, conference registration form, and hotel registration form. 	Check TPC calendar; typically due in Dec or Jan	
Conference Signs	<ul style="list-style-type: none"> - Obtain copy of past year's signs and modify to requirements for current year. Provide copies to the Exhibits Chair who is to order them as part of the exhibits services contract. 	About 2.5-3 months prior to the conference	Can be done as soon as the Advance program is completed.

Task	Task Details	Schedule	Comments
Conference Registration	<ul style="list-style-type: none"> - Obtain copies of past year's registration forms and modify for current year. This will be the same form as provided for the Advance program. - Provide copies to the webmaster and Web Chair who will verify that online registration is functioning. A copy of each registration will be forwarded to you and to the accountant. 	Prior to release of Advance program	Give webmaster about 1 week to get all working online.
Hotel Registration	<ul style="list-style-type: none"> - Provide hotel registration information to the webmaster and Web Chair. Many hotels will provide an active link for online hotel registration (coordinate between hotel contact and webmaster). - Monitor hotel registration counts. Some hotels will provide online access to this information. You may need to contact the hotel if headcounts exceed room block, to request that they add additional availability of rooms, if available, or to provide information for 'spill-over', nearby hotels. You will likely also need to ask for an extension of the hotel block cutoff date, as most registrants will register within the few weeks prior to the conference. 	Before release of Advance program, at same time as above conf. reg.	
Audio-Visual Order	<ul style="list-style-type: none"> - Review past year's a/v order with the Chair, TPC, Workshop Chair, and Rump Session (or panel session) Chair. Modify to their requests. - Obtain pricing list from the hotel, if one has not already been provided. - Submit request to hotel, review costs vs. Budget. Review with Chair, TPC, etc. Obtain approval from Chair. - Contract should confirm that an a/v technician will be available in each (large function) meeting room. - Room layouts for seating and a/v arrangements will usually be done around this same time, through your primary hotel contact. - Ask Chair, TPC, Workshop Chair what access time they may need for audio/visual and meeting rooms prior to meeting times. (Some presenters, particularly for workshops, may want to check presentations.) Make arrangements with TPC, Chair, and Workshop Chair for access to laptops, for downloading presentations, which will typically be requested at least for the Sunday before the workshop. 	About 4-8 weeks prior to the conference start date.	Ask hotel what lead-time is required.

Task	Task Details	Schedule	Comments
Food/Beverage Orders	<ul style="list-style-type: none"> - Review TPC schedule, timing of meals and breaks. - Verify that you have the latest banquet menu from the hotel. - Review budget set by Chair. - Review headcounts for each scheduled food/beverage meal/break for past years (vs. Budgets and menu costs, if available). Review registration to date. You will need to estimate headcounts, which you may want to review with the Chair and TPC. - Select menu choices, review against budget. Review options with Exhibits Chair, for those selections for Exhibits area, and with Workshop Chair, for those selections for during the workshop. The Chair may want to review some or all of the details, and should indicate approval of the estimated budget. - Finalize food/beverage order with hotel (about 1-2 weeks prior to conference, or as required by hotel). - Continue to monitor, relative to changing headcount estimates, schedule changes, or other changing needs. - If the exhibits services is not providing easels for signs, the hotel will generally provide (free of charge) as many as MANTECH will need. Provide them a list of easel needs, which can be added to the hotel banquet orders. 	<p>Food Order is typically needed about 3 weeks prior to the start of the conference.</p> <p>Final headcounts are typically required about 72 hours in advance (for each conference day), although the hotels are generally accommodating to later changes.</p>	<p>You may want to set 'high' to 'low' headcount estimates and gauge against budget allowances.</p>

Task	Task Details	Schedule	Comments
At Conference	<ul style="list-style-type: none"> - Arrange to meet with hotel contact(s) at least one or two days prior to the start of the conference. Review all room and a/v layouts, food/beverage orders, easels, headcounts, registration area, international reception venue and arrangements. - Review layouts, if not already done, with Chair, TPC, and session chairs. - Coordinate to be sure that signs will be posted as needed (either with registration desk personnel or hotel, or other recruited assistance). - Obtain chimes from hotel, or other means to call attendees to session starts. - Monitor food/beverage layouts. - Assist attendees with any further needs, answer requests. - Monitor activities in meeting room, coordinating any needs to hotel contacts or other service providers. - Take headcounts for each session. 	During conference	
Report to EC following conference	<ul style="list-style-type: none"> - Report conference attendance, session attendance, expenses, and relevant issues. 	At EC meeting following conference	
Hotel Billings	<ul style="list-style-type: none"> - Review all hotel billings. Request any corrections from hotel contact. Once satisfied, indicate approval and signature and forward to the MANTECH Treasurer for payment. Provide final hotel billing amount to the Chair, for budget updates. 	Hotel will get to you within weeks of the conference.	Payment due is usually within 30 days.

Chapter 6

Local Arrangements Vice-Chair

General Comments on arrangements for TPC and EC Meetings:

- Typically, there will be a summer TPC/EC meeting in June or July and a winter TPC/EC meeting in December.
- In general, the summer meeting immediately following new elections at the conference will have been arranged in advance by the previous Local Arrangements Vice-Chair. Typically, the previous Local Arrangements Vice-Chair will complete the arrangements for this summer meeting, however the new Local Arrangements Vice-Chair may be asked to take over this task, handle site tours, and/or coordinate the Thursday night dinner.
- For the summer meeting following the next year's conference, the Local Arrangements Vice-Chair will make arrangements and either continue to completion or pass the tasks on to the newly elected Vice-Chair.
- For the winter meeting, the current Local Arrangements Vice-Chair will be responsible for assuring all local arrangements are set up.
- A suggested timeframe to set up arrangements for the TPC/EC meetings is to begin at least four to five months ahead of the meeting date, to allow time for planning, negotiation and contract signature, and communication to committee members well in advance of the meeting date.

TPC/EC Meeting Arrangements, Future Conference Site Selection and Site Tours:

Tasks to be completed in setting up a TPC/EC meeting and Conference Hotel Site Tours and contract negotiations include the following:

- Obtain passdown information from the previous Local Arrangements Vice-Chair. This information will include specification summary lists of requirements for the TPC/EC meetings and of requirements for a conference venue. Review the list of requirements with the TPC and Conference Chair. Review with the EC at the summer meeting to gain agreement on any changes to the specification. Review target budgets with the Conference Chair and Treasurer for the TPC/EC meetings that are to be planned.
- The minutes from previous meetings should define preferred dates and preferred cities for upcoming committee meetings. If this is not specified in previous meeting notes, discuss this with the TPC and Conference Chairs. Gather input at the summer meeting as to what cities are preferred for the winter TPC/EC meeting.
- Research hotels in preferred cities and contact those that would be potential fits to the conference specifications. Websites, chamber of commerce, and fellow EC members that may be familiar with a particular city are good resources. Down-select to contact about 4 hotels per city, or as many as you may have time to examine.
- Contact the chosen hotels and provide them with the TPC/EC meeting specifications and the CS MANTECH conference specifications. The hotel will review their space and availability for preferred dates.
- Preference would be to hold the TPC/EC meeting in a hotel that is a potential site for a future conference.
- As soon as the city and date have been chosen to hold the next TPC/EC meeting, notification (or "Save the Date" email) should be given to the entire TPC/EC on the expected date and city location.

- After receiving information from all selected hotels, decide which would be best fits to the MANTECH conference and which will also be able to accommodate the TPC/EC meeting. Request proposals for the TPC/EC meeting and review them once received. Terms to Negotiate include:
 1. Room Rates
 2. Meeting Space Charges – generally offered free of charge
 3. Food Discounts
 4. Wireless Internet in rooms and meeting space
 5. Parking
- Obtain a ‘final’ contract for the TPC/EC meeting and forward to the Conference Chair and Treasurer for their review. The contract must be signed by the Conference Chair and returned to the hotel.
- As soon as the contract is established with the hotel, distribute an email to the TPC/EC informing them of the location, meeting date, hotel registration information, and any other relevant information. Be sure to set up a clear definition of the name or code by which the committee members should be making their reservations.
- Remind members to let you know if they plan on attending the meeting but are not staying at the arranged hotel. This allows for a more accurate count regarding the meeting space and luncheon.
- About 4-6 weeks prior to the meeting date, review the meeting space specifications, room layout, audio/visual requirements, and any other details that the TPC and EC Chairs may need. Review the TPC/EC meeting agenda with the TPC/EC chairs so that meals and break times can be scheduled with the hotel. Complete the catering and audio/visual orders with the hotel. Forward these documents to the Conference Chair and the Treasurer for their review. The catering and audio/visual order must be signed by the Conference Chair.
- For hotel payment, the standard approach is to set up a master account with the hotel under the MANTECH name and have all business expenses charged to this account. The hotel will send you a form which gets forwarded to the MANTECH treasurer; who then takes care of setting up the account. The hotel master account billing will generally be set up so that the final bill(s) are sent to the Local Arrangements Vice-Chair. The Vice-Chair reviews for accuracy and obtains any required corrects by the hotel. The Master Account billing is then forwarded to the Conference Chair for review and to the Treasurer for review and payment.
- Contact selected conference-candidate hotels in the city at which the next TPC/EC meeting is to be held. If not previously done, send each hotel a copy of the MANTECH conference specification. Arrange site tours for the date of the TPC meeting. Ask hotels to provide transportation for the tours. Typically, site tours are set up for around 4:30 p.m., but confirm timing with the agenda of the TPC chair. Let the hotel contact know that you will be sending a group of about 4 people for the site tour. Recruit volunteers for the site visits sometime during the TPC meeting, prior to the site tours. At least one EC member should be in each group participating in a site tour so that they can report on the site tour at the EC meeting on the following day.
- The hotels that will be visited will often provide a proposal for the conference year that is to be set up. Negotiation of terms will commence after the site tours and after the decision/preference of the EC is determined.

