

NJTL BEST PRACTICES HANDBOOK

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Prepared by the USTA NJTL Committee

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1: HOW TO START A NJTL PROGRAM

Starting a National Junior Tennis League (NJTL) program is much easier than most people think. The 8 key steps to starting a NJTL program are:

1. Identify and Recruit Key People

It is essential that the development of an NJTL program is led by someone that is willing to commit the time, energy, and effort it requires to found and grow a community based nonprofit organization. In addition to this leader, you need an enthusiastic group of individuals that includes recreational professionals (willing to unselfishly share their expertise); local community contacts; and, access to tennis facilities. You should identify a Board of Directors comprised of individuals committed to the goals of the NJTL program. Make sure to include on the NJTL start-up team: tennis players of all ages; parents of junior players; and, seniors (who may have more volunteer time to devote to your organization.) Please note that school professionals and local park and recreational department staff can help the NJTL program get started by providing access to kids in schools and public tennis facilities.

2. Define your Mission Statement

After your initial NJTL start-up meetings, one of your tasks should be to define the unique purpose of your program through a Mission Statement. The Mission Statement should explain WHAT you want to achieve in the long run; WHOM the target group of beneficiaries of your programs will be; and, HOW you will serve your target community. The Mission Statement serves as the guiding principle for all of your activities and describes the essence of the NJTL program and why it exists.

3. Define your Vision Statement

The Vision Statement gives focus and direction; sets the energy for effective action in motion; and points toward ambitious and lofty heights. A well-prepared Vision Statement should be realistic and credible, well articulated and easily understood, appropriate, and responsive to change. A Vision Statement should challenge and inspire your group to achieve its mission.

4. Develop your List of Supporters and Partnerships

One of your goals as an NJTL program is to build relationships or partnerships with other community organizations. Invite people of all ages and backgrounds in your community to attend an informal gathering to discuss your interest in starting an NJTL program. Share your Mission and Vision for your program and be willing to add, modify and/or change them according to the strengths and level of commitment from your program partners.

5. Identify the Local Partner Organizations

You should make every effort to identify organizations to partner with that can help you deliver effective tennis programming in your community. Include the schools, parks and recreational departments, YMCA/YWCA, local tennis teaching professionals and enthusiasts, media contacts, service organizations, such as Rotary, Junior League, Chamber of Commerce, club owners, college and high school to mid school coaches.

6. Identify Local, Regional and National Resources for Your Program

Contact your local USTA Community Tennis Association (CTA) leadership and obtain a list of its board, and Chair of the junior committee, and NJTL committee members. Ask for the current local NJTL program directors contact information and set up a meeting with your task group. Contact your USTA Sectional Community Director for NJTL and obtain a listing of all the sectional NJTL programs. Contact the USTA National NJTL Office to register your NJTL program and to receive additional support and resources in program development.

7. Develop and Adopt a Strategic Plan

Work with your board to develop a strategic plan that includes your budget, goals, and an action-oriented timeline that increase the probability of success for your program. The plan should guide the day to day management of your program's vision. The Strengths, Weaknesses, Opportunities and Threats (S.W.O.T) model can provide your leadership with an outline in defining the Strengths, Weaknesses, Opportunities and Threats that exist within your program. By asking the following questions, S – What are the program's internal strengths; W – What are the programs internal weaknesses; O – what external opportunities might move the program forward; and lastly, T – what external threats might hold the program back.

8. Recruitment and Training

Offer training for your diverse group of leaders and volunteers. Seek out people with different skills, motives, opinions and contacts. Provide training and education for their role and reward those who do their job well.

2: THE FIVE PHASES OF NJTL DEVELOPMENT

Anybody who likes kids, loves tennis, and is well organized can develop a National Junior Tennis League (NJTL) program or chapter. The NJTL program development will vary depending on the individuals, relationships with local institutions (e.g. parks, schools, clubs, etc.) and the assets/needs of the community. However, there are development patterns that have proven successful over a period of 30 years. The stage your program or chapter is in determines the type of support your program or chapter may need. The five phases of developing a NJTL program are:

1. Identify a Committed Leader and Develop an Excellent Tennis Program for Beginners and/or Intermediaries at One Site

One good tennis teacher and/or one good organizer/recruiter (either one or both could be the committed leader) who provides tennis instruction, practice, and competition at one site (with as little as 1-4 courts).

The person must demonstrate the following:

- ♦ Ability to recruit children and teach tennis pathway programs to 8-20 children per court, with the ability to serve dozens of children per site for a duration of 6-8 weeks.
- ♦ Ability to organize teams and develop play-based games.
- ♦ A commitment to the values of NJTL.

Needs

- ♦ Team Format
- ♦ How to manage large groups on court
- ♦ 1-4 Tennis Courts
- ♦ Kids to teach and kids for them to compete against
- ♦ Transportation
- ♦ Culminating event
- ♦ Advertising/Marketing materials

USTA Related Services

- ♦ USTA Section/District Staff
- ♦ Recreational Coaches Workshops
- ♦ Comm. Tennis Dev. Wksp.
- ♦ PTR/Tennis University
- ♦ USPTA/Training Programs
- ♦ USTA Section/Dist. Seed Grants
- ♦ USA Jr. Team Tennis
- ♦ NJTL Chapter Network Mentors (visits to successful Chapters)
- ♦ NJTL Regional Rallies
- ♦ NJTL Mentor
- ♦ QuickStart Tennis Format
- ♦ USTA publications
- ♦ NJTL Posters
- ♦ USTA Liability Insurance
- ♦ Section Annual Meeting
- ♦ District Annual Meeting
- ♦ Section-Comm. Dev. Wksp.

2. Expand to Other Sites and Add, If Needed, a Culminating Event

Multiple sites (up to 4), with a team of 3-4 coaches [note: the same staff that serves one site, can serve four sites at nine hours each per week]; reach out to Parks & Recreation Dept; start fundraising (which may include modest fees - \$1,000 to \$10,000); team competition with play-offs, or another culminating event, such as a trip to an NJTL Regional Rally or Pro Circuit event.

Needs

- Relationship with Club/School/
Club facility
- Credibility
- Publicity
- Limited Liability
- Accountant/Bookkeeper
- 501(3) Corp-Pro Bono legal help
- Workers Comp Insurance
- Educational Programming

USTA Related Services

- (All of Above Plus)
- NJTL Logo
- USTA Comm. Tennis Dev. Wksp.
- Sect. Comm. Tenn. Dev. Wksps.
- PTR/USPTA Insurance
- NJTL Newsletter Feature Stories
- USTA Sect. Newsletter Stories
- NJTL Arthur Ashe Essay Contest

3. Develop Additional Leadership/Community Support/Start Building Community Wide Program

Develop area wide plan and budget; incorporate and establish a 501(c) 3 public charity; form strategic alliances; develop a Board of Directors; recruit and train more site directors; expand to 5-12 sites; establish deep relationship with Parks and Recreation Dept.; begin reaching into schools as primary growth vehicle

Needs

- Recruit Board
- Private Funding
- Grant/Proposal Writing
- Budgeting/Planning
- Recruit Staff
- Train Staff
- Public Officials Support
- Office/Equipment
- Establish special events/ fundraiser
- Understanding of Labor Laws
- Recognized Auditor

USTA Related Services

- (All of Above Plus)
- USTA Dir. and Officer's Ins.
- Ltrs. of Supp. referrals & cont.s
- NJTL Tennis Leadership Camp
- USTA Tennis Found. Scholarships
- NJTL Chapter of the Year
- Section NJTL Chapter of the Year
- District NJTL Chapter of the Year
- Sect./Dist. publicity and awards
- Facility Awards
- Member of Section/District NJTL Committee
- NJTL Arthur Ashe Essay Contest

4. Achieve Community-Wide Program

Escalate recruitment of children (& sites) with additional funding. Expand to 13-25 sites and/or more advanced programs operating year-round; reach out to Public School systems with a pilot program; hire a year round Executive Director with excellent administrative skills and tennis skills; identify a key business leader for the Board to complement the Executive Director.

