

Standard Operating Procedure

Taiwanese American Conference - West Coast

Introduction

This Standard Operating Procedure (SOP) is intended as a reference for conference organizers, who should adjust planning tactics and timeframes according to specific plan and available resources. When in doubt, consult the Directors, Advisors and staff members who have prior experiences. It is always easier and less expensive to learn from other people's mistakes, instead of your own. Organizing a meeting as such can never be a single person's job. It will take a well-organized team of well-disciplined members to carry out the tasks.

It is human nature to be autocratic when in power. Openness and transparency is the golden rule to avoid misunderstandings and infightings. Advanced notification to affected parties before a decision is finalized is the courtesy that makes the organization run smoothly. The governing principle and the fundamental tool has to rely on the democratic processes to resolve conflicts. Debates in the committees often improve the quality of operations. However, when there is the need for resolving an issue, appeal to the Board of Directors for the final judgment.

<planning committee> The conference is organized by the Chairman of the Board, who should at the earliest convenience organize **Planning Committee** to elect the Convener General (CG, 總召集人). The authority of CG is derived from the Planning Committee and when any controversies do arrive, would seek the majority decision from the Planning Committee. The ultimate decision on any issue is in principle lies in the hands of the Board. However, the Board should take into consideration of the opinion of the majority opinion in the Planning Committee. CG will form the following committees: Finance Committee, Logistics Committee, Program Committee, Publication Committee, Next Generation Committee, Publicity Committee, Post-Conference Committee, and Taiwan-night Committee. These Committees while optional needs at least one, but preferably a few, capable hands to work together. CG can form a Steering Committee to tackle the urgent tasks on a daily or weekly basis, but because of its size, its decision making when there are competitive opinions or proposals, should rely on a more democratic process, namely through the Planning Committee. CG will after the conference serve as Director of Board (理事) for a 5-year term and will reign the Chairmanship of the Board at the end of the term before pass the baton to the new Convener General. Directors and Chairman (主席) in particular, advise the team on conference preparation. A capable Secretary (秘書) of Planning Committee is crucial in organizing and documenting meetings, facilitating communications among committees, keeping track of timelines, and so forth.

<finance> Five thousand dollars is the seed money from the Headquarter for the conference. After receiving the said fund, Treasurer (財務) of Planning Committee, should open a local bank account for finance bookkeeping. Both venue and banquet are most costly, and will need careful review of the contracts with vendors. The seed money will be returned to the Headquarter if the conference makes money.

<timeline> As a tradition, the conference will be held around the Independence Day in July, which is during the peak travel season and is therefore most expensive. The first announcement is expected in early January for the prospect participants to mark their calendar.

This is the Taiwanese American Conference. As such, it is to pass the baton from the first generation to the second and beyond. Bringing the younger generation into the conference shall be a constant effort on the part of organizers.

Top Down Design

As experience is accumulated, top-down design will help control cost, alleviate confusion, and facilitate proposals for programs and speakers, albeit bottom-up suggestions will always improve the conference preparation.

<conference theme> The conference theme should be coined, and approved by the Planning Committee, around the time of first announcement to the community in January. Session focus will be designed from the theme and speakers will then be suggested accordingly. The theme may need be modified if the right speakers could not be found.

<speakers> Speakers are classified as 1. **Keynote Speaker**, 2. **Invited Speaker**, 3. **Panel Speaker**, and 4. **Local Speaker** with corresponding compensation schemes. Program Committee Chair (議程總監) can thus have a good idea of the budget to work with.

In principle, Keynote Speaker is paid fully to cover airfare of economic class, hotel accommodations, and banquet and meals, but not the post-conference trip. There could be two Keynote Speakers, one at the banquet, and the other at the opening session. Each Keynote will give a 60-100 minutes talk. To identify a Keynote in general takes many tries before commitment is secured.

There will be no parallel sessions at the opening. Invited Speakers giving 30-45 minutes talks in solo sessions will be compensated more than Invited Speakers in parallel sessions. Two persons in one hotel room will be arranged for Invited Speakers. Fixed cash reimbursement for Invited Speakers at 50% to 80% of airfare, food and board cost is the preferred option so that budget control will be more flexible.

Gratitude is offered to Panel and Local Speakers by waiving registration fee and providing free banquet ticket.

Sessions for the next generation should be designed by the Next Generation Committee. The compensations should follow the same guidelines as other speakers, but more financial aid should be provided if so needed.