Contract for Future Conference Site

- Review the hotel contract for the upcoming conference in case questions come up at the TPC or EC meeting. Depending on the plans that are formulated for the upcoming conference, you may be required to request or negotiate contract changes with the hotel after the meeting.
- Once potential hotel(s) for a future conference have been reviewed as acceptable to the EC committee, begin contract negotiations. Review budget targets, as well as any changes in the conference specifications, to assess that the hotel will meet requirements. If so, move forward with negotiations. Periodically review with the Conference Chair and Treasurer to assure that the contract terms will be acceptable. The final contract will require the signature of the Conference Chair.
- Be conservative in reserving the room block, as there is penalty in not being able to fill up the room block. There should not be any difference in single or double room price. There is normally additional cost for the third person. The meeting space should be complimentary. Get a complimentary suite for the Conference Chair and the standard one complimentary room per fifty rooms. Get as many Government per diem rooms as possible. The reservation cut-off date should be as close to the conference as possible but no more than a month ahead. Use the current year's schedule as guideline to set up a function profile with the hotel including activity from workshop to the Executive Committee meeting and dinner. Be conservative in signing up the banquet number if there is penalty for not meeting a large portion of target. Lower the penalty for cancellation as much as possible. There are many points of opportunity for negotiation, but focus on the room price and penalties as your first priority.

Example TPC/EC Meeting Specifications (2009):

CS MANTECH Committee Meeting Specifications:

Group name: CS MANTECH

Contact: Vice Local Arrangement Chair

Phone:

Email:

Meeting

CS Mantech Technical Program Committee and Board of Directors Meetings,
Site Evaluation for 20XX CS Mantech Conference

Room Block

Number of Rooms:

Wed.	35 rooms
Thurs.	20 rooms
Friday	5 rooms

Specify room rate & cut-off date (no earlier than 2 weeks prior to event).

Other: Need 5 rooms at government per diem rate.

Consider 2-5 rooms for shoulder dates around the meeting dates.

Meeting Space

Thurs. U-shaped configuration for 40 participants

Friday U-shaped configuration for 20 participants

Specify meeting space free with room block.
Specify that Internet Access might be needed.

Audio-visual

For Thursday & Friday meetings.
Projection screen, LCD projector table,
Flipchart/easels/markers (LCD projector will be supplied by MANTECH)
Power extension cords to accommodate 30+ portable computers
Specify A/V supplied directly through hotel or through 3rd party.

Catering

Thursday - Hot breakfast (for approximately 40), set up within or near meeting room
Morning coffee/juice/snack break
Lunch - sit down, in nearby room or hotel restaurant
Afternoon drink/snack break
Friday - Hot Breakfast (for approximately 20), set up within or near meeting room
Morning coffee/juice/snack break
Working Lunch - Buffet or box lunch, in meeting room

Example Conference Specifications (2009):

Conference Name: International Conference on Compound Semiconductor Manufacturing Technology

Conference Organization: CSMANTECH

Conference Website: <http://www.csmantech.org/>

CONTACT: Local Arrangements Vice-Chair
Phone:
Email:

Conference requirements (the actual headcount may increase or decrease slightly based on recent trends):

Dates: Monday through Thursday in April or May – possible June (to be determined) 20??

Times to avoid:

Easter

Golden Week (Asia)

Mothers' Day

Other competing conferences

Number of Rooms: Sat –35, Sun-155, Mon-220, Tue-220, Wed-180, Thurs-65

(2006 Actuals: Fri/Sat -39, Sun-130, Mon-210, Tues-214, Wed-186, Thurs/Fri-92)

Specify room rate, cut-off date, etc. *Will our room night/meeting space ratio enable us to have the meeting space complimentary?*

Meeting space-

Classroom Layout: 1x125 or 2x~70 each Monday,
Classroom Layout: 1x350 or 2x~175 each Tues-Thursday
Horseshoe Layout: 20 Thursday evening thru Friday

Exhibits space: 12-15,000 sq ft (or enough for at least 75-8X10'booths plus food buffets) for Monday and Tuesday; 4000 sq ft for Thursday afternoon (interactive forum)

Check that cell phones can be used in the exhibit area

Must be able to conduct meetings and exhibits simultaneously
Soft requirement: prefer meeting space and exhibit space on same floor

Breakout classrooms: 3-5 classrooms (for 30-40 people each) Wed afternoon

Catering:

Buffet breakfast: 100 Mon, 350 Tues, 250 Wed, 200 Thurs, 20 Fri

Morning breaks: 100 Mon, 350 Tues, 250 Wed, 175 Thurs, 20 Fri

Seated luncheon: 100 Mon

Working buffet luncheon: 20 Friday

Afternoon breaks: 100 Mon, 350 Tues

Receptions: bar and buffet meal: 375 Mon evening 6-9pm (Exhibits Reception)

bar and snacks: 250 Wed 3-6pm (rump sessions)

bar and buffet luncheon: 175 Thurs 12N – 4pm (Interactive Forum + Conf.

Closing)

Seated Dinner: 25 Thursday (Board)

Note: There is also a Tuesday evening reception for ~ 300 (International Reception) which can be either off-site or in the hotel. The hotel can propose alternatives but it isn't a requirement.

Recent Conference Locations:

2009 Marriott- Tampa, Fl

2008 Westin – North Shore, Chicago, Illinois

2007 Hilton, Austin, Texas

2006 Fairmont Hotel Vancouver, Vancouver, BC, Canada

2005 Sheraton New Orleans

2004 Sheraton Bal Harbour, Miami, FL

2003 Marriot Camelback Inn, Scottsdale, AZ

2002 Sheraton San Diego Hotel & Marina, San Diego, CA

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Chapter 7 Publicity Chair

Objective:

The Publicity Chair is responsible for coordinating publicity before and during the current year Conference. The Publicity Chair will work with the Conference Chair, Publication Chair, and the Executive Advisory Committee with the goal of bringing the conference to the attention of engineers, scientists, and business and academic persons currently interested in compound semiconductor manufacturing technology, products, and applications. The chair should provide accurate, interesting and widely available information on the activities of the CS MANTECH, International Conference on Compound Semiconductor Manufacturing Technology to foster attendance by delegates and exhibitors.

Specifics:

- Serve as a member of the Board of Directors
- Prepare advertising posters which are used for
 - publication in trade magazines promoting the conference
 - distribution to other Board members to post within their companies
 - distribution as a flyer to other conferences (or other activities) which are attended by the CS MANTECH community.
- In consultation with Conference Chair, negotiate “contra” and “media sponsor” agreements with trade magazines to obtain advertising in exchange for exhibit booth space. Insure the terms of these agreements are adhered to.
- Prepare and distribute press releases making announcements for the conference.
- Be sure that conference chair and treasurer are apprised of any cost obligations incurred.
- Write any general articles about the conference as required
- Support Web Chair as needed for advertising on the web

General Guidance and Tactics, Other Duties, Responsibilities, etc.:

Summertime:

- Coordinate with media to have them re-publish key papers from the conference and article(s) about the conference. It is essential to move on this quickly as the longer the delay, the less likely media will be interested in publishing “old” news. An attempt should be made to get the “best” paper from the conference published, even if a formal decision by the TPC has not yet been made. **(Note: this is hard to do for an incoming pub chair – not enough time to get up to speed when elected at summer meeting. Is best if prior pub chair can arrange for as much of this in advance prior to and at the previous conference, then follow up for a couple more months to get it completed. The new pub chair should make contact with media ASAP and try to get coverage in magazines ongoing into the fall, etc.)**
- Prepare an early advertising poster that tells when and where the conference will be held. Distribute as a flyer at summer conferences (MTT, etc). Flyers can be

distributed at appropriate events all year. **(Note: this is a very important task. It will serve as the basis for future full and half-page ads in magazines. Be sure to complete it before the fall rush of conferences – needs to be ready for distribution at same.)**

- Write magazine articles as needed (in 2003, a retrospective was prepared for III-Vs Review) – **This is an unusual task for the pub chair, but if the opportunity develops, take advantage of it.**
- Support TPC Chair as needed in preparation of Calls for Papers
- Initiate discussions of “contra” and “media sponsor” agreements with magazines (in 2003 these were with III-Vs Review and Compound Semiconductor) See example agreement with III-Vs review from the 2006 Conference in the “Other” section below. Note that the format is as if the agreement is initiated by the media sponsor, but in most cases, MANTECH must send a draft version of a proposed agreement to the media sponsor to get the ball rolling.
- Arrange for a media publication of the Call for Papers (in 2003 this was published free in *III-V's Review* as part of their role as media sponsor). **This is important, if it can be done. Of course, it can be done if we pay; it's uncertain that a wide-distribution media sponsor is willing to do this, AND provide a free ad later. Note: getting a call for papers or other ads published, the magazines have publication format requirements – some are not willing take MS Word document formats, so contact the media and find out what they need. In some cases you may be able to give them pieces (words, pictures, arrangement requirements) and have the magazine ad people generate the actual ad (they will send a draft for you to review).**