Needs

- PR Firm
- Public Funding
- Line of Credit
- Organization development skills (non-profit best practices)
- Stronger Board
- Larger Office & more courts
- Equipment
- Warehouse/Court Repair & Installation;
- QuickStart Tennis equipment
- Indoor Courts

USTA Related Services

- (All of Above Plus)
- USTA Public Funding
- Schls Prog. Assem. Teach. Train.
- National Sponsor with local tie-in.
- Nat. equip. purch. Prog.
- Racquets, balls, T-shirts, nets
- NJTL Cap. Build. Prog. Equip.
- Tennis & Educ. Found. Grants
- Recomm. for Nat. NJTL Comm.

5. *The Sky's the Limit (mainly for Densely Populated Urban Areas)*

Leverage private dollars with public dollars; hire community relations person (lobbyist); saturate school system & become their main partner; host sanctioned tournaments; establish advanced training; start a college guidance program, reading clubs; reach out to public housing agency; establish year round program indoors and/or outdoors; build or secure a facility.

Needs

- Lobbyist - Community Relations Person
- Larger office & more equip. for office
- Additional qualified staff for admin.

USTA Related Services

- (All of Above Plus)
- Public facility funding grants
- Pro Circ. and Junior Tour. Sanct.
- Elite High Perf. Trn. Grts.
- College Guidance

3: HOW TO LEVERAGE YOUR PROGRAM THROUGH GRANTS

The most important thing for National Junior Tennis League (NJTL) Chapters to know about receiving grants is that educational programming and collaboration are the keys to maximizing funding. More than ever funders are looking to support nonprofits that are working together for the betterment of the community. The Ford Foundation/USTA grant is a perfect example of this. NJTL Chapters MUST identify educational after-school programs in their area to partner with. Here are a few ideas you might consider to more effectively leverage your NJTL program through grants:

1. Use grants as a form of scholarship for kids in the program.
2. Advertise in local papers, radio stations etc. The advertisements may focus on the kids in your programs receiving scholarships. This will promote your program and possibly lead to more grant money from the community.
3. Grants can be used to provide NJTL programs in several city wide locations. Please make sure to utilize programs that are sensitive to the interests of different target communities in your area. You should consider starting programs in different communities so that you will have several teams competing.
4. You can use grant money to give a small stipend to school PE Teachers to provide an NJTL team to compete at a rally. This will help to ensure that tennis is the main course in a school's PE Classes and could potentially become a major competition among schools in your NJTL program.
5. An NJTL Rally could be promoted through Newspapers and Radio Stations to generate publicity for the program and potentially result in the rapid growth of the program.
6. You can also partner with organizations with computers to provide educational components to your program by using grant money to fund the program.
7. Take advantage of your facility location to build community assets across diverse and changing neighborhoods.
8. Build upon existing strategic relationships with outside organizations.
9. Build relationships with local Chamber of Commerce organizations by attending their meetings and volunteering at their functions. This will give you an

advantage when looking for sponsors and/or local scholarships/stipends for your program.

10. Partner with local Pro Circuit tournaments/events whenever possible.
11. Organize and hold local and regional workshops to develop NJTL programs.
12. Organize Recreational Coaches Workshops (RCW's) to build a professional delivery system to attract those businesses that look for a well-organized community program.

Once you have gotten a grant you need to stick closely to the Budget you had originally set up when applying for the grant. You should always continue to look for ways to increase your finances through other fund raising projects. Setting up a 2 to 5 year fundraising plan is extremely helpful to maintaining the cash flow necessary for the growth of your NJTL programs.

4: HOW TO FIND VOLUNTEERS FOR YOUR PROGRAM

We have listed below several key issues related to finding volunteers for National Junior Tennis League (NJTL) program. These are:

1. Answering Key Questions

Your NJTL leadership should ask the following key questions:

- ✓ Why do we want volunteers? (what is our mission)
- ✓ What do we want volunteers to do? (have written job descriptions)
- ✓ Are we ready to recruit? (are we ready to train, evaluate and reward volunteers)

2. Finding On-court and Off-court Program Volunteers

Some of the best ways to find program volunteers is to contact parents, friends and relatives of tennis players (gather information about your parents as your juniors register); recruiting players from leagues, lessons and tennis socials; letting other tennis organizations know where help is needed; and, advertising in the newspaper.

3. Identifying Tennis Teaching Professionals

By contacting the PTR or the USPTA, you can find a certified tennis professional in your area. He or she may be willing to volunteer or know some good volunteers. Also, coaches of tennis centers in the area may be able to help you with lessons or provide referrals.

4. Finding Junior Program Coordinators

Select a person who is dedicated to making a difference in the lives of young people (good organizational skills are a requirement).

5. Recruiting Board Members

The right mix of people is necessary to have good balance and good resources. It is recommended that you have a variety of professionals as well as non-professionals to meet organizational objectives. Some examples are teachers, lawyers, financial advisors, tennis instructors, news media person, representatives from the government and the public parks. A diverse board is also recommended to provide broad perspectives on operations and programming.

5: HOW TO GROW YOUR PARTICIPATION

We have listed below eleven ways to grow participation in your National Junior Tennis League (NJTL) program. These are:

1. Let people know who you are and what you are doing (mission statement). Use your website and advertise in the newspaper's calendar of events (usually no charge).
2. Establish relationships with the neighborhood associations and government officials.
3. Create a database for all participants (email addresses, birthdays, skills, etc.)
4. Periodically have a social (celebrate birthdays, etc.) to get to know some of the family members that are not in the tennis program. Invite people that have never played to participate in a fun activity on the court.
5. Have a consistent schedule for each program.
6. Try to acquire grant money to help decrease the price of programs.
7. Highlight your results with pictures on your website and in the newspaper (tracking database).
8. Acknowledge special awards of others by putting them on your website and by letting everyone know (gathering of players or group email).
9. Schools – establish a relationship with the schools and start tennis in the schools – have a feed-in to one or more tennis centers in the area.
10. Establish partnerships with other organizations (boy scouts, cub scouts, brownies, girl scouts, boys & girls clubs, etc.)
11. Do enrichment activities to promote a well rounded program (chess, typing, presenters, academic tutoring).

6: HOW TO MAXIMIZE THE BENEFITS OF TENNIS PROGRAMMING IN SCHOOLS

School sports programs are developed to encourage kids to play tennis for exercise and fun. By introducing tennis in the P.E. programs at local schools, National Junior Tennis League (NJTL) programs are able to provide a safe form of high energy exercise and at the same time, develop a great group of tennis players. By using the Quickstart format at schools, P.E. Teachers will be able to handle large numbers of kids in small areas.