Sharing Keynote Speakers and Invited Speakers with other TACs will save cost. Speakers from Taiwan are most expensive, politicians who are on business trips to the U. S. will in general only cost conference local accommodation.

Invitation letters should be sent to speakers by the Program Committee Chair with the clearly stated monetary compensations and logistic arrangements. Speakers should take care of their own travel, and do their own online registration. For foreign speakers and VIPs, local transportation may be provided by the Logistics Committee.

Speakers should fill up speaker info sheets (cf. appendix) with photos timely for Publication Committee to compile into the Program Handbook.

Keynote Speaker in the opening ceremony and the Banquet Speaker may define the theme and focus of the conference. Therefore, getting the consensus of the Planning Committee is just proper. A democratic system to select the Keynote Speaker and Banquet Speaker can be devised by asking the Planning Committee members to make suggestions, and Program Chair then summarizes a list of candidates to be voted on. When TC-WC becomes ever more politically influential and financially affluent, this democratic process will be especially important as more politicians may wish to appear on TAC-WC platform. The process, resembling the University Commencement Speaker, will help build our engagement with the main stream leaders. Local dignitaries and congressional representatives should also be invited in the opening ceremony.

As China continues to be a threat to world order of democratic values, working with democratic forces from every walk of life to help secure peace in Taiwan strait and beyond has to be an unwavering duty. Therefore, expanding our speaker pool to activists of democratic movement including but not limited to those from China can be an important opportunity for TAC-WC to promote and fulfill this mission of great importance.

The speaker list represents TAC-WC's sphere of influence, and the speakers' topics define the urgent agenda and concerns for Taiwanese Americans in the current and in the future.

<2G Program > To gradually pass the baton to the next generation, 2G program should be run by the Next Generation Committee, and the number of young participants need be gauged to increase at an improved rate. Inviting the second generation of potential activists in the local community to present their life challenges in a life forum may kick start the 2G group.

Conference Preparation

<venue> Hotel setting is preferred over university dormitory housing for older participants need the convenience and easiness of sleeping quarters. Conference rate should be available 3 days before and after the conference. Watch for cutoff date of hotel reservation and be mindful of room quota and discount rate, which may make or break the bottom line. As an example, in 2017 the financial obligation required by Marriott Hotel is a minimum of 56 rooms with 70 rooms guaranteed at conference rate, and a minimum of \$30,000 F&B expense. TAC-WC would incur a penalty if expenses fall below the minimum amount, but otherwise would earn a 10% discount on the F&B expense and alleviate the charge on meeting rooms.

<post-conference trip> Post-conference trip is a great attraction to conference attendees. A well-designed trip will enhance conference attendance. The Post Conference Committee in charge of this task needs be mindful of 50 seats per bus and flexible commitment to one or two buses to cut down cost and avoid financial penalty.

<announcement> Since January of the year, a few announcements need be made in one to two months period to newspapers such as Pacific Times (太平洋時報) and Taiwan Justice (台灣公義報), and published in local Taiwanese Organizations such as 鄉訊.

<online registration> Online registration should be available and up running once the venue and the post-conference trip is defined. Registration fee should have the early bird discount to encourage early registrations.

<fund raising> Sources of revenue may come from donation, ad, exhibit booth, and banquet ticket. Soliciting donation by adding a donation checkbox in the registration form brings in good income. Donors may remain anonymous by another checkbox for not showing names. A good promotion is to sell banquet ticket to sponsors for a whole table of 10 at a discount. OCAC money, if any, pays directly to guests as they are invitees of OCAC, and conference organizer will **not** acknowledge the revenue.

<Taiwan-night program> Quality musical performance and a keynote speaker has been the successful format at Taiwan-night, which provides enough revenue to cover F&B for guests and speakers and then some.

<program handbook> Samples of handbooks in recent years are available in Headquarter's archive that keeps historical artifacts. A sample of timeline and providers for needed materials is listed in the appendix.

<timeline> A sample of timeline for the conference preparation is listed in the appendix.

<personnel> Avoid people who would threaten to quit or who would come to meeting or dinner but never carry out any assignment. Team players are important for the success of the conference.

<website> Website needs be constantly upgraded. Professional service should be retained at a professional cost.

Conference Arrangement

<*logistics issues*> It takes time to rearrange conference room configuration. Make sure enough break time is allocated if room needs be reconfigured. Audio and video dry runs are a must. Transportation to and from airport needs be convenient and inexpensive, and its instructions clear. Reception and registration team needs be mindful to bring the needed materials, supplies and equipment to the venue site.