Autumn:

- Prepare advertising “poster” for approval by Board at December meeting (**not really required to get Board approval – approval by conf chair, TPC, exhibits chair and LA chair is sufficient – just need to get the key chairs inputs and informal approval**). This should have been done in the summer – wait till the autumn and you could miss getting the poster to some key conferences (e.g., IC Symposium).
- In consultation with Conference Chair, obtain “contra” and “media sponsor” agreements for approval by Board of Directors at December meeting (**again, the full Board does not need to approve – in this case approval by the conference chair, via email is sufficient**)
- Support TPC Chair as needed in distribution of Calls for Papers

Winter:

- After approval of advertising “poster,” insure it (or an ad-modified version) is sent to magazines (where we have contra agreements in place) for publication in a timely manner.
- After approval of “contra” and “media sponsor” agreements, insure that the terms are carried out.
- Support web Chair with advertising material (in 2003 this included press releases and retrospective article)

- Distribute advertising “poster” to Board members for distribution at their companies. This is done electronically and the individual Board members take care of the printing.
- Prepare and distribute press releases (in 2003 press releases were sent out at this time announcing the winners of the best paper awards. Other press release topics --- e.g., keynote topic/speaker, workshop topics, etc --- may be used to foster increased awareness of the conference)
- Support and foster other advertising opportunities as they arise (in 2003 these included: placing an ad in the IEEE Trans. on Semiconductor Manufacturing, a three-page abbreviated Advance Program in III-Vs Review, an Exhibits Guide in Compound Semiconductor magazine, and a special flyer to the IEEE Section in Phoenix)

Spring:

- Attend and enjoy conference
- Meet with and get feedback from Media at the Conference (not just those with “contra” agreements).
- Prepare summary and guidance for successor Publicity Chair

Other:

- Compile and maintain list of media contacts for hand-off to next Pubs Chair
- Maintain electronic records of contra agreements, posters, ads, etc. for hand-off to the next Pubs Chair
- As part of the hand-off, generate report highlighting problems and shortcomings experienced to help sensitize the next Pubs Chair to areas he/she will need to watch out for.
- Note: TPC is responsible for Call for Papers, Advance Program, and the Conference Digest – preparation and distribution.
- Assist TPC if requested.
- Generate reports to be presented at the regularly scheduled Board meetings
- Attempt to get as much free publicity as possible during the year:
 - Publication of articles about most recent conference
 - Publication of paper (abbreviated or modified) from the most recent conference
 - See if media sponsors will publish full or abbreviated form of call for papers
 - Have media sponsors put our conference on their published calendars
 - Get media to publish information about exhibit(ors) – they will likely want to do this as they can sometimes get some money from exhibitors by giving them mention. Timing on this is a bit tricky – may not have enough information in time for a publication that is distributed well prior to the conference.

Miscellaneous Comments from 2006 Pub Chair:

- Try to get as many media sponsors as possible – exchange of services (e.g., comp registration) and no \$.
- Be careful about publication and distribution dates for magazine ads expected to be out before the conference – In 2006, the only major ad in CS magazine did not

reach attendees till the week before the conference – even though the publication date indicated it was out 2 MONTHS prior to the conference.

- It can be a lot of work to get advertisement type of information ready for publication. Typically the magazines require that pictures be high resolution (something like 300dpi), so plan well in advance – find out what the magazines need/want so that you have time to pull it all together. This is especially important if you are not experienced in this area. Note that the “published” requirements you get from a magazine may not actually be requirements; contact someone at the magazine to find out what flexibility they will allow (for example, in one case, they accepted an MS Word version of the ad, as long as the embedded pictures were high resolution).

Another note about pictures: you may get some that are way too big. You can compress them a variety of ways. Two ways I found easy:

1. Use MS Office Picture Manager
 - Open desired picture
 - Select “Picture” from menu
 - Select “compress”
 - Select for documents in options at right
 - Select OK
 - Perform “save as” and rename file
2. Use Kodak Easy Share
 - Open desired picture
 - Select edit
 - Select save as
 - Click option of picture size
 - Rename picture
 - Save

- Getting and using pictures. Hotel can usually provide pictures. For local-area pictures, check with local chamber of commerce – they should be able to direct you to one or more specific sites or contacts. I found it was necessary to get contact information and speak directly to a person – typically could not down-load high resolution pictures without special permission. In one case, they had to send me a CD (note that just one high resolution picture can be 20 or more Megs – so getting a CD is not a bad idea!)
- Don’t pass up the opportunity to get TPC and Board members to help distribute flyers at conferences – solicit their help and send color copies of flyers to anyone willing to post them at conferences. I suggest trying to get a list of relevant conferences (I did NOT generate such a list) taking place between end of summer through Jan or Feb – then try to get someone to distribute flyers at each one. The IC Symposium is a must. MTT is typically a good conference, but our timing is such that it is difficult for a new pub chair to get something out in time. For the 2006 conference, we got a flyer ready early June, in time for distribution at the 2005 MTT; not possible for the 2007 conference with the pub chair elected late June.
- In past years we have generated “half-page” flyers with an English version on the bottom and a foreign-language version on the top. Not clear how much benefit this is. It is quite a bit of work to coordinate, get the translations and work on the distribution.

Contra Agreement Example (next page):

Elsevier Science
The Boulevard
Langford Lane
Kidlington
Oxfordshire
OX5 1GB - UK

III Vs Review and CS MANTECH Inc. 2006 Contra Deal Agreement

Date: July 8, 2006
Monte Drinkwine Ph.D.
GaAs MANTECH Inc. Publicity Chair
M/A-COM
5310 Valley Park Dr
Roanoke, VA 24019
Phone: 540-563-8652
Fax: 540-563-8614
Email: drinkwim@tycoelectronics.com

CONTRA DEAL:

GaAs MANTECH Inc. receives:

1. One full page 4 colour advertisement in Dec/Jan 2006 issue of III-Vs Review
2. One full page 4 colour advertisement in Feb2006 issue of III-Vs Review
3. 2-3 page MANTECH preview (including edited Advanced Programme) in March issue of III-Vs Review.
4. Calendar listing on III-Vs website
5. Hyperlink from the III-Vs Review website to the MANTECH website
6. Review of 2006 CS MANTECH Conference, written by the editorial staff.

III-Vs Review receives:

1. Exhibition booth at 2006 CS MANTECH
 2. Complimentary registration for up to two "reporters"
 3. Mention as media sponsor in 2006 CS MANTECH publicity material
 4. Hyperlink from the MANTECH website to the III-Vs Review website
 5. Proposal to the TPC and EC that one or two extended abstracts be published in III-Vs Review after the conference.
 6. A list of delegates and exhibitors for a one-time use.
-
1. Please sign acceptance and fax to Carol James + 44 1865 843971
 2. Please sign acceptance and fax to Monte Drinkwine 540-563-8614

III-Vs Review

Signature:
Name: Carol James
Title: Exhibitions Manager
Date:

GaAs MANTECH Inc.

Signature:
Name: Monte Drinkwine
Title: 2006 GaAs MANTECH Inc. Publicity Chair
Date:

**Chapter 8
Exhibit Chair**

OBJECTIVE:

The exhibits Chair is responsible for promoting, organizing, selecting, and managing all exhibits during the Conference. The Exhibits Chair is responsible for arrangements related to exhibits, e.g., decorating, security, etc.

CS MANTECH Exhibit Tasks – A Generic Guideline

Task	Task Details	Schedule	Comments/ Cautions
Exhibit survey	<ul style="list-style-type: none"> - Summarize and consolidate the feedback survey - Prepare report for EC discussions 	<ul style="list-style-type: none"> - After Conf. - At June Meeting 	Can complete in time for after-conf. EC meeting
Mailing list	<ul style="list-style-type: none"> - Update exhibitor contact information - Gather additional exhibitor candidates from other conferences and exhibits - Consolidate and update frequently - Gather exhibitor contacts from TPC members 	continuously	Seek new areas like used equipment & software
Solicit exhibit service proposals	<ul style="list-style-type: none"> - Get hotel contact info - Get hotel suggestions for Exh. Serv. Companies - Get info on exhibit hall area - Provide info to Exhibit Services for proposals - Meet with hotel staff about exhibit, meet with exhibit services representatives at hotel to discuss exhibit services - Compare / analyze exhibit proposals; negotiate contract - Present hotel visit report / proposal analysis to EC for approval - Have treasurer and conference chair approve and sign contract 	<ul style="list-style-type: none"> May June Summer Summer Summer-Fall Summer-Fall ASAP by e-mail Fall 	<ul style="list-style-type: none"> Especially need to know booth capacity Remember to include signs in request for quote Some freebies for conference – registration booth, welcome sign, etc.
Floor plan	<ul style="list-style-type: none"> - Floor plan developed in consultation with Service company, Local Arrangement Chair, approved by fire-marshal - Check with hotel on food stations and bars 	End of year before conf.	- Allow some weeks for floor plan design
Publicity / Calls for Paper	<ul style="list-style-type: none"> - From time to time provide input for Publicity Flyers, Ads, list of exhibitors and Calls for Paper 	continuously	Also linked to list on website
Web page	<ul style="list-style-type: none"> - Write-up - Booth application, floor plan - Finalize on-line payment & procedure - Have Conf. Chair approval; send materials to web master 	<ul style="list-style-type: none"> ASAP, Fall End of Year End of Year End of Year 	Exhibits service company provides much of this (link to their website is good to have)