Most students in schools programs have never played tennis. NJTL programs should convince school leaders that tennis programming provides a unique opportunity for schools to expose students to a lifetime sport that builds character and discipline. Every NJTL leader should know the following 8 facts about the benefits of tennis programs in local schools:

1. With the Quickstart Tennis format at schools, PE teachers can handle large numbers of students during their classes.
2. Local CTA and USTA Tennis Service Representatives (TSR) are available to provide training to individuals that might need help with the class setting.
3. The best programs are those that can be cloned throughout the school system. This will help the programs grow rapidly and get started quicker.
4. Tennis is a wonderful way to teach character development and discipline. In addition, it is a great way to help “at-risk” students excel in school.
5. The Team Tennis format within the PE classes will make the tennis programming more competitive for the kids. This will promote camaraderie among the teams.
6. By providing Quickstart equipment for schools the programs would be able to enhance their value to the entire school system.
7. Provide simple, detailed drills and games for the teachers to use in class. Make it simple so they can easily move things around.
8. When using a gymnasium, you can mix tennis games with basketball games and other sports to provide a well rounded approach.

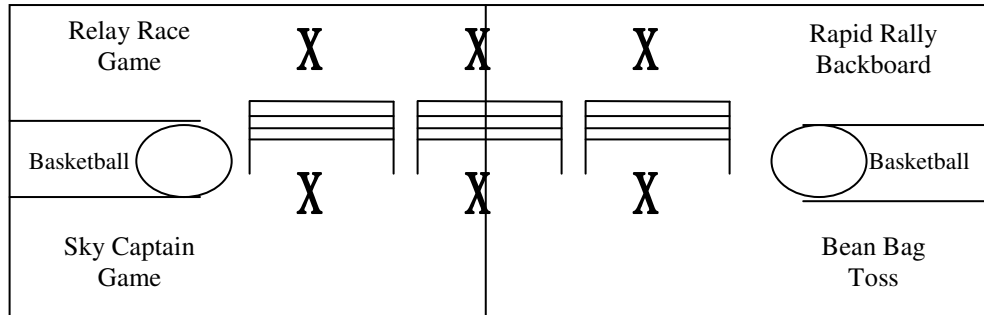
You might also consider using the following gymnasium format:

Gymnasium Format

For large numbers you can setup the gym in stations rotating the kids every 3 minutes. You can use a combination of Quick Start Tennis Drills and games for fun. You could have 4 to 6 kids on each one of these stations and maintain control of the class.

Variation 1: Add a station for Basketball to mix the sports a little.

Variation 2: Add a station with jump ropes etc.



7: HOW TO CREATE A BLOWOUT SUMMER PROGRAM

National Junior Tennis League (NJTL) summer programs develop the athleticism and character of youth from the ages of 5 to 18 and provide great skill training and exercise. In most NJTL summer programs, tennis and education activities are typically provided between the hours of 8:30am and 3:30pm, Monday through Friday.

NJTL youth programs support the growth of both tennis and education. Many of the kids are from economically challenged homes and never have a chance to learn to play tennis. NJTL summer programs provide a unique opportunity to reach out and make a positive impact on their lives.

The benefits of summer programs include:

- Increased junior membership
- Increase in USTA organizational partnerships
- Marketing the USTA Brand
- Exercise for the kids
- Increased volunteers and community support
- Possible development of a city wide program in all Recreation Centers.

Sample Procedure: (If requesting budget from the Parks and Recreation)

- Contact Parks and Recreation Department about your program.
- Submit a written proposal with cost and benefits of the program.
- Identify where the program will be done or how many locations.
- Plan a Rally or Block Party to start the program, provide handouts with program details such as dates and times for the program at the event. Make sure you have a sign-up sheet at the event.
- Determine how many instructors you need based on the number of kids/sites.
- Develop a curriculum for both the tennis and educational component.
- Hire an instructor for the educational component or partner with a school or Recreation Center that has computers etc.

Sample Procedure: (If you have the money and want to implement a program)

- Identify where the program will be operated or how many locations.
- Contact Parks and Recreation Department about your program.
- Plan a Rally or Block Party to start the program, provide handouts with program details such as dates and times for the program at the event. Make sure you have a sign-up sheet at the event.
- Determine how many instructors you need based on the number of kids/sites.
- Develop a curriculum for both the tennis and educational component.
- Hire an instructor for educational component or partner with a school or Recreation Center that has computers etc.

Suggested Curriculum: (Variations might include a portion of this schedule)

- 8:30am to 9:30am, Strength and Conditioning

- 9:30am to 11:30am, Tennis Fundamentals
- 11:30am to 12:30pm, Lunch
- 12:30pm to 1:30pm, Classroom instruction (Reading, math, speakers etc.)
- 1:30pm to 3:30pm, Competitive Tennis with coaching

People and Contact Involved:

CTA, Volunteers, USTA TSR, School Administrators, Parks and Recreation,

Timing:

Plan should be developed at least 2 months in advance.

Cost:

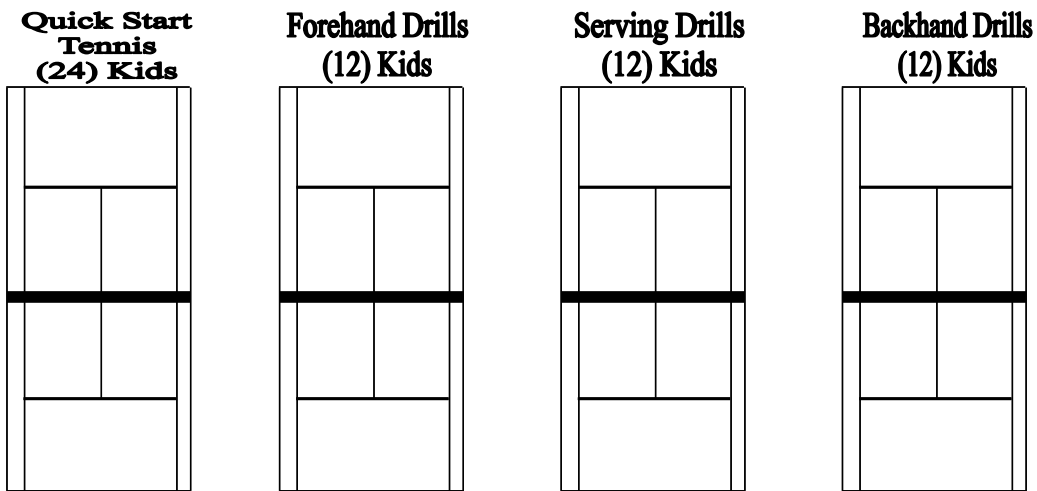
Instructor s, (1) per every 20 kids, Court Fees, Tutors, Equipment, Balls, T-Shirts

Contacts:

USTA TSR, School Administrator, CTA, Parks and Recreation, Local Newspapers.

Suggested Tennis Formats:

- Develop a layout plan that matches the number of kids expected and coaches.
- Your layout plan should include drills and games that are fun and competitive
- You should have some type of rotation setup for moving the kids court to court
- The plan should also include age and skill separation.
- Invite parents to be volunteers, it will help you with large numbers.



8: HOW TO DEVELOP AN AFTER-SCHOOL PROGRAM

National Junior Tennis League (NJTL) After-School programs are designed to develop the character of elementary to middle school kids in tennis and education activities normally during the 3pm to 5pm time frame. The requirement for Physical Education at our schools has diminished and many of the kids do not receive enough daily exercise. The NJTL After-School programs are designed to provide robust exercise along with some educational benefits.

After-School programs support the growth of youth in tennis and education activities. Many of the kids are underprivileged and never have a chance to learn to play tennis. This is an opportunity for them to experience a sport that builds character and discipline.