<*Friday ice-breaking party*> Many different formats have been conducted for Friday ice-breaking party, ranging from Japanese sushi bar to cocktail wine party, that may include Taiko drumming performance, comedy performance, musical appreciation, etc.

<*moderators*> Moderators are honorary duties and will not be compensated for their services. Moderators should be familiar with the time control to end a talk punctually.

<*time control during talks*> Timekeeping cues at 3 minutes and 1 minute should be provided for speakers to wrap up the talk so to save time for Q&A.

<*publicity*> There is no consensus to invite news reporters to the conference. A policy should be set to invite as many newspaper reporters to the banquet as finance permits.

<*conference declaration*> Conference declaration marks the important conclusion of the conference and should be prepared even before the conference is started, but to be modified by the speakers and staff members of Planning Committee, and voted and agreed by the Board of Directors.

Post-Conference Issues

<flags, banners, nametag holders and lanyards> At the close of conference, conference flag is transferred from the current Chairman to the new Chairman and the new Convener General. A short presentation is in order for the upcoming conference to remind the audience of next year program. Many reusable items such as nametag holders and lanyards can be passed down from year to year.

<fund dispersion> The seed money of \$5,000 is available to cover the deficit. Convener General should be mindful for a budget not to incur a shortfall more than such an amount. Better yet, revenue generally exceeds cost in the past years. The Treasurer should submit a detailed financial statement at the closing of local bank account showing itemized incomes (donations, ads, registration fees, etc.), expenditures (speaker expense, F&B, expenses per committee etc.) and balance to the Planning Committee. Convener General should submit a summarized financial statement to the Board of Directors and Headquarter Treasurer. Half of the net earnings will be shared with Headquarter. The Planning Committee will have the say on the remaining half of the earnings, which may be used for celebration party expense, donations to contributing local organizations or favorite **charity organizations**, which need be disclosed to Headquarter Treasurer for tax filing purpose, while the major portion of the remaining fund is kept as a safety cushion for the next conference to be held 5 years down the road. Please be reminded that TAC-WC is a nonprofit organization, and misuse of the fund can result in penalty by IRS, or worse, losing the nonprofit status.

<guest, speaker and donor database> It is important to constantly add to the database records of guests, speakers, and donors, which will help future organizers of TAC-WC to find financial and human resources.

Financial System of TAC-WC

TAC-WC's fiscal Year follows the calendar year, namely from 01/01 to 12/31. Current HQ Treasurer's address is 462 Santa Dominga, Solana Beach, CA 92075. Current Accountant is Philip Chang, phone number: 858-693-3333, and email address: pc@philipchangcpa.com, is located at 6344 Ferris Square, San Diego CA 92121. Bank of America direct customer service is : 800-933-6262. Always make sure you get to the customer service for business account and ask for "technical support".

<Job Description of HQ Treasurer>

Three-year appointment starting from June 1st and renewal for another term.

Duties include but not limited to the following:

1. Maintain our Bank Accounts including User/Administrator list. Act as Manager for our accounts
2. Prepare donation receipts
3. Prepare tax return
4. Assist Local Treasurer when needed

<Job Description of Local Treasurer> (1/1 to 12/31, one year for running the yearly Convention)

Appointed by the Local Convention Chair, the Local Treasurer is to:

1. Maintain income and expense of the convention.
2. Set reimbursement guideline for convention guests.
3. Set Advertisement price list.
4. Maintain donation list.
5. Prepare income and expense statement to be submitted to HQ Treasurer.
6. Return 1/2 of surplus (if any) + seed money to HQ Treasurer.
7. Assist Convention Coordinator to fill out forms and distribute the surplus to Beneficiary.
8. Return all left over account balance to HQ by 9/1.

Donation to TAC-WC will be dispersed to the Planning Committee for the current year's conference expense, unless it is designated otherwise by the donor. Local Treasurer is responsible for keeping the record, and Chair of the Board is responsible for sending the thank-you note to acknowledge the same.