Task	Task Details	Schedule	Comments/ Cautions
Sales of exhibit booths	<ul style="list-style-type: none"> - Invitation - Draft letter for approval; include forms, number of batches, names of exhibitors - Get invitation letter out - Get invitation letter out with Sales of exhibits - Ask TPC to help - 2nd time request of TPC help - Identify new companies (150) and send more invitations 	<p>Early Fall to End of Year</p> <p>continuously up to the conference date</p>	<p>Beat bushes, get TPC and EC to help, spam the world.</p> <p>Pre-EOY, so companies can get in next year's budget!</p>
Processing exhibitor response	<ul style="list-style-type: none"> - Process application and assign booths; confirm booths - Keep track of checks / payments - Get check, copy, and put in binder - Send initial exhibitor list to Exhibit Service Contractor weekly - Check with Treasurer/accounting on payment status regularly (reminder) 	continuously	Mantech staff handle much of this.
Advance Program	<ul style="list-style-type: none"> - Exhibit descriptions - Exhibitor list of previous year - Currently registered exhibitors to TPC Chair 	as required by TPC Chair	
Exhibit booth details	<ul style="list-style-type: none"> - Decide on sample kit; color drapes, carpet color, etc. - Have Exhibit Kit prepared, review and approve - Post the Exhibitor Kit on MANTECH web site - Send letter to inform exhibitors that final kit is on web site. - Keep exhibitors' list on website current - Verify if fire Marshal approval is needed in case we need to reshuffle booths. - Make sure number of exhibitors per booth does not exceed 6-7. - Change the floor plan as needed. 	ASAP	Exhibits service company usually has this all in hand and you can decide when the contract is signed.
Exhibit Menu	<ul style="list-style-type: none"> - Decide on Exhibit reception menu and exhibit lunch menu 		Local arrangements can handle this.
Verification of Exhibitor Badges	<ul style="list-style-type: none"> - Sent Verification Exhibitor Badge letter - Provide a list of registered exhibitors to TPC Chair (needed to separate exhibitors with one free registration from others) 	no longer needed	Exhibitors' registration badge different, list on website.
Corporate sponsor signs	<ul style="list-style-type: none"> - Request from Sponsorship Chair for signs (content & quantity – see sign spreadsheet) - Solicit signs from Local Arrangement Chair and Workshop Chair - Request information on Format from Exhibits Service Company - Place order. 	Conf date – 1 month or so	- Request to have signs early. Usually must be submitted early for discount.

Task	Task Details	Schedule	Comments/ Cautions
Announcement/ Session signs/ Entrance unit	<ul style="list-style-type: none"> - Decide on all signs and sizes (see next page) - Decide on the easels and quantities needed and / or arrange with hotel or Service company. - Decide on design of entrance unit and contents- 	Conf. Date – 1 month or so.	Start early because the exhibit service company tends to do this last minute.
Deposit for Ex. Serv. Co.	- Send deposit check to Service Company (reminder for Treasurer)	As per Invoice terms	Typically, pay half or so in advance, rest at completion.
Packages for Lucky to hand out	<ul style="list-style-type: none"> - Booth map, security notice, survey - First list for badges sent to Lucky 	by conf. Date	Can hand out with attendee packets
Security	<ul style="list-style-type: none"> - Hotel security service, solicit proposal, secure contract (through hotel) - Verify hours and send info to Local Arrangement Chair for payment 	by conf. Date.	Exhib. Serv. Co. may handle this.
Invoice/Pay ment	<ul style="list-style-type: none"> - Review invoice against contract and actual work done - Prepare request for payment - Sign invoice and send it to Chair for payment 	after conf.	All finalized at the end of the exhibits
Exhibit / Conference	<ul style="list-style-type: none"> - Check site and meet with exhibit service representative on site - Verify delivery of all signs, and decide on location of all signs - Ask TPC members to visit exhibit booths - Ask Conf. Chair / TPC Chair to encourage attendees to visit exhibits - Visit new exhibitors to learn about their products - Visit and thank all exhibitors personally. 	Sunday/Mon day of conf. week	
Thank you letters	- Draft letter and send out after conference is over	post conf.	e-mail is sufficient.

Approximate Quantity of Signs Needed (2006 Conference Example)

Signs for 2006 MANTECH Conference

Totals: 5 42 7 0
Small Medium Large Meter Bd.

		Tent Card Signs	22 x 28 inch	28 x 44 inch	6' in stand
Type of Signs	Requirements	Qty	Qty	Qty	Qty
Conference Agenda	Large sign, 1 for each day			4	
Workshop and Paper Session Signs	Medium sign, 1 for each morning and each afternoon; more are needed for parallel sessions		11		
Rump and Panel Session	Medium sign, 1 for each topic	4	4		
Event Signs at Hotel	Medium sign, International Reception, others?		0		
Room Signs	Tent Card sign, Registration, Speaker Preparation Room	0	2		
Directional Signs	Tent Card sign, as many as needed to direct attendees from registration to ballroom or exhibit area or reception area	0	5		
Exhibits	10 directional signs into regions, food.	1	8		
Interactive Forum	per Heather, downsized to small and medium from small and large...	0	0		

Type of Sponsor Signs	Requirements	Qty	Qty	Qty	Qty
Exhibit Reception Sponsor Exhibit Luncheon Sponsor Refreshments Sponsor Breakfast Sponsor	Medium sign, 10 word or less, company logo		12		
Grand Ballroom Sponsor Award Luncheon Sponsor Audio/visual Sponsor	Large sign, 10 words or less, company logo			0	
MANTECH thank Corporate Patrons	Meter board, listing all the corporate sponsors, may have logos			3	0

Chapter 9 Workshop Chair

The workshop chair is responsible for putting together a slate of speakers to present extended coverage of topics of interest to the compound semiconductor community. The composition of the workshop - number of sessions, length of presentations, parallel or not, etc. - is generally left to the discretion of the workshop chair.

Tasks

- In conjunction with the TPC, EC, and the BoD, a list of proposed topics should be ranked as possible offerings. Topic brainstorming and preliminary ranking is typically part of the summer TPC meeting.
- Shortly after the summer TPC meeting the Chair should lay out a tentative workshop schedule and begin to contact potential speakers. Letters (or e-mail) which convey the essence of the conference and explain the Chair's expectations for presentations are helpful. An example email is attached. Soliciting the TPC and BoD for potential speakers from their companies is also effective especially if targeted to a specific TPC/BoD member for a specific workshop topic.



C:\temp\Example
recruiting letter.doc

- Starting in 2005 we began having a lunch speaker as well during the workshop day. This has been well-received. If desired, you should also start looking for the lunch speaker at this time. Local University Professors and Toastmaster associations are a good place to start.
- Workshop speakers are not expected to register for the workshops but should register for the conference if they will stay through the week. Work with the conference registration company to determine the desired method of communication. In 2006, they requested that speakers send in a registration form, and at the top indicate that they were workshop speakers (and not pay the fee), to help with coordination. Also communicate that the speakers will receive full conference 'benefits' including the workshop notes, lunches, breaks, etc.
- **Historically, only speakers requesting compensation were given an honorarium. In 2005, all speakers were given a \$500 honorarium. In 2006 all speakers were given a \$400 honorarium. Per BoD discussion in 2005, This is common across other conferences, and is also useful as a recruiting tool. Granting an 'across the board honorarium' and the amount given should be done in consultation with the Conference Chair. The names of the speakers requiring the honoraria should be submitted to the treasurer before the conference so checks can be made in advance.**
- Speakers will occasionally request that the conference reimburse their trip expense. **The Workshop Chair in consultation with the Conference Chair should make this decision. As an alternative,**

the conference registration can be waived. Frequently university professors request, and are given, a reimbursement,

- By the December meeting the workshop planning should be completed and speakers lined up. As soon as possible, send an email to all speakers, including chair expectations and deadlines. An example email from 2005 is attached for reference.



C:\temp\Presenter
Expectation and deac

- Announcement of workshop offerings and speakers should be posted on the web page as soon as this is practical.
- The TPC will require a statement of workshop offerings for the Advance Program, which is distributed in February. (It is helpful to ask the speakers to send an abstract that can be published in the Advance Program). Give speakers a deadline of at least 2 weeks prior to when you need to submit this information to the TPC chair. Some will be late, and this will give you time to ensure all are of a similar format, check back with the speaker if you would like the content altered slightly, etc. You can also request that they submit a brief bio at this time to include on the website, in the workshop notes, etc.
- Registration for the workshops should be handled as a line item on the conference registration form. The chair should get an anticipated attendance count prior to digest printing. Students receive automatic workshop registration.
- Selection of meals for the workshop can be deferred to the Local Arrangements Chair, if acceptable to both parties. This is generally the easiest arrangement for both.
- Workshop feedback forms should be prepared by the feedback champion. The Chair may wish to approve the layout of this form prior to distribution at the conference.
- The most difficult task is getting the authors to submit drafts of their presentations for review. While this is not absolutely necessary, it is helpful in making sure that content and style of presentation meets Chair requirements. PowerPoint format is preferred by most printers, but Adobe PDF is also acceptable. In 2005 and 2006 a ppt template was provided to all speakers to encourage continuity. It is attached in the Presenter Expectation file above.
- Work with the TPC chair to determine the deadline for submitting final presentations to the printer. Costs are saved by negotiating both the workshop notes and conference digest at the same time. In 2006 slides were due to the printer 4 weeks before the conference. Set the speaker deadline to submit final slides to you well before the printer deadline (a month is suggested). It is also suggested that a draft of the slides are submitted to the chair an additional month earlier (again, people procrastinate, and this will get them started). Presenters will be late in getting the initial and final drafts to you, and you also need to give time for your own review of the presentations, and resulting corrections by the speakers. The notes are generally shipped directly to the conference site. Cost in 2003 for 100 copies of the Workshop

Digest was ~\$1500. Cost in 2006 for 125-150 copies of the Workshop Notes was ~ \$2900 (8 workshops presented).