Benefits:

- Increased junior membership
- Increase USTA partnerships with the schools system
- Marketing USTA Brand
- Exercise for the kids
- Increased volunteers
- Increased community support

Procedure: (If requesting budget from the School)

- Identify a school or schools, that you want to implement a program.
- Contact the School Board about your program to get approval.
- Submit a written proposal with cost and benefits of the program.
- Determine how many instructors you will need based on the number of kids.
- Develop a curriculum for both the tennis and educational component.
- Develop a plan using tennis courts and a plan for using the gymnasium
- Hire an instructor for the educational component or partner with the school to provide the educational component.

Procedure: (If you have the money and want to implement a schools program)

- Identify a school or schools, that you want to implement a program.
- Contact the School Board about your program to get approval.
- Determine how many instructors you need based on the number of kids/sites.
- Develop a curriculum for both the tennis and educational component.
- Develop a plan using tennis courts and a plan for using the gymnasium
- Hire an instructor for the educational component or partner with the school to provide the educational component.

Suggested Curriculum:

- 3pm to 3:30pm, Classroom exercise or drug abuse speakers etc
- 3:30pm to 4:30pm, Quick Start Tennis fundamentals

People Involved:

CTA, Volunteers, USTA TSR, School Administration.

Timing:

Plan should be developed at least 3 months in advance.

Possible Cost:

Instructors, (1) per every 20 kids, Teacher or Tutor, Balls, QST Nets, T-Shirts

Contacts:

USTA TSR, Local CTA, School Administration, newspapers.

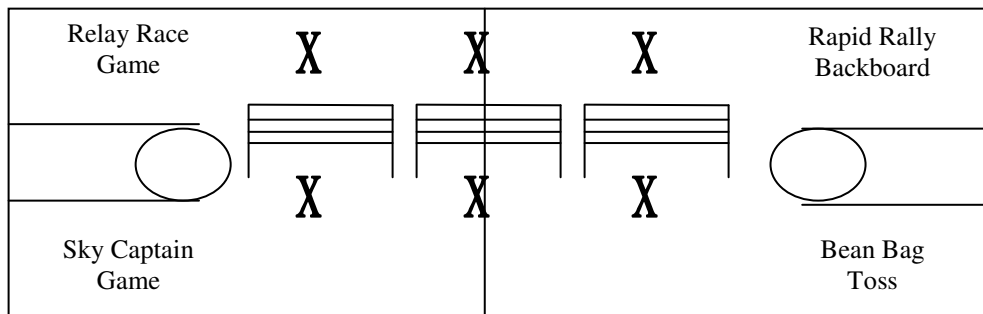
Suggested Educational Components:

- Partner with a school or Rec Center for a computer class
- Provide speakers from Drug and Alcohol, Police Dept, Fire Dept etc.
- Provide reading material for a reading and essay writing contest
- Flash Card Format for teaching math, science, or rules of tennis.

Suggested Tennis Formats:

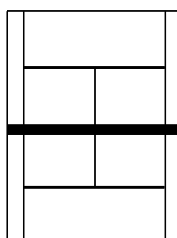
Gymnasium Format

For large numbers you can setup the gym in stations rotating the kids every 3 minutes. You can use a combination of Quick Start Tennis Drills and games for fun.

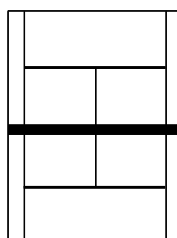


Using Available Tennis Courts (Example Only)

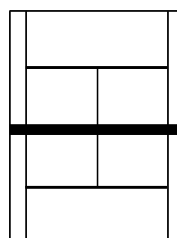
Develop a layout that suits your group



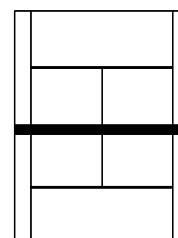
**Quick Start Tennis
(24) Kids**



**Forehand Drill
(12) Kids**



**Serving Drill
(12) Kids**



**Backhand Drill
(12) Kids**

9: HOW TO DEVELOP AND INCORPORATE AN EDUCATIONAL COMPONENT

To develop and incorporate an educational component you should do the following 7 things:

1. Research the needs of your NJTL Communities
2. Develop a Mission Statement.
3. Define Your Program Goals (short –mid- long term)
4. Research the cost of implementing the educational component
 - A. Materials (paper, pencils, books, software, etc)
 - B. Equipment (computers, cabinets, etc)
 - C. Instruction (certified teachers) (background checks
 - D. Incentives (coupons, trips. Awards, etc)
5. Partner with Community Based Organizations.
 - A. Churches
 - B. Local Newspapers
 - C. Business Owners & Community Leaders (build relationships)
 - D. Target the Schools in the community
6. Establish a Contact Data Base of Community Leaders
7. Establish a Data Base of all of the Students in the Program to Track:
 - A. Attendance
 - B. Grades
 - C. Health
 - D. Progress
 - E. Graduation Ratio
 - F. College Attendance
 - G. Retention Ratio
 - H. Success in Tennis

Definition and Example:

The educational components of NJTL programs will increase community support for your programs and address some more serious concerns of our youth. There are several types of programs that could be used. You need to adopt a program that best suits your program and community concerns. Please note that many programs use some type of reading program. However, the manner in which the reading program is implemented will determine whether or not it is successful.

Many of the kids in the program will perhaps perform at a higher level because they know they will have an opportunity to show their stuff on the tennis courts after the classroom work.

Benefits:

- Increased community support
- Increases partnerships with the schools system
- Great marketing opportunities
- The mix of sports and education will increase the kid's motivation to learn
- Increased community volunteers

Suggested Types of Educational Programs:

- Reading Program: You can provide interesting material for the kids to read and have each kid read a paragraph or two until each kid has completed their turn.
- Math Program: Flash cards is a good idea when doing math with the kids. Make sure the math is at the right level for the kids and give the kids that get their problem correct a reward.
- Computer Class: If you have access to a computer room, you can develop a developmental computer course for the kids.
- Essay Writing: You could provide the reading material and then have the kids Complete an essay after completing the reading material. The Arthur Ashe Essay Contest would be easy to start with.
- Speakers such as Doctor, Lawyer, Fireman, Policeman, Entrepreneur, Corporate Executive, Nurse, Accountant, etc.

Procedure: (Developing and Incorporating an Educational Component)

- Look for an educational component that addresses the needs in the community.
- Research the cost of the program (material, instructor, classroom, etc.).
- Look for partnering opportunities with organizations that could provide the educational component onsite.
- After choosing your program, make sure the kids are escorted from the Classroom to the tennis courts or the gymnasium depending on where the tennis program is being administered.
- Market you program to the media to get exposure and grow your program.

Suggested Times for Educational Component followed by Tennis Component:

- 3pm to 3:30pm
- 3pm to 3:45pm

10: INTERNAL COMMUNICATIONS

As defined by the American Heritage Dictionary, communications is to make known; impart; to have an interchange, as of ideas; exchange of thoughts. We summarize information about USTA NJTL Committee internal communications below.

The Workspace website used by the USTA should be our main communications area. Some of the functions are listed below:

- Upload documents
- Review items of interest under NJTL
- Send messages
- Review upcoming events
- Review minutes and actions items
- Post solutions to action items

Please note that the phone numbers and email addresses of committee members should be on Workspace.

USTA website (www.usta.com)

- A means to convey NJTL information to our membership (should be easy to use and navigate)
- NJTLs should be listed under programs on our website. Registering to become a new NJTL Chapter should be on the front page.
- Should be the hub for branching to other websites for NJTL information in various sections (USTA → Sections → States → CTA(s))
- Continue to have a search engine to find information within the website

Conference Calls

- If it is possible for all committee members to call in on a phone number, then this is also a good way to exchange information.