<Timeline of Events>

Date	Items	Responsible Party
1/1	Recognize Upcoming convention Planning Committee w Local Treasurer	Convener General
1/1	Collecting all bank statements and income expense statement from prior year to prepare for tax return. Replace old users of local account by new users	HQ Treasurer
1/15	Submit 4th Quarter Financial report to Board	HQ Treasurer
4/15	Submit 1st Q Financial Report to Board	HQ Treasurer
5/15	Complete tax return for prior year	HQ Treasurer
5/31	End of year term	HQ/Local Treasurer
6/1	Beginning of year term	HQ/Local Treasurer
7/15	Submit 2nd Quarter Financial Report to Board	HQ Treasurer
7/15	Submit donor's list to HQ Treasurer to prepare receipt	Local Treasurer
8/1	Submit income/expense for the current year convention	Local Treasurer
8/15	Finalize donations to charity from 1/2 of the surplus	Planning Committee
9/1	Return seed money and 1/2 of the surplus to HQ	Local Treasurer
9/15	Distribute the surplus to chosen charities. Trust the account balance to HQ, if so desired, which is earmarked for next same region convention.	Local Treasurer
10/1	Administer the upcoming convention	HQ Treasurer
10/1	Appoint Local Treasurer. Submit names of new users/administrators of local account to HQ Treasurer.	Convener General
10/1	Fund the Local BOA account with seed money and the leftover surplus from prior convention.	Local Treasurer
10/15	Submit 3rd Quarter Financial Report to Board	HQ Treasurer
12/01	Submit income/Expense Statement to HQ Treasurer	Local Treasurer
12/31	State Franchise Charitable Renewal form SI 100 due	HQ Treasurer

<Helpful Info>

- Up to 4 checking accounts under BOA is free from charge. TAC-WC currently has two. There will be a monthly fee of 29.00 for each additional account after 4.
- The position of HQ treasurer and the Local Treasurer should be held by two different persons.
- Chairman of the Board and the HQ Treasurer should have access to all the accounts
- Local Convention Coordinator and Treasurer should have access to the designated account. Both privileges are revoked on 1/1 when the new Board is formed and a new coordinator is appointed for the next convention.
- Additional donations made outside the conference year for local regions should be sent to HQ treasurer to be credited to their assigned BOA account and earmarked for that Region.
- HQ Treasurer is also the Manager of our Bank Account with full access to all the accounts and can make transfer between the accounts with the approval of the Chairman/Board.
- Regions are discouraged from opening individual account with other banks. HQ Treasurer can help to set up individual bank for each region with Bank of America.
- Only HQ treasurer should issue donation receipt. Regional Treasure should submit the list to the HQ treasurer with all the information for the HQ Treasurer to issue the receipt to individual/entity.
- All charity grants from the surplus must be awarded to another non-profit organization. It is the responsible of the Local Treasurer to fill the form and submit to the HQ Treasurer before distribution.
- The balance of Annual Convention needs be reported and the half surplus returned to HQ by 12/31, together with the beneficiary list of the surplus. With the approval of the Board, the Convention Coordinator may still submit beneficiary until 6/30 of the following year. After 6/30 the fund will then be placed under the account earmarked for the use of the next convention in that region.
- After 1/1 of the following year, donations from the surplus fund will be subject to the Board approval and carried out by the HQ Treasurer.

When changing users/administrators, Manager must do the following:

1. Perform annually on or around 1/1 when the book is closed for the last convention. Reset new user/administrator, erase old user/administrator.
2. Reset ID and temporary password for New User. Need vital information from new Users.
3. Assign Temporary password. They will be asked to set their own secured password when first sign in.
4. They will collect SS & DOB from the user when they first sign in
5. Make sure the new user/administrator person has full access to bill pay as administrator on the account that they will be managing. Check all the boxes under the assigned account number.

<Advisory Board>

The Advisory Board, whose members will include but not be limited to the former Directors of the Board, helps resolve issues so to make TAC-WC run better. Advisory Board members, upon the request of the Chair of the Board, are required to attend the forthcoming Board of Directors (BoD) meeting,. Members of Advisory Board serve at the pleasure of the BoD.

<Headquarter Governing Principles>

A strong headquarter ensures the operational capability and knowledge to be kept for the years to come. In principle, the Chairman of the Board oversees the headquarter business and appoints the Convener General for the upcoming annual conference. Once the conference ends, the Chairman will retire, and the Convener General becomes the Director.

When the local planning committee is insufficient to carry out the mission of annual conference, the headquarter would step in to help out. The headquarter makes sure the smooth transition from one region to another yearly, that must include the web maintenance, the financial documentation and well-being, and the development of key personnel and agenda such as youth generation, the American mainstream, and expansion of Taiwan's allies.