- The number of digests printed should allow for on-site registrations and additional conference sales. It is much more cost effective to print additional digests at the time of initial order than to reorder after the conference.
- The workshop chair should recruit a moderator for each workshop ahead of time (often TPC or BoD members who were already planning to attend the workshop). This can be a different person for each workshop, or one person for an entire “stream”, etc.
- The workshop chair should work with the local arrangements chair to determine the number of signs needed for the workshops, and to submit the desired layouts to meet the local arrangement chair sign deadline. Example signs from 2006 are attached.



C:\temp\2006 Workshop Signs.ppt



C:\temp\Daily Event Sign - Workshop Day.

- **If speakers decided to show more material on the day of the workshop, they are encouraged to make copies of the additional material for distribution at the beginning of the workshop. If they need additional copies, workshop chair can help by using the hotel copy service.**
- Each workshop presenter should sign and return a copyright agreement (available through the secretary or administrative assistant).
- At the conference the Chair should cordially greet each speaker, and thank them for their participation. Speakers should also receive a copy of the printed workshop digest.
- The workshop chair should monitor the workshop expenses, and strive to break even at a minimum. The income and expense report from 2006 are attached for reference.



C:\temp\2006 workshop budget.ppt

Chapter 10 University Liaison

Objective: The CS ManTech Conference promotes participation of students and can offer monetary support to student authors of accepted papers. The University Liaison serves as the person that (1) should encourage student submissions of abstracts, (2) should endeavor to increase student registration, and (3) will receive, process and, together with the Chair, approve student requests for travel and registration assistance.

Chronological Tasks:

After the conference but before summer meeting:

- Learn your responsibilities.
- Follow up on actions of the previous chair, if needed (distribute checks, help with continuation of post, etc.)

After the summer meeting but before the Call for Papers goes out:

- Immediately after the meeting, start compiling lists of students who may be interested in attending the upcoming conference. For example, in 2008, we had some success in targeting Universities within a 5 hour drive of the conference. Search the University websites for departments that are associated with semiconductors (EE, Chem E, Mat Sci, Solid-State Electronics, Computer Science, Manufacturing Technology, Industrial Engineering, etc) and manufacturing. Read trade journals and look for any University papers that would be applicable to the Man Tech conference. Review abstracts from other CS conferences and look for student attendees that would be applicable to the Man Tech conference. Work with the International Liaison and the individual country liaisons for contacts abroad. Use student volunteers from previous conferences to help recruit. The past list is attached (and should be updated each year).



Student / University
Contacts - Blue Book.

- Work with the conference chair to decide what enticements can be used to encourage student attendance. Typically the statement in the Advance Program and on the website is pretty general: “funding may be available for student presenters”. In 2008, funding was also provided to professors and post-doc presenters if requested. Due to positive response from “newer” faculty, a suggestion was made to change the statement to read “funding may be available for student and early faculty presenters” (or similar). PUT A DEADLINE in the text, so you will have a date that you know all requests are in. In 2008, after papers had been accepted, we also offered all professor presenters \$200 to bring along one of their students to the conference (up to 2 students for \$400 total). Surprisingly only one person took us up on this, but that brought us 2 extra students. We currently offer a “Best Student Paper” award with a \$1000 check to the student. A creative suggestion this year was to offer an additional \$10,000 to the student’s department (legality would have to be checked, and conference chair would have to approve).
- Work with the TPC chair to make sure there is at least a little blurb in the Call for Papers stating that student abstracts are encouraged, that we have a \$1000 prize and offer other financial assistance, plus whatever other enticements you come up with. Also update student portion of the website with this info.
- Work with the TPC chair to help find good invited speakers from academia. Again, if professors are giving talks, it allows us to encourage them to bring a student or two.

After the Call for Papers, before the abstract submission deadline:

- After the first call for papers is available, hit the pavement. Start emailing/calling university departments to get the Call for Papers posted. Write or call specific professors that have expertise in the area of manufacturing or compound semiconductors. Keep the search in an international arena. Directly send emails to the students on your list from above. Also ensure you send the call to all students and professors who presented the previous year. They should be on the mailing list, but it's nice to provide encouragement. Ask the office of the department head if they would post a call for abstracts on the department bulletin board. Repeat when the second and third calls come out. [I had a number of questions from professors asking why their work was relevant to a manufacturing conference. I would suggest in the initial contact email to include some description of what we're looking for, as well as example academic abstracts/papers from the previous year\(s\) \(see first example in attached word doc\).](#)



Sample contact
letters.doc

- Work with the TPC chair to notify you as student abstracts come in. Review the abstracts, and provide feedback if abstracts are weak. Provide suggestions, and let the students know that the odds of being accepted will be higher if they resubmit with your suggestions (typically more data, or if something seems like “old” news, for them to elaborate why it's really “new” news, or a quick blurb on how this will be able to help the CS Industry in the future if implemented, etc.). You can also provide an example of a “good” abstract for their reference.
- Ensure the website is updated with the latest student information and enticements.
- Keep a list of your activities. Update Blue Book with new procedures for this chair. In 2008 we had our first “student round table” session. The topic was “Industry vs. Research vs. Academic Careers”. We had 4 panelists talk about differences for each type of job. Since I thought of this a bit late, it didn't get in the Advance Program or in the Digest, so wasn't extremely well attended. However, the feedback from those who attended felt it was positive and that they'd attend another session in the future. Some suggested topics were “How to succeed at your first job”, “How to get your first job”, “Interview Skills” etc. I'd recommend selecting a topic before the winter meeting, and recruiting volunteers at the winter meeting. Then you will need to coordinate with the TPC chair and the Local Arrangements chair to figure out a good time and room. Type this all up and get it into the Advance Program.
- We also had a poster board available in 2008 for students (only students) to post their resumes, and for companies to post openings. This was not heavily used, but very cheap to the conference. I would encourage better advance advertising of this, and try again.

After the winter meeting but before the Advance Program is published:

- Notify student authors of accepted papers that monetary assistance is possible. Work with the conference chair to decide what wording is appropriate. Final funding offered is typically dependent on the number of requests, so in the past, we have not guaranteed a set amount.
- After all student funding requests are in, work with the Conference Chair to decide how much each student should receive. Then notify each student about the amount of funding they have been granted. Since students are often trying to figure out how they will be able to attend, the sooner this can be done the better. Best would be a minimum of a month before the conference, and more if possible.
- Accept requests for student monetary assistance.
- Notify Conference Chair and Treasurer of all requests.

- Ensure all student-related information/enticements are submitted to the TPC chair to get into the Advance Program.
- Keep a list of your activities. Update Blue Book with new procedures for this chair.

After the Advance Program but before the conference:

- To help put our finger on the pulse of the students, in 2008 we had a “Student Only Feedback form (in addition to the regular feedback form). There was a separate drawing with a \$50 Best Buy gift card for the winner. We had to walk around during the poster session to encourage students to fill them out, but we did get a pretty good return rate in the end. The feedback form needs to be sent to the Registration Coordinator ahead of time, who will ensure it is placed in all student bags.
- Personally encourage all students to register for the conference hotel as soon as the information is available. This is critical because we often reimburse hotel cost as part of the student support and want to make sure this costs us as little as possible. Remind the students that they can always cancel their reservation if their plans change, but once the room block price goes up, they will have to pay much more or go to a different hotel.

During Annual Conference:

- Coordinate any student activities/events (round table, student feedback)
- Respond to any issues raised by students.
- Accept scanned or original receipts for student monetary assistance if appropriate.
- Forward receipts to the Conference Chair and Treasurer, stating the dollar amount the student was approved for, and that we verified they had submitted receipts for no more than that amount. If it is less than the approved amount, follow up with the student to see if there were any other expenses they had missed (registration fees, etc).
- Ask the students to email you when they receive their checks to be sure nobody fell through the cracks and that the treasurer sent the checks.

After the annual conference at the board meeting:

- Report on your activities
- Receive receipts (see above), and forward needed information to treasurer and conference chair. Follow up to make sure each student receives their check.

After the conference before summer meeting (if no University Liaison was elected in the post-conference meeting):

- Distribute any final funds to students approved at the BoD meeting after conference.
- Gather information for report at summer meeting.
- Review any feedback from students.

At summer meeting (if no University Liaison was elected in the post-conference meeting):

- Summarize student participation.
- Summarize disbursed aid to students.
- Aid in reporting on best student paper.
- Update Blue Book with new procedures for this chair.

Chapter 11 Sponsorship Chair

Objective:

The Sponsorship Chair is responsible for the Sponsors' Program, including the establishment of contacts with prospective sponsors, solicitation of sponsorship grants, maintaining and passing along records, and forwarding payments from sponsors to the Treasurer in a timely fashion. The chair raises funds for MANTECH from the compound semiconductor community, including vendors, device manufacturers, and government and academic related sources.