Net Meetings

- Net Meetings can be held periodically to communicate events to our committee members as well as others. Audio and visual aids can be used through net meetings.

Surveys/Questionnaires

- Put a easy to complete survey on our website to acquire the following information from our NJTL chapters:
 - a. Success stories can they share with us.
 - b. Activities they are doing through the year.
 - c. How many Customers are they serving?
 - d. What are their current needs?

In addition, we should allow our NJTL chapters to upload pictures to our website from their activities (with limitations on the number of pictures uploaded per chapter.)

11: EXTERNAL COMMUNICATIONS

We summarize information about external communications of the USTA NJTL Committee below:

1. Website USTA → Sections → States → CTA(s): Standards for web design should be enforced for ease of navigating (tabs are to be in the same place on each website). (Example: All programs (alphabetical) should be under a Program tab so that our Customers can easily see all the programs of the USTA.)
2. Our Customers should be able to easily communicate with us. Provide an alphabetical list of committees to our Customers for them to communicate directly to the committee. Each committee listed would have their responsibilities listed on the web with their email address.
3. NJTL Grants awarded – Accountability should be an important item for the USTA. Certain information on the web should be required for programs that are awarded NJTL grants. For example, the start and stop dates of the program that was awarded the grant with expenditures being listed and the number of participants. There should be pictures from the program. This information can be used to emphasize what the USTA is doing in the Community and what programs should be retired or continued.
4. Television – Mission critical items should be promoted on the television to allow the majority of our membership to know about events to come.
5. Community Tennis Associations (CTA) Emails – Emails of CTA(s) can be used to highlight the programs or events that the USTA would like to have emphasized in the community. Our CTAs need to be involved in our State meetings to allow for two way conversations. This will strengthen the relation between the State office and the overall USTA community.
6. Mailings – With the permission of our membership, personal email addresses can be used to convey important information to our membership.

12: HOW TO RAISE PRIVATE FUNDING

Successful grant writing involves advance planning, preparation, research, concise writing and follow-up. When submitting a grant application you should request reasonable funding and clearly understand the guidelines set by the potential funders. Also, you must make sure the goals and objectives of the grantmaker to match your chapter's goals.

We provide some tips for writing your grant proposal below:

1. Prove you have a significant need or problem in the proposal.
2. Deliver an answer to the need, or solution to the problem B needs to be program/project for change.
3. Research grantmakers for similar objectives to better your chances.
4. Target your proposal to grantmakers for your project and do not limit to one source.
5. Contact grantmaker before you write your proposal to be sure you understand guidelines.
6. Present proposal in the appropriate and complete format with all attachments. Follow the exact guidelines of application.
7. State your chapter's needs and objectives clearly and concisely B use active rather than passive verbs B clear, factual and professional. Check and double check grammar and spelling.
8. Be clear about why you are seeking the grant, what you plan to do with the \$\$, and why your chapter is a good fit B write in a persuasive manner.
9. Cover the criteria B project purpose, feasibility, community need, funds needed and applicant accountability.
10. Is this a project with a limited time-line or will it go into the future? If so, how do you plan to fund?
11. Be sure and answer: who is the Chapter, how does it qualify, what are your objectives, what problem are you addressing, who will benefit and how, how you will measure your results.
12. Demonstrate impact of funds on community B be specific about broad goals and measurable objectives.

13. Follow-up with grantmaker on status, evaluation and outcome. Request feedback about proposal weaknesses and strengths.
14. When using acronyms, make sure they are spelled out correctly B especially the first time.
15. Before you submit, have someone outside the Chapter review the proposal and have an objective outlook.
16. Submit before the deadline...

Grants can come from corporations, local and state governments, and Foundations (private, corporate, community and family). www.grants.gov and www.cof.org (Council of Foundations) are websites that provide information on available government and foundation grants. Please check with your city on local foundations which match the chapter's funding needs when looking for grants, as most cities have community-wide non-profits and foundations.

We have included additional information in our Appendix. This information includes:

- I. Grant Proposal Checklist to assist in preparing and double checking your proposal
- II. Sample Grant Request for funding from the USTA
- III. Sample Grant Request for funding to non-tennis related foundation.

Although links are provided in this paper, the USTA is not responsible for and does not have any control over the content in such sites, nor is the USTA making any representation or expressing any opinion regarding such content.

13: DIVERSIFYING YOUR REVENUE STREAMS

National Junior Tennis League (NJTL) programs of all sizes are focused on growing the capacity of their organizations by raising private and public funds. By understanding the methodology for raising, allocating, and preparing for a continual stream of diversified revenues, NJTL programs can achieve outstanding results.

The New York Junior Tennis League's (NYJTL) "*Five P's of Public Fundraising*" outlines the strategies and personal experiences responsible for transforming NYJTL from a small nonprofit that shared public parks, commercial clubs, and only a few school sites to its present day role as the largest provider of free tennis programs to New York City youngsters.

The Five P's of Public Fundraising

We have listed the Five P's of Public Fundraising below:

1. Philosophies That Work

Every organization must develop a realistic and effective philosophy that actually works. The public funding philosophy of the New York Junior Tennis League generates the monies necessary to make tennis a real possibility for every New York City youngster no matter what his or her economic or ethnic background. Remember...

- A. Excellent programming for needy students will be supported by both public and private funds if you know *how* to ask for them.
- B. The most reliable way to know that a community considers a project important is if they are willing to allocate their (taxpayer) money to it.

2. Pre-requisites for Public Fundraising

Never attempt to raise public money if you have not yet raised private money. Despite the abundance of public funds available, a privately supported program is nearly always a pre-requisite to public fundraising and monies.

When it comes to *private fund-raising*, if you don't ask for it you don't get it. Remember...

- A. **BENEFIT FROM YOUR BOARD MEMBERS.** Board members should bring value to the charity, particularly in the realm of private fund-raising, key sponsor relationships, and as a source of contacts for money-generating special events.
- B. **RUN AT LEAST ONE SPECIAL EVENT PER YEAR.** Special events may yield little profit and even lose money, but these expenses are justified based on their effectiveness in bringing in future money and future donors. If unsuccessful after three years, reexamine your mission and strategy.

- C. **PRIVATE MONEY IS PROBLEMATIC BUT NECESSARY.** While private money is more costly to raise, it both presents fewer cash flow problems and is essential in triggering the interest of future public donors.

Likewise, when it comes to *public fund-raising*, if you don't ask for it you don't get it. Remember...

- D. **DIVERSIFY YOUR REVENUE STREAM.** Public money is risky particularly if there are major fiscal cuts made in order to provide the funds or if the donations can be affiliated with political interests. Multiple sources ultimately lead to stable and more versatile programs.
- E. **YOU WILL NEED A CREDIT LINE.** Public money is more expensive to administer and usually brings contracting and cash flow management problems.

3. Prioritize Your Organization

An organization with its priorities in line can plan for and provide a wide range of community programs. It takes a professional and dedicated effort to raise any sort of money. Prioritize your goals and prepare for both present day and future funding opportunities. Remember...

- A. **APPLY EARLY FOR PUBLIC FUNDING.** The acquisition of public monies will always involve a waiting list. Generally, expect significant results to occur after a period of between 18 to 24 months.
- B. **BUILD RELATIONSHIPS.** Get to know not only your staff, but the staff of the public agency administering your funding. Entry-level staff often advance and become involved in grading RFP's.
- C. **INVOLVE YOUR DONORS.** From the inception of a program, appeal for discretionary public dollars by showing your elected officials what you do. Give district officials generous publicity for their contributions. Supplement visits with pictures, newsletters and reports.