The headquarter staff members include a Treasurer, a Secretary, and several committee chairs as needed. The current situation demands a Communication Director, and a Youth Committee Chair.



2017 年美西台灣人夏令會
TAC-WC @ San Diego, CA

Herbert Chang

張賀鈞

Dartmouth College, NH

Meal Plan:A, Fish

Appendix B: Sample - Speaker Info Sheet

Taiwanese American Conference – West Coast 2019
“Serving the U. S. • Giving Back to Taiwan”
Salt Lake City, Utah, July 19 – 20
TAC-WC Speaker Information Sheet



Name (ENG)		Name (TWN)	
Email		Phone	
LINE ID		Organizatio n	
Speaker Bio (200 words max; Pls draft before fill form)			
Talk Title			
Abstract (200 words max; Pls draft before fill form)			

Travel Information (leave air travel blank if travel by car)									
	Airline	Flight #	Date/Time	Other Travel Needs					
Arrival									
Departure									
Hotel	Please reserve your hotel room @ <i>the University Guest House and Conference Center</i> by 6/15/2019; 訂房專線: (801) 587-1000 Pls refer to TAC-WC for discount rate. 網址: https://www.universityguesthouse.com/								
	Hotel Reservation: () by myself; () by conference staff; () Need a roommate								
Please attach Speaker Portrait Photo here (or attach a jpg file)									
Post Conference Tour	Yes ☐ No ☐		North Bound ☐ South Bound ☐						
Please fill and email this form to TACWC2019@gmail.com before June 10, 2019.									
Program Schedule (Leave following information blank, Conference staff only)									
Session	Date			Time					
	Type	60 Min 45~50 talk 10~15 Q&A		45 Min 35~40 talk 5~10 Q&A		30 Min 25 talk 5 Q&A		Panel	

Appendix C: Sample - Conference Handbook Publishing Checklist

	TASKS	PERSON(S) IN CHARGE	DUE DATES
1	Cover design	Publication Committee	Conference theme ready
2	TAC-WC History or Report	Headquarter Secretary General	6/17
3	Welcome Statement from TAC-WC Headquarter	Chairman	6/17
4	Congratulation letters	Publicity Chair	6/17
5	TAC-WC HQ Board members introduction	Board Members	6/17
6	TAC-WC 2019 Planning Committee introduction	Convener General	6/17
7	Bios, abstracts & photos of speakers	Program Committee Chair 2G Committee Chair	6/17
8	Bios & photos of moderators	Program Committee Chair	6/17
9	Bios & photos of artists and performers	Convener General	6/17
10	Final Program	Program Committee Chair	7/1
11	“Taiwan Night” program	Taiwan Night Program Chair	6/17
12	Site map	Logistic Committee Chair	6/17
13	Donation list	Fund Raising Committee Chair	6/17
14	Advertisement art copies	Fund Raising Committee Chair	6/17
16	Acknowledgements	Convener General	6/17
16	Planning team list	Convener General	6/17
17	TAC-WC next year	New Chairman	6/17
17	Editing	Publication Committee	7/3
18	Print	Publication Committee	7/10

Appendix D: TAC-WC Timeline

No.	Key Event	Person in Charge	Time
A new chairman of the Board takes reign, who represents the region hosting the next TAC-WC.			
1	Pass TAC-WC Flag at closing ceremony	From outgoing chairman to new chairman	July
2	Transfer TAC-WC records/ documents	From outgoing chairman to new chairman	Aug
3a	Borrow \$2000 from TAC-WC account, and appoint secretary, treasurer, advisers	New chairman	Sept
3	Form a planning committee, elect or assign a coordinator	Chairman	Sept
4	Search and secure a conference site	Coordinator and Committee	Oct
5	Program Planning; Define conference theme	Program Director	
6	Finance Planning (Budget Estimate)	Treasurer	
7	Fundraising Planning both for adults & TANG-WC (Taiwanese American Next Generation)	Fundraising Committee	
8	TANG-WC Planning (to be expanded as a separate event)	TANG Coordinator	
9	First Announcement	Coordinator and Secretary	December
10	Collection of past Conference attendees	Registration Committee	
11	Committee assigns tasks	Coordinator and Secretary	
12	Key note speaker and Panelists / Moderators selection	Coordinator, Program Director	
13	Second Announcement/ Registration Form	Coordinator, Registration Group	February
14	Solicit Advertising	Advertising Group	
15	Conference Handbook production	Secretary	June
16	Registration	Registration Committee	July