Outline of Responsibilities:

- Identify and solicit potential sponsors.
- Forward checks to the Treasurer.
- Insure that sponsors are recognized for their contributions.
- Draft resolution to approve sponsors (–see by-laws.)
- Submit reports to the Conference Chair / Board of Directors throughout the year. Maintain and update records.

Additional Detail on Responsibilities, General Guidance and Tactics:

General:

Be sensitive and responsive to potential sponsors' needs.

Identification and solicitation

- Setup specific prices of and motivation for sponsorship. Provide general information on the coming year's conference and on the philosophy, objective and scope of CS ManTech for the conference of sponsors.
- Provide incentive for larger contributions.
- Upon election to the position, a new sponsorship chair should first become familiar with donors from previous years. A historical list of sponsors is attached and should be updated annually. Also begin compiling information on other potential donors, including all exhibitors, companies represented on the EC (EAC+EOB), TPC, government related entities, and suppliers who may not currently be exhibiting. The incoming chair should receive an updated list of contact information from the outgoing chair with e-mail, telephone and mailing address for the appropriate decision maker at all previously solicited companies (including both the previous year's sponsors and those who declined in the previous year.) This list should be updated by the sponsor chair and maintained by the web chair

in MANTECH archives as one of the organization's digital assets.

- The chair will also need to compose a general solicitation letter for distribution to target donors. The letter should be tailored to each potential donor as appropriate.
- Historically, a large percentage of donors have come from companies represented on the committee and companies exhibiting (often both). The sponsor chair should work with committee members to determine if the company will donate or to identify the appropriate contact within the company, or if committee members have contacts in the community which are potential donors.

Forward checks to the Treasurer

Sponsor recognition:

- Sponsors are recognized on the MANTECH web site, in the advance program, in the digest, on signs at the conference (see signs sections below) and in the Chair's talk at the conference opening. (Also, get session chairs to recognize sponsors before each break.) Sponsor chair should think creatively about the potential for additional opportunities for sponsor recognition.
- Website recognition can begin as soon as the first check is received.
- Consider timing issues. Provide incentive for early response. The advance program is a particularly important publication for sponsorship, as most sponsors would like their company's name to be included on the list of sponsors. Past experience indicates that inclusion of the name in the advance program is a strong motivation factor to encourage sponsors to send the checks. Given that the publication deadline will be near the end of the year, and the approval cycle in donor companies may be time consuming, the sponsor chair should begin solicitation by Labor Day. All potential donors should be contacted by mid-November. Be firm on the timely collection of checks.
- Provide invoices when requested by sponsors. These can be generated using the Mantech letterhead.
- Order plaques to recognize companies that provided sponsorship funding for 10 years. These plaques should be presented to a representative of the sponsoring company during the awards luncheon. Margaret of Lucky Company has ordered these plaques in the past, and knows the format. The Sponsorship chair will need to tell her which companies reach the 10 year mark in time to get the plaques ordered prior to the conference.
- At the conference: Ensure signs go up in correct places at the correct times.
- After the conference: Write thank you letters to all sponsors.

- Obtain the majority approval from the ManTech Board of Directors on suitability of potential sponsors according to the ManTech By-Laws.
- Paid invoice mailing to enable tax deduction by sponsors.

Reporting and record keeping

- Reports – generally required for each meeting - summer meeting, winter meeting, post conference meeting. Report contents can be limited to current status and expected total unless other issues arise.
- Update the sponsor portion of the Guidelines Document (Blue Book) as a result of lessons learned during the year if needed.
- Update contact database

Miscellaneous (*many of these comments from previous blue book draft*)

- Exhibits Chair's Role and "Clout" can be helpful in fundraising.
- Need to drive the TPC and Executive Committee members to make personal contacts: provide reminders, provide info, registration, provide guilt
- Be aware of potential sponsors at other conferences. Get lists. Use other Committee members for help with this.
- Comments on appropriate contribution levels: Don't want to appear too greedy. The community is generally aware that MANTECH is financially very healthy.

Potential donors:

- Suppliers: Materials, Equipment, Services use exhibitor database
- Epi reactors
- Test equipment: Cascade, H.P.
- Process equipment
- Analytical Services
- Consulting Services
- Investment banking (?)
- Companies who have been invited to present or papers accepted
- Contact "co-developers" at potential exhibitors' companies, not just the marketing folks. Personal contact by appropriate people within ManTech.
- Government agencies NIST, DARPA, Title 11, AFRL, etc.
- Poll government representatives to do arm-twisting of companies receiving government funding for equipment development. Get names.
- Sell as a goodwill gesture...."XYZ supports the CS ManTech Conference"...

Chapter 12

Website Chair

The Website Chair is responsible for the coordination, editing, publication, and maintenance of all web page material, the website, and the domain names for the current Conference year with the assistance of other Board Members as needed. The chair is responsible for overseeing all website activities to support all the operating Chairs in organizing the conference, and the operation of the MANTECH organization. The chair ensures that the website is updated, friendly, easy to browse, and that it is easy to access, up, and secure.

WEB SUPPORT AGREEMENT: All web materials may be generated with contracted support of a firm (or firms) specializing in web production and support. The Website Chair is responsible for negotiating the contract for website hosting and domain name support. In negotiating the contract, the contract should specify that all files, data, mailing lists, graphics, pertaining to the website and the information used to maintain the website are the sole property of CS MANTECH. From time to time, the Website Chair should review the quality and competitiveness of the current service by soliciting additional contractors for quotation. A sample contract is attached and the duties of the web support are specified in the Attachment to that Agreement. The Web Support Agreement should be renewed when the current agreement expires (currently in October).

GENERAL SUPPORT DUTIES: The web is the key channel of communication to our industry community. It is important that our website is secure and the information is posted timely and up-to-date to broadcast information to our community. The website chair, however, is not the source of information. Each Chair must provide the information to the web chair and webmaster to be posted. For example,

- *Chair*: update Chairman's message; set up passwords for EC restricted area; post thank you message and information on next year's conference; post under construction for pages not yet ready or being revised.
- *TPC Chair*: post Calls for Paper, Advance Program, ugly pictures; set up email addresses for submission of abstracts and ugly pictures; update author instructions; set up passwords for TPC restricted area; upload archived conference papers and check the search engine.
- *Workshop Chair*: post information on the Workshops, and display the schedule.
- *Exhibits Chair*: post thank you letters after conference; post letter of invitation and information on the exhibits layout; set up on-line booth registration and on-line credit card payment
- *Local Arrangement Chair*: update Conference information; upload pictures and information on hotel; set up on-line conference registration and on-line credit card payment
- *Publicity Chair*: post posters or calls for paper in different languages. Work with Lucky Leong to update the mailing list.
- *Sponsorship Chair*: update list of sponsors, and their logos and links.
- *University Liaison*: set up links to universities, research labs, industries and magazines; update student financial aid page.
- *Documents*: upload updated bylaws, bluebook, ...

The Website Chair should review the site for missing or outdated information and from time to time, remind the operating chairs to update the pages as needed. The Website Chair should be aware of and in some cases, approve materials posted or uploaded on the website.

The Website Chair approves all webmaster invoices for payment.

The Website Chair generates reports to be presented at the regularly scheduled Board meetings.

Schedule

After conference and election:

- Talk with the exciting Chair on issues or matters of attention; solicit or exchange ideas for improvement.
- Have the webmaster update the new EC board members in the website.
- Update the password for the EC restricted page.
- Work with the Chair to update the web pages as necessary.

After the Conference and before the Summer Meeting:

- The TPC committee should have been assembled and finalized. Have the webmaster update the new TPC membership web page.
- Review the web site, and have the webmaster update our website; archive the past conference web pages; add new conference web pages; post the Chairman's message to thank the attendees, and exhibitors.
- Post information on the next conference (location and date).
- Update pages to thank Corporate sponsors and exhibitors
- Upload the current conference papers and ensure that search engine works properly.
- Upload the ugly picture finalists and the winner.
- Setup the email addresses for accepting abstracts and ugly pictures submitted. Then upload the Calls for Paper. Update the email list for distributing Calls electronically.
- Check with the TPC Chair and Publicity Chair. Post translations of these in different languages under the directions of the operating chairs.
- Update the student financial aid page.

Between Summer and December Meetings:

- Set up the restricted TPC web page to distribute abstracts for review; set up the password.
- Set up the Exhibits information page.

Between December Meeting and Conference:

- Set up the web pages for exhibits registration, booth layout, and application information. Set up the registration page for on-line credit card payment.
- Update mailing list for distribution of the Advance Program. Work with Lucky Leong on this.
- Update the Chair's Message. Use the Chair's messages in the Advance Program and Digest for the website. Archive old messages when new messages are posted in the website.
- Upload the Advance Program.
- Update the authors' page: abstract format, instructions.
- Upload the Conference Registration Materials: Make sure that the Conference Registration and Exhibit Registration in the website are set up for online payment.
- Update the Sponsorship webpage based on information from the Sponsorship Chair.
- Update the availability of exhibits booths as the booths are sold or reserved.

SAMPLE WEBMASTER AGREEMENT

The International Conference on Compound Semiconductor Manufacturing Technology
Lynn Fincher

This agreement is made and entered into by and between the GaAs MANTECH and Lynn Fincher ("Contractor"). The Contractor's offices are located at 8049 E. McLellan Blvd., Scottsdale, AZ 85250.