4. Proportional Allocation

Every nonprofit hopes to obtain the most funding available in order to provide the most services possible. By appropriately staffing your organization, you will raise and allocate your funds more effectively. Remember...

- A. **CREATE A DEDICATED POSITION WITHIN THE ORGANIZATION TO RAISE PUBLIC MONIES.** If your organization is small, begin with volunteers or a part-time community relations staff member. As you grow, staff accordingly. A full-time Director of Community Relations, grant writers, outside contractors, lobbyists, and government representatives are all examples of staff members that could potentially increase fund-raising revenues.

- B. **CREATE A GRANT WRITING TEAM.** A full-time development director and grant writing team search for the funds you need *before* you need them and compete for public funds in official RFP's and like competitions.
- C. **KNOW YOUR RATIOS.** Pilot projects should be funded completely by private monies. Free sports, arts, and other enrichment programs to needy youth should be an equally shared public-private responsibility. Free academic programs should be wholly funded by public monies.

5. Performance You Can Evaluate

As your organization continues to expand its services to the community, frequent evaluation of the program(s) ensures the integrity, quality, and growth integral to securing future endorsements and expansion. Remember...

- A. **CONTINUOUSLY EVALUATE PERFORMANCE.** Establish key performance indicators (KPI's) and reevaluate, recognize, and reward these standards at staff meetings and when visiting staff members in the field. If possible, hold an annual retreat for key people to ensure that the systems in place are both realistic and rewarding.
- B. **YOU ARE ONLY AS GOOD AS THE ORGANIZATION THAT YOU ARE REPRESENTING.** Your program must be relevant and valuable. Evaluating your program ensures that the program is not only prized by the community, but that it is also of present and future interest to donors and public officials.
- C. **SUCCESSFUL PROGRAMS PROMISE FUTURE FUNDING.** In urban areas, quality tennis programs for youth from low income families can supplement one dollar of private revenues with one dollar of public revenues. A program that additionally implements the development of life skills, academic support, and other enrichment activities into their curriculum can supplement one dollar of private revenues with three dollars of public revenues.

14: HOW TO BUILD YOUR LEADERSHIP TEAM

The Executive Director, Treasurer and Operations Manager are the three key positions for a National Junior Tennis League (NJTL) program. These people are responsible for the day-to-day management of the organization and their coordination and interaction are essential for success. In small NJTL programs these positions may be held by volunteers or part-time staff. In larger organizations these roles should be full-time.

Every nonprofit organization should have one person, i.e. the Executive Director, President, or Chief Executive Officer, that reports to the board of directors and is given the authority and responsibility to run the organization on a day-to-day basis. The title of the person is not as important as the bylaws specifically identifying the person in charge and their responsibilities. Specific responsibilities include...

Key Staff

1. Executive Director's Responsibilities

The Executive Director should:

- A. Provide vision, strategic planning, and leadership in keeping the organization and its mission relevant, the programs excellent and cost effective.
- B. Develop annual budget and financial planning (cash flow, credit lines); oversee contracting and all program operations.
- C. Assist in fundraising for public and private funding; some proposal writing.
- D. Personnel – Recruiting, hiring, leading and evaluating key staff
- E. Public Affairs – maintaining relationships with public officials, key government agencies and private institutions; advocate on issues related to our programs; coordinating lobbying efforts; spokesperson.
- F. Mobilize and support the Board of Directors.

2. Treasurer's Responsibilities

All organizations should have a Treasurer who is either a volunteer or a paid staff person. As the organization grows, it is essential to make the Treasurer a paid position. The Treasurer:

- A. Oversees successful completion of financial and funder audits.
- B. Directs the preparation of agency short-term and long-range financial plans and budgets based on broad organization goals and objectives.

- C. Appraises the agency's financial position and issues timely financial and operating reports (monthly, quarterly, annual) to the Board of Directors and Executive Director.
- D. Develops the annual capital budget and analyzes spending of capital funds. Develops and implements fiscal policies and procedures and internal controls to support sound financial management.
- E. Advises and analyzes management proposals on program development and long-range financial plans.
- F. Oversees all aspects of grants and contracts management including: RFP support and planning; financial reporting; oversight of contract compliance.

3. The Operations Manager's Responsibilities

As an organization grows there becomes a need for an operations manager. Depending on the organization's size, the head tennis professional may also act as the operations manager. The Operations Manager's duties include:

- A. Development and oversee programs.
- B. Management of facilities, maintenance and equipment.
- C. Oversee contract management, budgeting and payroll.

Hiring Personnel

Personnel should be hired through a systematic hiring process, taking into account experience, compensation and the ability to interact with the current staff.

Tennis programs will use a large number of seasonal personnel for its programs. High school, college students and retirees are also good sources for seasonal personnel and tennis instructors.

As the organization grows you will need to fill specific roles. Advertising in trade publications and job placement services are good places to locate quality candidates.

Training

There are numerous types of training necessary to effectively operate a tennis program, including general management, finance, budget preparation, program development and the board process.

The USTA offers many workshops on professional development and training.

15: HOW TO DEVELOP A STRATEGIC PLAN

A strong strategic plan helps your staff and your board members to stay focused and to better understand the strategies outlined for achieving your organization's mission. By implementing, and by continuously reevaluating, this strategic plan, you can begin to have a successful impact on the community – both growing awareness for your cause and growing the participation of your programs.

If preparation promotes increased participation, then *strategic planning* should be the first step for every nonprofit.

STRATEGIC PLANNING IS...

- A. The continual process of identifying and prioritizing the method by which one's organization provides for its community's present day needs and, simultaneously, reevaluating and evolving this method in order to prepare for future growth.
- B. A carefully constructed and considered strategic plan endorses the mission statement, fosters support for the organization, and serves as the catalyst for one of the most desirable nonprofit goals...*increased program participation*.

Four Steps to Strategic Planning

Because strategic planning and increased program participation are interdependent, we begin with the four steps to strategic planning. These are:

- 1. **PRIORITIZE YOUR COMMUNITY'S NEEDS**
 - A. Identify the needs of your community
 - B. Prioritize the needs of your community
 - C. Create timeframes for meeting these needs
- 2. **LIST YOUR NONPROFIT'S SERVICES**
 - A. List programs and services you will provide
 - B. Delegate roles by capability, experience, and expertise
 - C. Agree on methods of data collection, storage, and analysis
- 3. **ADDRESS YOUR MISSION STATEMENT**
 - A. Verify that the services provided parallel the Mission Statement
 - B. Redevelop the Mission Statement if necessary
 - C. Construct core departmental roles and strategies
- 4. **NARRATE YOUR PROGRAM PROPOSAL**
 - A. To the board of directors for input and final approval
 - B. To potential sponsors for initial donations and future funding
 - C. To the community

Participation Growth Cycle

Now that your board members, staff, and sponsors are clear about your goals and strategies, it is time to begin growing your program participation with the participation growth cycle:

- 1. (RE)DEVELOP A STRATEGIC PLAN**
 - A.** Follow “The Four Steps to Strategic Planning”
 - B.** If this is the second year, reevaluate your original Strategic Plan

- 2. ANNOUNCE YOUR ORGANIZATION**
 - A.** Publicize your programs via low-cost marketing (posters, flyers, etc.)
 - B.** Encourage sponsorship, see “The 5 P’s of Public Fundraising”

- 3. OUTREACH TO SCHOOLS**
 - A.** Provide after-school, holiday, and summer rec. programs to students
 - B.** Provide wrap-around enrichment services to principals
 - C.** Provide training and awards to teachers and principals

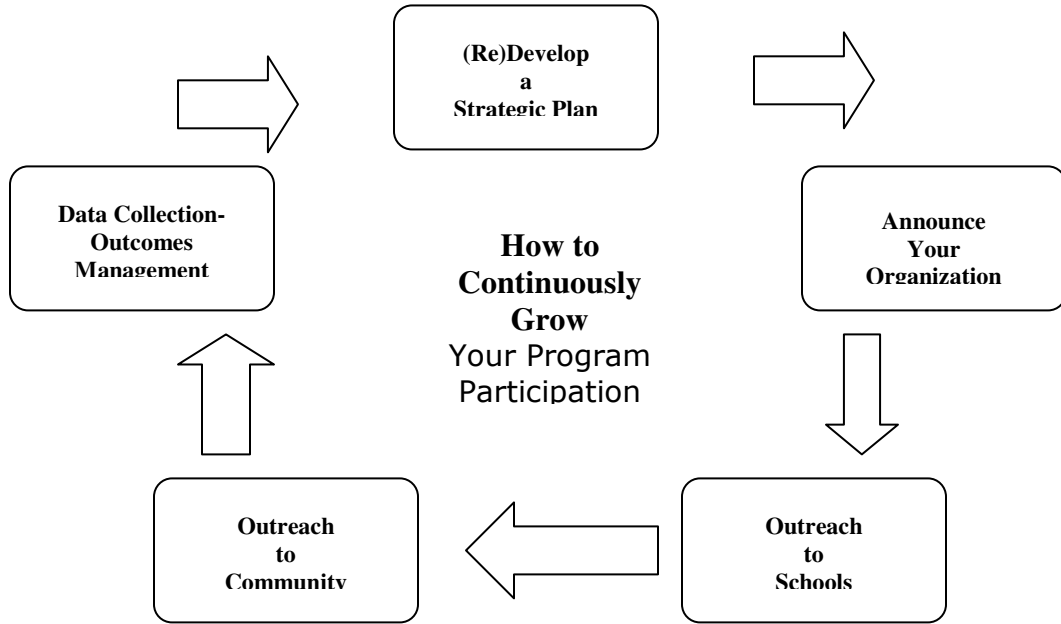
- 4. OUTREACH TO COMMUNITY**
 - A.** Partner with other youth-serving organizations (local clubs, daycares)
 - B.** Partner with already established citywide events and festivities
 - C.** Partner with local corporations for event donations and exposure

- 5. DATA COLLECTION**
 - A.** Create a thorough and all-inclusive participant registration process
 - B.** Data collection processes must work in the field and in the office
 - C.** Data collection systems must be storable, sharable, and retrievable

- 6. DATA ANALYSIS**
 - A.** Identify the program strengths helping to achieve your Mission
 - B.** Identify the program weaknesses unfavorable to your Mission
 - C.** Identify external opportunities for support and sponsorship
 - D.** Identify external threats or changes capable of affecting your Mission

We include a visual representation of the Participation Growth Cycle on the next page.

"THE PARTICIPATION GROWTH CYCLE"



16: HOW TO MANAGE YOUR BOOKS

Every National Junior Tennis League (NJTL) program should be aware of the following 6 keys to managing the organization's books:

1. **Select your Board Treasurer.** The NJTL chapter will need accounting expertise. The most important and effective way to find this expertise would be to get someone on the board with strong accounting skills to be Treasurer.
2. **Get an accountant if necessary.** Hopefully you will only have minimal need for an accountant initially if your Treasurer has accounting experience. As you become larger and seek grants, you will need audited financials. Your local non-profit center can assist with providing accountant contacts specializing in non-profits for your board to interview.
3. **Buy a software package to automate your bookkeeping.** There are many IRS reporting categories for non-profits. Your accounting system needs to be built around these IRS guidelines. Many accounting programs are available, but the different versions (depending on size) of Quicken for non-profits appear to be what most Chapters are utilizing.
4. **Select a bank and banker.** Ask other non-profits in your city of the same size and nature. If you don't have much money, you may want to start with an interest-bearing checking account depending on the monthly fees and minimum deposit requirements. As you become larger, you will want to investigate other conservative investment options for your chapter's funds to grow.
5. **Financial Management.**
 - A. Establish financial controls to ensure accurate financial transactions and minimize risk of employee theft and other losses. Consider dual signatures for over specific amounts.
 - B. Begin Financial Forecasting and Budget.
 - C. Prepare Cash Flow statement.
 - D. Manage program finances.
6. **Determine whether to accept credit cards.** It is good for donations. Contact your Bank and ask for assistance with a merchant agreement.

Take advantage of the Internet. Multiple online resources exist to assist in the financial management of non-profits. As a suggestion, use the Google search engine and search on "Non-Profit Financial Management" for additional information.

17: BENEFITS

While the IRS is concerned with excessive employee compensation for non-profits, the real challenge for most NJTL chapters will be coming up with the resources to attract competent, qualified executive talent and pay appropriate salaries. To compete with the for-profit sector, your board will need to be creative and explore non-monetary forms of compensation or recognition when creating a package.

The common elements could include:

1. Base salary. Check similar budgeted non-profits in your area for range of executive directors and with any local CTAs/Section on their salary range.
2. Insurance policies, including health and life (this can be very expensive for new chapters. Check with other area non-profits about affordable low cost insurance).
3. Car allowance, mileage, free parking.
4. Executive expense account.
5. Employment contract.

18: HOW TO OBTAIN 501(c) 3 STATUS

Obtaining 501(c) 3 status is a very important step in a National Junior Tennis League's (NJTL) fundraising efforts. This federal designation allows contributors to take a tax deduction for contributions to 501(c) 3 organizations. This tax exempt status will not only increase the number of individual contributions you receive it is often a requirement to receive funding from foundations. We have listed below ten steps to obtaining 501(c) 3 status. These steps are as follows:

1. **Formulate a mission statement.** Each Chapter should use the USTA/NJTL mission statement as a guideline to describe who the Chapter is, what it does, for whom and where. Should be compelling as it will be used in all funding requests.
2. **Form a Board of Directors.** Identify qualified diverse individuals who are supportive of the mission that are willing to give of their time and talents.
3. **File Articles of Incorporation.** These are official statements of creation of an organization filed with your appropriate state agency. Such are important to protect the Board and staff from legal liabilities as well as the entity. Each state is different but the requirements will be with the Secretary of State or Attorney General. You should consult an attorney knowledgeable in the area of non-profits B you can find one through your local bar association, Better Business Bureau or through personal reference.
4. **Draft By-Laws.** These governing documents will be drafted by attorney if you hire one and approved by the Board. These are the Arules@ on how the organization operates.
5. **File for 501(3) Status.** You can download the appropriate forms from the IRS website www.irs.gov, and then click on charities and non-profits.
6. **Apply for federal employer identification number (EIN)** whether or not you have employees.
 - a. You may apply online by going to www.irs.gov and clicking on the EIN application link.
 - b. It will go much smoother if you download Form SS-4 and complete before you go online.
7. **File for state and local tax exemption** (if applicable in your jurisdiction.)
8. **Fulfill any charitable solicitation law requirements in your jurisdiction.** Contact your state Attorney General office, county municipal clerk or local Department of Revenue for more information.
9. **Apply for a nonprofit bulk mailing permit.**
10. **Consider purchasing liability and director and officer insurance.**

19: HOW TO CREATE AN EFFECTIVE NJTL BOARD

Many people underestimate or dismiss the importance of a diverse and active board. The board has many responsibilities. However, the three main responsibilities are: 1) determine and define the organization's mission and purpose, 2) ensure legal and ethical integrity and maintain financial accountability, and 3) assist and participate in the different fundraising activities of the organization.