1. **Purpose and Description of Work to Be Performed:** The purpose of this agreement is to secure the services of the Contractor to fulfill the various activities as outlined in Attachment A.
2. **Amendment to Agreement:** During its effective term, this Agreement may be amended or modified at any time upon receipt of written approval from both parties.
3. **Contact Persons:** The Contractor's primary individuals with overall responsibility for execution of this agreement are *Lynn Fincher*. GaAs MANTECH's primary contact persons in this agreement are *Chun Lau and Keith Evans*.
4. **Duration of Agreement:** The period of performance under this agreement shall be from date of execution, *October 13, 2003* through *October 12, 2004*, unless cancelled earlier as per the Cancellation Policy below.
5. **Compensation:** The Contractor will be compensated for services rendered at the rate of \$30 per hour. All payments are due net 30 days. If payment is not received within 30 days of date of invoice, late charges of 1 1/2% per month (18% APR) will be added to all past due invoices.
6. **Property Assignment:** All files, data, mailing lists, graphics, pertaining to the website and the information used to maintain the website are the sole property of GaAs MANTECH. Contractor has no rights to use the data or information for purposes other than described in this agreement unless duly authorized in writing by the GaAs MANTECH Chair.
7. **Cancellation Policy:** Either party may cancel this agreement at any time, with 30 days of written notice, for any reason. Contractor will supply electronic copies of all work in progress and all property of GaAs MANTECH and will be paid within 30 days of the time in which these materials are returned to GaAs MANTECH for services rendered.
8. **Standards of Practice:** GaAs MANTECH and Contractor will adhere to the Standards of Professional Practices as described by the International Webmaster Association at <http://iwanet.org/about/standards.html>.
9. **Jurisdiction:** It is agreed that venue and jurisdiction to enforce this agreement shall be in St. Louis County, Missouri, and the laws of the State of Missouri shall govern.
10. **Independent Contractor:** The parties intend Contractor to be an independent contractor in the performance of these services. Contractor shall have the right to control and determine the method and means of performing the above services; Client shall not have the right to control or determine such method or means.
11. **Equipment and Supplies:** Contractor, at Contractor's own expense, will provide all equipment, tools, and supplies necessary to perform the above services, and will be responsible for all other expenses required for the performance of those services.

I have read and approve this agreement and its Attachments.

By: _____
Lynn Fincher Date

By: _____
George Henry Date
Conference Chairman, GaAs ManTech, Inc

**The International Conference on Compound Semiconductor Manufacturing Technology
(CS MANTECH)
Attachment A**

Overview

Contractor will oversee and maintain GaAs MANTECH's website www.GaAsMANTECH.org to provide dissemination of information to the compound semiconductor manufacturing community, registration services for the annual conference, and links to affiliates.

Expected Duties

The projected total work needed for the 2003-2004 season is estimated to be approximately 300 hours. Additional requests will involve added hours. All work will be billed at an hourly rate of \$30.00.

Manage website information for the 2003-2004 conference

- Refine the databases and create enhancements in functionality, user selections, and aesthetics.
- Analyze site performance
- Tune layout for efficiency (margins, fonts, overall view)
- Maintain a secure section of the website for GaAs MANTECH business.
- Maintain mailing lists. Handle elimination of invalid posting request (junk mail).

Call for Papers

- Ensure guidelines (Author's Kit Page) are accurate and easily accessible
- Manage submitted abstracts / papers
 - Publish "Call for Papers"
 - Support Executive Committee review / approval process
 - Post website announcement of approved abstracts for presentation at conference
 - Modify Presenters' documents to include:
 - Reformat from Word (.doc) to Adobe (.pdf)
 - Copyright
 - Titles
 - Conference specific references
 - Linkages to database tables and pdf files
- Build database search and indexing criteria for documents (includes digest articles)
- Verify accuracy of abstracts and links

Conference Logistics

- Hotel registration information and link
- On-line conference registration
- Provide secure interface to credit card transactions for registration and/or purchase of digests, videotapes, etc.
- Linkages to website materials

Exhibitors

- Update the Exhibitor's Registration page
- Effectively interface with key contact to identify participating Exhibitors
- Transfer the booth selection data to the layout
- Update Exhibitor floor plan with a 24-hour turn-around

Post Conference Follow-up

- Create “thank you” page to Sponsors
- Modify the website with new Executive Committee information
- Update mail lists
- Refresh the search engine of the database to reflect conference entries
- Post the photo for the “Ugly Picture Contest”
- Other tasks as requested by the proper Executive Committee members.

Exclusivity

No limitations are placed on the Contractor from providing similar services to other clients.

Chapter 13 Awards Chair

Objective:

The most senior (not by age) past chair in the Executive Advisory Committee will be the Chair of the Awards Committee. The Chair of the Awards Committee is responsible for promoting the Conference awards program and for awarding the award recipients at the Conference Awards Banquet or other appropriate function.

Examples of awards might include, but are not limited to the following:

1. The He Bong Kim Award
2. The Best Student Paper
3. The Best Conference Paper

Chapter 14 Overseas Liaison Chairs - Europe & Asia

Objective:

To provide accurate, attractive and widely available information on the activities of the CS MANTECH, International Conference on Compound Semiconductor Manufacturing Technology in Europe & Japan, respectively. The Chairs are responsible for promoting constructive relationships with academic, private and public institutions to encourage their involvement in and at the Conference.

Specifics:

- Serve as a member of the Board of Directors
- Establish a network of recognized experts in the field to ensure appropriate distribution of relevant information in the geographical area
- In relationship with the publicity chair, prepare (adapt if necessary) advertising posters and flyers which are used for:
 - distribution to all contact persons to post within their companies
 - distribution in other conferences (or other activities) which are attended by the CS MANTECH community
- Organize the translation of these documents as appropriate
- Support Publicity chair as needed for advertising in the geographical areas

Other Duties, Responsibilities, General Guidance and Tactics:

Summertime:

- Ensure proper distribution of announcements, call for papers, at local conferences (MTT, etc). Flyers can be distributed at appropriate events all year
- arrange for a media publication of the Call for Papers

Autumn / Winter:

Attend EuMW (or similar conference in Japan) as key conference in the field
Organize the translation of the advertising flyer as appropriate
Ensure distribution of Calls for Papers
Stimulate abstract submission, and select possible invited speakers
In relation with the publicity chair, select key target magazines for our written publicity
After approval of advertising “poster,” insure it is sent to magazines for publication in a timely manner

Spring:

- Attend and enjoy conference
- Prepare summary report

Chapter 15 Overlap of Responsibilities

Sometimes there is confusion regarding the responsibilities of operating chairs, when items in events involve several operating chairs. The following guideline should help clarify the roles and responsibilities for each operating chair in similar situations.

Signs:

Because the exhibits service contractor usually provides the service of making signs, the exhibits chair is logically the point of contract and supports the Local Arrangement Chair, TPC Chair, Workshop Chair and the Sponsorship Chair. The individual chairs should provide the details of the signs, the content and artwork (such as logos and layout). The size of each type of sign should be about the same from year to year, but can be changed if the situation changes or if special needs arise. The following tables list the signs that we need, but the current exhibits chairs should check the details in consultation with the appropriate chairs.

<i>Type of Signs</i>	<i>Requirements</i>	<i>Qty</i>
Conference Agenda	Large sign, 1 for each day	4
Workshop and Paper Session Signs	Medium sign, 1 for each morning and each afternoon; more are needed for parallel sessions	8+
Rump Session	Medium sign, 1 for each topic	6
Event Signs at Hotel	Medium sign, International Reception, Award Luncheon, Ugly Picture Contest	3
Room Signs	Tent Card sign, Registration, Speaker Preparation Room	2
Directional Signs	Tent Card sign, as many as needed to direct attendees from registration to ballroom or exhibit area or reception area	?

<i>Type of Sponsor Signs</i>	<i>Requirements</i>	<i>Qty</i>
Exhibit Reception Sponsor Exhibit Luncheon Sponsor Refreshments Sponsor Breakfast Sponsor	Medium sign, 10 word or less, company logo	5
Grand Ballroom Sponsor Award Luncheon Sponsor Audio/visual Sponsor	Large sign, 10 words or less, company logo	5
MANTECH thank Corporate Patrons	Meter board, listing all the corporate sponsors, may have logos	3

<i>Type of Signs</i>	<i>Size</i>
Small sign	Tent Card Signs
Medium sign	22 inch x 28 inch
Large sign	28 inch x 44 inch
Meter board	6 feet tall in a solid stand; quite expansive

Sometimes the size of the sign, depending on the room size or the space available, may have to be reduced. The above tables are just a guideline and the exhibits and local arrangement chairs should visit the hotel site and potential sign location ahead of time to see how things fit.

Easels: All the signs except the Meter Board need easels. If the hotel can provide them without charges, by all means take advantage of the offer and coordinate with the Local Arrangement Chair. Otherwise ask the exhibits service contractor to provide, but there will be charges.

Poster Boards

The same principle applies to the Poster Boards. The size and specifications of the poster boards should be the same each year. The TPC Chair needs to specify the quantity of Poster Boards, work with the Local Arrangement Chair to decide on the room and board layout in the room, and send the quantity of boards needed and the layout to the Exhibits Chair. The Exhibits Chair would then forward the layout and request for the quantity of Poster Boards to the exhibit service contractor.

Food

The same principle applies to the food for the exhibits and workshop. The Local Arrangement Chair should be the point of contact with the hotel. The Workshop Chair and Exhibits Chair should discuss the menu and the expectation with the Local Arrangement Chair. The expectation could include the quality, menu, or style of food, the expected head count, and the table arrangement/layout.

Rooms

The same principle applies to the rooms for the Technical Program, Workshop, Exhibits and other events. The Local Arrangement Chair should be the point of contact with the hotel. The operating chairs should discuss the size, expected headcount, and layout with the Local Arrangement Chair.

Audio/Visual

The same principle applies to the AV requirements for the Technical Program, Workshop, Exhibit Forum and other events. The Local Arrangement Chair should be the point of contact with the hotel. The operating chairs should discuss the requirements for computers, projectors, audio/visual equipment, teleconferencing, and power with the Local Arrangement Chair.

Web

The same principle applies to our web site. The web chair is responsible for overseeing the web site, ensuring that it is up-to-date, and that all the web changes are implemented. The individual operating chairs need to provide the details timely to ensure that our web site is up-to-date and that the information reaches the community. The web chair may from time to time browse the CS MANTECH web site to check whether some of the pages need updating and remind the chair involved, but the operating chairs also have the responsibility to check their pages from time to time and provide update information to the webmaster for updating.

Chapter 16 Election Procedural Guidelines

There are three types of elections at the Board meeting(s) immediately following the Conference:

1. Re-election of EOC members for an additional term.
2. Election of Officers and Chairs.
3. Election of new EOC members.

Notes regarding procedural guidelines:

1. There are generally two Board meetings immediately following the Conference:
 - a. A meeting the night of the last day of the Conference. The primary purpose of this meeting is to re-elect Board members for an additional term and to elect Officers and Chairs to serve during the next Conference Year. The current-year Conference Chair presides over this meeting. At the end of the meeting it is customary for the current-year Conference Chair to officially step down and pass the gavel to the newly elected Conference Chair for the next Conference.
 - b. A meeting the day after the Conference ends. This meeting might be considered a continuation of the prior meeting, and sometimes it has been exactly that, being held the same night, extending very late. When held the day after the Conference, this meeting addresses many elements of business and planning for the next Conference, but one of the key elements is election of new members to the EOC (to fill the Board to the full number stipulated in the Bylaws).
2. Special situations
 - a. Proxy votes are not allowed according to Missouri law. However, Board meetings have been held in which some members attended via conference call; these “long distance” attendees have full voting privileges, in compliance with Missouri law.
 - b. Tied vote: In the event of a tie, a revote must be held. It is suggested that the Conference Chair abstain from first-round voting so that he/she can cast a tie-breaking vote on the next round of voting. Of course, this is only a suggestion. Additional rounds of voting will be held until the tie is broken.
3. It has been standard practice for the EAC to establish a list of nominations with a 1st, 2nd (and sometimes 3rd) choice for each position. In the event that the EAC-1st-choice-name for a position has already been elected to another position (by virtue of a nomination from the floor for that election), the EAC will then present their 2nd-choice name to the Board for nomination for that officer or position.
4. Full majority required to win an election for Officer or Chair position: It is undesirable that any position be filled by a Board member who received less than a full majority of votes from the Board members that were present during voting; this could happen in the event there are more than two seconded nominations (note that EAC nominations are presented as already seconded) for a position. In this case, the number of candidates is narrowed to two based on results of the first vote and a revote is held to achieve majority support for one of the candidates.
5. Election to more than one Chair position? Yes, this is allowed. However, except in the cases where it is standard practice to do so (i.e., one person serves as both Registration Chair and Local Arrangements Chair; and one person for Publications Chair and Technical Program Chair), it is not recommended except as a temporary measure.
6. Nominations for new members of the EOC. When considering making a nomination, please keep in mind the responsibilities and expectations of a member of the EOC. Persons elected to the EOC are to serve as Directors of CS MANTECH with all the responsibilities defined in the Bylaws and described in the Directors’ Handbook. In addition, each EOC member is expected to be capable of serving as a Chair in one or more of the positions

required to run our Conference. The future of CS MANTECH is highly dependent on the make-up of the EOC. In addition, although it is not required to get advance permission from someone to present their name for nomination, it is desirable to get a sense of their willingness to serve CS MANTECH in this role prior to making the nomination.

7. The procedure described here is only a recommendation or guide. The Board has full right to proceed in any manner that complies with the Bylaws and Missouri law.

Election I: Nomination and re-election of EOC members for an additional term.

1. Prior to the Board meeting, the EAC prepares nominations for re-election to the EOC
 - a. The EAC reviews the record (maintained and supplied by the Secretary) to determine which EOC members have completed a first term of two years.
 - b. The EAC prepares a list of nominations for election to a 2nd term of 3 years on the EOC.
 - c. The EAC may also nominate a current or previous EOC member, who has served two or more terms, for election to an additional two-year term.
2. At the Board meeting the EAC presents nominations for EOC-re-election to the Board. Additional nominations for re-election are taken from the floor, but nominations from the floor must be seconded to be put before a vote.
3. Re-election
 - a. Nominations are reviewed individually by the Board. On a case-by-case basis, the nominee is asked to leave the room for discussion and voting. The nominees cast their votes by secret ballot before leaving the room.
 - b. Voting is performed via secret ballot. Nominees may submit a ballot for their own election. Results of the voting are tallied by the EAC. Results of the election are announced as one of the following: 1) Unanimously elected, 2) Elected, or 3) Not elected.
 - i. For election to a 2nd term of three years, a majority approval from the Board members present at the meeting, constituting a quorum, is required.
 - ii. For election to a 3rd term (or higher), a two-thirds majority approval from the Board members present at the meeting is required.

Election II: Nomination and election of Officers and Chairs.

According to the Bylaws, "All current Officers, Chairs, and Vice Chairs of CS MANTECH shall be newly elected annually by the Board of Directors." To be eligible for election to the position of Officer, Chair or Vice Chair, a nominee must be a member of the EOC, in good standing, for the forthcoming Conference Year.

1. Prior to the Board meeting, the EAC prepares a slate of nominees for each of the officers and committee chairs listed in the Bylaws. The EAC obtains permission from each nominee to present his/her name to the Board for nomination to the respective position.
2. Elections are conducted in the following order (note that it has been customary practice to elect the same person to serve dual chair positions in some cases):
 - a. Conference Chair
 - b. Secretary
 - c. Treasurer
 - d. Technical Program and Publications Chair
 - e. Local Arrangements and Registration Chair
 - f. Exhibits Chair
 - g. Workshop Chair
 - h. Web Site Chair
 - i. Sponsors Chair
 - j. Publicity Chair

- k. University Liaison
 - l. Local Arrangements Vice Chair
3. As each Officer and Chair position comes up for election, the EAC presents their nomination for that position to the Board (see note 3 above). Additional nominations taken from the floor (which must be seconded) are added to the ballot.
 4. Nominees cast their vote by secret ballot and leave the room during discussion.
 5. Board discussion takes place followed by voting via secret ballot while nominees remain outside the room.
 6. Numerical results of the voting are tallied by the EAC and announced to the Board (minus the nominees).
 - a. A majority of votes of the total Board members present is required to win an election for Officer or a Chair position (see note 4 above).
 7. Nominees are brought back into the room and results of the election are announced as "Mr. /Ms. X has been elected to the position of Y."
 8. Nominations and voting proceed until all Officer and Chair positions have been filled.

Election III: Nomination and election of new members to the EOC (see note 6 above).

1. Nominations for new members to the EOC are taken from the floor. According to the Bylaws, preference is to be given to members of the TPC in good standing, but nominations are NOT restricted to members of the TPC.
2. A nomination must be seconded to be placed on the ballot.
3. Nominations continue until a motion to close nominations is made and passed. It is desirable to have nominations that number about 2 times the number of vacant positions on the EOC.
4. Discussion and voting
 - a. Discussion: The Board Members who presented or seconded each nomination express reasons in favor of electing the nominees to the EOC. Other Board Members may add comments, either favorable or unfavorable.
 - b. Voting: Following discussion of all nominees, the Chair brings the discussion to a close and calls for a vote. Voting is done by secret ballot. Each board member lists, in order of preference, the candidates they choose, one vote per vacant board position.
 - c. Results of the vote are tallied by the EAC and used to generate a list of names arranged in order of preference, according to the Board's support for each name.
 - d. It is desirable that the number of names on the list of conditionally, newly elected EOC members exceed the vacant positions by at least one or two names. This addresses the uncertainty that one or more of the conditionally, newly elected may decline to serve on the EOC.
 - e. The board votes for the top nominees on the list by secret ballot to ensure majority in favor required for each nominee to be conditionally elected to the EOC.
5. Notification of conditionally, newly elected EOC members
 - a. Following the elections, the Conference Chair contacts the conditionally, newly elected EOC members, in the order of Board preference, to obtain their agreement to serve on the EOC as a Member of the Board of CS MANTECH. Because prior commitments have not been obtained (in some or all cases), some may decline the opportunity to serve on the EOC.
 - b. If any "conditionally elected" names remain on the list after all vacant positions have been filled, those remaining names are considered not elected to the EOC.
 - c. It is necessary that notification process be completed quickly to allow the newly elected EOC members time to make travel arrangements for attending the summer Board meeting.