The volunteer board is responsible for the overall direction of the organization. The board governs, develops policy, and sets a course for the future. They select the executive director as well as the CPA and attorney. The executive director hires his staff, which is responsible for the day-today administration of the organization. Staff acts as partners to the board, advancing the goals and strategies, while taking care of the daily administrative needs unique to nonprofit organizations. It is vital that the structure and responsibilities are well defined before putting a board together. If they are not, you increase the odds of having conflicts and discrepancies as the organization grows and matures.

When it comes time to actually recruiting individuals to serve on the board, three words come to mind – diversity, commitment and fundraising. “Diversity” does not simply mean ethnic diversity, although that is obviously very important, especially for an organization that does much of its work in urban areas, serving mostly minority populations. Searching out people from diverse areas of the business world is actually equally as important. Making sure that you reach out to all areas of the community is essential. Business leaders, local politicians, and community volunteers are all essential components of a successful board.

Plan your board recruiting very carefully. Do your homework before ever sending out a letter or making your first phone call. Develop a list of potential candidates and compile a set of written board responsibilities. Within this list rank your candidates using a well thought out measurement system that measures the potential board members impact on your organization. This will help clarify your strategy. A word of warning: no matter how tempting, never approach a potential board member by saying “you won't have to do anything when you get on the board.” This is the kiss of death. Anyone who has ever recruited potential board members knows of this temptation - you want the big fish, that important community business or government leader who has the influence, clout and resources to positively affect your organization with one phone call. History has proven time and again that no matter how influential this individual is, he must have the desire and dedication to help.

There are many differing views on the size of the board and while there is no one correct answer, many believe the bigger, the better to enhance fundraising and ensure the overall sustainability of your organization. For example, the Milwaukee Tennis & Education's (MTEF) by-laws allow for up to 33 directors, divided into three classes, designated as Class I, Class II, and Class III, with each class as nearly equal in number as possible. The term of office of the initial Class I Directors shall expire at the annual meeting of the

board of directors in year one, the term of office of the initial Class II Directors shall expire at the annual meeting of year two, and the term of office of the initial Class III Directors shall expire at the annual meeting of the board of directors in year three. In each case, however, the term of office shall not expire until their respective successors have been elected and qualified. At each annual election thereafter, each director chosen to succeed a director whose term is expiring shall be identified as being of the same class as the director whom he or she succeeds and shall be elected for a term expiring at the third succeeding annual meeting of the board of directors thereafter.

Within the board, MTEF has an elected executive committee, which has the board's approval to make binding decisions on the direction of the organization. All executive committee decisions are presented to the full board. This committee is comprised of seven members: President, Executive Vice-President, Treasurer, Secretary, Development Chair, TEAM Chair, and Community Tennis Chair. These officers have an even greater responsibility and commitment to the organization than a board director.

All fiduciary duties aside, the most important aspect of being a board member is the ability to fundraise. Everything else is a distant second when trying to grow your NJTL. From the beginning it is essential to develop a culture of fundraising because it is absolutely the toughest thing to do and what most people like to do least. Unfortunately, most organizations fail due to lack of financial resources. The executive director of a small nonprofit is usually also the catalyst for fundraising, and often times the primary fundraiser. If your board members are the rocket ship, the executive director is fuel that makes the ship take off. They must provide the necessary resources for the board members to raise money. This includes administrative support, phone calls and meetings.

At this point much could be written about volunteers. Suffice it to say, most have good intentions and are volunteering for the right reasons. That being said, the paid executive director must educate, communicate to them the importance of wearing their fundraising hats at all times. They can help your fundraising efforts in many different ways, make sure you understand their comfort levels and provide them with the fuel to be successful. Once they are successful make sure you recognize their effort and achievements. A few sincere compliments will go a long way towards ensuring that they will keep fundraising on the organizations behalf.

20: HOW TO MANAGE YOUR BOARD

Whether well-established, or still in the grassroots stages, all nonprofit corporations benefit from a board of directors that takes responsibility for the corporate governance of the organization. While one of the most well-known roles of the board is to choose and to share duties with the chief executive, it is ultimately the board who is accountable for the nonprofit's mission, overall policy, operations and financial integrity.

Keeping in mind the large variety in size, scope and available resources across tennis programs, outlined below are the minimum requirements and specific best practices that make for a successful board of directors. From the structure of the board, to its standards and to its specific roles and responsibilities, an atmosphere conducive to successful board operations ultimately leads to a successful nonprofit.

As the organization grows from infancy into a larger operation with multiple paid staff members, it is important to both develop and continually reexamine your *board structure* in the following areas...

BEST PRACTICES FOR BOARD STRUCTURE...

TYPES OF OFFICERS

- A. CHAIR – Oversees the board and communicates with the CEO
- B. VICE CHAIR – Oversees committees and can sub for the Chair
- C. TREASURER – Oversees the nonprofit's financial well-being
- D. SECRETARY - Oversees the documentation of board meetings

SIZE

- A. States laws determine the minimum number of members
- B. Should be proportional to needs with little overlap of expertise
- C. Smaller boards find scheduling and achieving quorums easier
- D. Larger boards have greater depth and outreach capabilities

By-Laws

- A. By-laws must be written, understood, and agreed upon
- B. Must include logistical direction, such as scheduling, nomination and decision-making procedures, term limits, etc.
- C. Must include legal direction, such as the need for independent auditors, liability insurance, smaller sub-committees, etc.

Conflict-of-Interest Policy

- A. Conflict-of-interests are inevitable yet manageable
- B. Policies must be written, understood, and agreed upon
- C. Policy Manuals which includes specific conflict-of-interest procedures are strongly recommended

Board officers and members should not only have a practical function but should also *add value* to the nonprofit. This can be achieved by strictly adhering to the following standards...

BOARD STANDARDS...

DUTY OF CARE

- Exercise good judgment when representing the organization

DUTY OF LOYALTY

- Personal and professional interests should be non-conflicting

DUTY OF OBEDIENCE

- Adherence to both the nonprofit's mission and to federal and state laws

Each board will interact with its nonprofit differently. Independent of the number of meetings per month or per year, each nonprofit board member must be aware of their *ongoing* roles and responsibilities...

BOARD ROLES...

BRING YOUR EXPERTISE

- Structure the workload according to individual specialties

OVERSEE MISSION, PURPOSE, AND CORE VALUES

- Ensure that the board and the strategic plan uphold the mission

APPPOINT CEO/PRESIDENT/CHIEF EXECUTIVE

- Elect a CEO to implement the board's policies

RECRUIT FUTURE BOARD MEMBERS

- Nominating committees should seek experience *and* diversity

DEVELOP AND APPROVE STRATEGIC PLAN

- Both address present-day issues and prepare for future needs

RAISE PRIVATE MONIES

- Members should contribute both financially and through the recruitment of additional donors

OFFER FINANCIAL SKILLS

- Make use of abilities and contacts in procuring auditors, oversee budgets and CFO, etc.

LEGAL LEADERSHIP SKILLS

- Lend expertise in areas such as leasing, zoning, contracts, and the like

ENCOURAGE A POSITIVE PUBLIC IMAGE

- Strive to provide the public with a “face” for the nonprofit’s name

STRONG PRESENCE AT BOARD MEETINGS

- Both ability *and* enthusiasm are vital in making corporate governance work